

Kinston City Council
AGENDA
TUESDAY, JANUARY 20, 2026

Regular Meeting at 5:30 pm



Mayor Kareem S. Moore
Mayor Pro Tem Felicia Solomon

Councilmembers

Sammy Aiken
Antonio Hardy
Les Lipford
Barbara Seaforth

Agenda
Kinston City Council
City Hall · 207 East King Street
Tuesday, January 20, 2026
Regular Meeting at 5:30 pm

**This meeting will be held in person and live-streamed on
YouTube Channel: @thecityofkinston
Available for viewing on KTV, the local government channel 2**

REGULAR MEETING

Call to Order ----- Mayor Kareem S. Moore

Prayer----- Mayor Pro Tem Felicia Solomon

Pledge of Allegiance

Council Members' Roll Call

CITIZEN COMMENT

Citizens must sign in before the start of the meeting if they wish to address the City Council.
Citizens should state their name and address before beginning their comments and may speak up for a maximum of 3 minutes.
Citizens seeking assistance or asking questions will be contacted by a member of the Governing Body or by appropriate City Staff

Adoption of the Agenda

*If a Councilmember wishes to revise the agenda, the Motion to add or delete an item will be entertained
before the Adoption of the Agenda.*

Motion/Second

MINUTES

Consider Approval of the Minutes for December 2, 2025, December 16, 2025, December 23, 2025, and
January 6, 2026 ----- Debra Thompson
Motion/Second

PRESENTATIONS/RECOGNITIONS

1. Completion of 40 hours of Chaplaincy – Lt. Fredrick Riechle, III ----- Chad Jackson

ACTION AGENDA

1. Consider Approval of Ordinance to Establish NCHFA 27ESFR Loan Pool Project (C2126) ----- Donna
Goodson

Motion/Second

2. Consider Approval of Ordinance to Establish FY25 CPD LEA Accreditation – COK Special Revenue
Project (P9153) ----- Donna Goodson

Motion/Second

3. Consider Approval Ordinance to FY25 LEMHWA Implementation Project – COK Special Revenue Project (P9154) -----Donna Goodson

Motion/Second

4. Consider Approval to Award Bid for the Belt Filter Press Refurbishment Project to Andritz in the Amount of \$295,805.00 plus a 10% Contingency, for a Total Award of \$325,385.50 ----- Steve Miller

Motion/Second

5. Consider Appointing a Search Consultant to Conduct the Search for a New City Manager ----- James Cauley

Motion/Second

APPOINTMENTS

CITY MANAGER’S REPORT

CITY ATTORNEY’S REPORT

MAYOR AND COUNCILMEMBER REPORTS

CLOSED SESSION

ADJOURNMENT

City of Kinston
City Council Agenda



Meeting Date: Tuesday, January 20, 2026

Agenda Section: Presentations/Recognitions

Item Request: Information Only

Agenda Item to be Considered

Presenter: Chad Jackson, Fire Chief

Subject: Lt. Fredrick Riehle III completion of 40hrs of Chaplaincy

Action Requested: N/A

Supporting Documentation: Departmental Memo, Certificate of Completion

Department Head's Approval ___CAJ___

City Manager's Approval SAH

Budgetary Impact: ☒ None ☐ Budgeted ☐ Needs Budget Ordinance

Staff Recommendation:



City of Kinston

Post Office Box 339

Kinston, North Carolina 28502

Phone: 252.939.3111 Fax: 252.939.3388

KAREEM S MOORE
Mayor

STEVEN L. HARRELL
Interim City Manager

JAMES P. CAULEY III
City Attorney

DEBRA THOMPSON
City Clerk

FIRE & RESCUE

MEMORANDUM

TO: Steven L. Harrell, Interim City Manager

FROM: Chad Jackson, Fire Chief

DATE: 1-12-2026

RE: Recognition for Lt. Riehle

I'm proud to inform all of you that Lieutenant Frederick Riehle III has completed the forty hours of Chaplaincy training in the following areas. Critical Incident Stress Management, PTSD, Trauma, Grief and Loss, Human Trafficking, Depression, Suicide, Disaster Response, Death Notification, Confidentiality, Ethics, Chaplaincy and Law.

With all of what our fire department personnel see and have to deal with day in and day out I feel this will help with the preservation of the mental health of our department. Members need to have access to someone they trust and feel has a good understanding of what they are feeling. It is for that reason and the knowing that help is accessible within our department I'm very proud of Lieutenant Riehle.

Certificate of Completion

This is to certify that

Frederick Riehle III

*has completed 40 hours of training in Chaplaincy with emphasis in the areas of
Critical Incident Stress Management, P.T.S.I., Trauma, Grief and Loss,
Human Trafficking, Depression, Suicide, Disaster Response,
Death Notification, Confidentiality, Ethics, Chaplaincy and Law;
Therefore, qualifying to apply for Chaplain credentials with the I.F.O.C.*

Awarded by

International Fellowship of Chaplains

40 Contact Hours Awarded

Online Class Completed

12/06/2025

Wayne A. Williams
President & CEO

Gale J. Yandell
Director of Training



International Fellowship of Chaplains

PO Box 1004, Temple TX 76503
(254) 314-2159 Fax (989) 753-3238
www.ifoc.org Chaplains@ifoc.org

Dear Frederick Riehle III,

Congratulations on your successful completion of the online I.F.O.C. Chaplain Course. We encourage you to prayerfully consider applying for Credentials as an I.F.O.C. Chaplain. We hope you see the value in Chaplaincy and that you received valuable information in the class. I would like to remind you that Chaplaincy is written into the Constitution allowing Chaplains to minister in areas where Pastors may not be allowed. We live in challenging days. Traumatic situations occur daily in people's lives around us: Disasters, ethical challenges, economic issues, school & business shootings, and more. We believe that you can make a difference! We don't know when or where the next disaster will occur, but we need to be ready to respond. Disaster in this context is defined as any traumatic event where there is need for someone to intervene. Take a moment and think how being properly trained and credentialed can help you serve when that disaster strikes. Will you have the tools needed to function with credibility, authority and professionalism. You have taken the first step in completing Chaplain Training. What's Next?

The International Fellowship of Chaplains is a nationally recognized chaplain organization that has been incorporated since 1997. Please take some time and look at the Credentialing section on our website. The application will outline the steps to apply for Credentials and as a Chaplain of the International Fellowship of Chaplains.

There are benefits of becoming Credentialed under I.F.O.C.! First and foremost, credentials open doors. Whether you are working in a penitentiary or a nursing home, your credentials increase opportunities to minister in many places. As our Members function and represent themselves as I.F.O.C. Chaplains they are covered by our Errors and Omissions Insurance policy. This is a valuable benefit as you work side by side with other agencies. We've got you covered! As an I.F.O.C. Chaplain we encourage you to join a Community Chaplain Corps. Your I.F.O.C. ID card is your ticket to attend an in-person Chaplain Course as a refresher at no charge.

If you have questions please feel free to call I.F.O.C., (254) 314-2159 or e-mail, Chaplains@ifoc.org. If you need help in filling out your application just call and a qualified staff member will assist you. We do offer payment plans, on request. We want to do all we can to get you out there as quickly and safely as possible. You are needed!

As a special bonus, if you submit your application within sixty (60) days of the date on your Certificate of Completion we are offering a \$150 discount on your application fee. Your total first year credentials cost is \$350, \$100 application fee plus \$250 credential fee. To take advantage of this special offer include this letter with your credential application packet.

Sincerely,

Wayne A. Williams, President & CEO
International Fellowship of Chaplains

International Fellowship of Chaplains (I.F.O.C.)
is the dba U.S.A. operations of
Frontline Chaplains International, Inc.

City of Kinston
City Council Agenda



Meeting Date: Tuesday, January 20, 2026

Agenda Section: Action Agenda

Item Request: Ordinance

Agenda Item to be Considered

Presenter: Donna Goodson, Finance Director

Subject: Establish NCHFA 27ESFR Loan Pool Project (C2126)

Action Requested: Council Approval

Supporting Documentation: Ordinance, Memo, Contract

Department Head's Approval dhg

City Manager's Approval _____

Budgetary Impact: ☐ None ☐ Budgeted ☒ Needs Budget Ordinance

Staff Recommendation: Approval

**AN ORDINANCE ESTABLISHING THE SPECIAL REVENUE FUND
NCFHA 2027 ESSENTIAL SINGLE-FAMILY REHABILITATION (C2126)**

WHEREAS, on December 23, 2025, the North Carolina Housing Finance Agency awarded the City of Kinston a grant to provide interest free, deferred-forgiven loans to Program-eligible homeowners to pay for certain rehabilitation costs to a homeowner's house, and

WHEREAS, the grant is a pass-thru from the U.S. Department of Housing and Urban Development agency's HOME Investment CPD federal award project and as such requires the City establish a special revenue fund to account for the expenditures of the project.

THEREFORE, BE IT ORDAINED by the City Council of the City of Kinston, North Carolina that the following special revenue project budget ordinance is hereby adopted:

NCHFA 2027 Essential Single Family Rehabilitation (C2126)

Revenues:

State Grants	\$ 182,000.00
Total Revenues	<u>\$ 182,000.00</u>

Expenditures:

NCHFA Urgent Repair Costs	\$ 182,000.00
Total Expenditures	<u>\$ 182,000.00</u>

Adopted this 20th day of January, 2026

Debra Thompson, City Clerk

City of Kinston

RHONDA BARWICK
CITY MANGER

JAMES P. CAULEY III
CITY ATTORNEY

DEBRA THOMPSON
CITY CLERK



ANTONIO HARDY
MAYOR PRO TEM

COUNCILMEMBERS:
BARABARA SEAFORTH
FELECIA SOLOMON
CHRIS J. SUGGS
ROBERT SWINSON, IV

MAYOR DON HARDY

MEMORANDUM

TO: Donna Goodson, Finance Director
FROM: Elizabeth Blount, Planning Director
DATE: October 28, 2025
SUBJECT: Essential Single Family Rehabilitation Loan Pool – Budget Ordinance

The City of Kinston has been awarded \$182,000 from the North Carolina Housing Finance Agency (NCHFA) through the Essential Single-Family Rehabilitation Loan Pool (ESFRLP). This program provides funding to rehabilitate moderately deteriorated homes owned and occupied by lower-income or special-needs households within Lenoir County.

Each project is limited to \$70,000 per unit, requiring rehabilitation of at least two homes, with the possibility of additional funding later.

The Planning Department requests the establishment of a project budget ordinance for this program in the amount of \$182,000.

Thank you.

Action Requested:
Project Budget Ordinance





3508 Bush Street
Raleigh, NC 27609
919-877-5700
www.HousingBuildsNC.com

December 23, 2025

Rhonda Barwick, City Manager
City of Kinston
P.O. Drawer 339
Kinston, NC 28502

Dear Ms. Barwick:

I am pleased to inform you that the Post Approval Documentation (PAD) for your 2027 Essential Single-Family Rehabilitation Loan Pool (ESFRLP27) to serve Lenoir County has been reviewed and approved. To assist your organization in being successful in achieving the ESFRLP Program goals, an Agency officer is assigned to work with each recipient organization as its single point of contact for all matters pertaining to a particular project. This person is the "case manager" for your organization; I am pleased to fulfill this role for City of Kinston as you execute your ESFRLP27 project.

Enclosed is the ESFRLP27 Written Funding Agreement which has been signed by Michael Handley, Manager of Home Ownership Rehabilitation and Compliance. The ESFRLP27 Written Funding Agreement is now being signed electronically using the DocuSign process. Please electronically sign the Written Funding Agreement prior to beginning your project. An electronic copy of the final documents with all signatures will be shared via email once all signatures are completed. Please keep a copy for your records as no other copy will be distributed.

I am always here to assist you as needed; please do not hesitate to contact me any time you have questions, concerns or comments. My telephone number is 919-578-3580 and my email is sdzinn@nchfa.com. All ESFRLP27-related correspondence should normally be addressed to my attention; when corresponding with another NCHFA staff member, please copy me on the correspondence.

I look forward to working with you on the successful completion of your ESFRLP27 project.

Sincerely,

DocuSigned by:
Sarah D. Zinn
A26AB475867046D...

Sarah Zinn
Senior Housing Rehabilitation Officer

cc: Mr. Jordan Kearney, Community Development Planner

NORTH CAROLINA HOUSING FINANCE AGENCY

**ESSENTIAL SINGLE-FAMILY
REHABILITATION LOAN POOL
(ESFRLP27)**

FUNDING and WRITTEN AGREEMENT for SUBRECIPIENTS

Member: City of Kinston

Funding Agreement Number: ESFRLP2714

Service Area: Lenoir

NORTH CAROLINA HOUSING FINANCE AGENCY
2027 ESSENTIAL SINGLE-FAMILY REHABILITATION LOAN POOL
(ESFRLP27)
FUNDING AGREEMENT
This is a subaward of a federal grant.

This Agreement is entered into this the 23rd of December 2025 by and between the North Carolina Housing Finance Agency (“Agency”) and City of Kinston (“Subrecipient” or “Member”) for the performance of the services listed below. The Agency and the Subrecipient are sometimes referred to as the “Parties”.

This Agreement is partially funded by a federal grant from the HOME Investment Partnerships Program from the U.S. Department of Housing and Urban Development to the North Carolina Housing Finance Agency (“Federal Award”). The federal funds awarded under this Agreement must be used for the purposes for which they are intended.

This Agreement is subject to the requirements in 2 CFR Part 200. The Agency is considered a “Pass Through Entity,” as defined in 2 CFR Part 200. Subrecipient is required to comply with those sections specifically related to subawards to subrecipients therein.

Part I. Federal Award Identification:

Federal Award Identification: HOME Investment Partnerships Agreement	Subrecipient Name (UEI registered name in SAM): City of Kinston	Subrecipient’s UEI number: HZLMARCMTMS5
Federal Award Identification Number (FAIN): M19-SG370100	Federal Award Date (Date signed by Federal awarding Agency Official): August 27, 2019	Subaward Period of Performance: Start Date: December 23, 2025 End Date: December 31, 2027
Amount of Federal Funds Obligated by this Action: \$182,000	Total Amount of Federal Funds Obligated to the Subrecipient: \$182,000	Total Amount of Federal Award to Agency: \$182,000
Federal Award Project Description (as required by FFATA): HOME Investment CPD	Name of Federal Awarding Agency: U.S. Department of Housing and Urban Development	Pass Through Entity: North Carolina Housing Finance Agency (referred to as “Agency” or “PTE”)
Contact Information for Awarding Official: Michael Handley, Manager of Home Ownership Rehabilitation NCHFA 3508 Bush Street Raleigh, NC 27609 Phone: (919) 877-5627	CFDA Number and Name: 14.239 HOME Investment Partnerships Program	Is Award R&D: No
Subrecipient Indirect Cost Rate: Not to exceed 10% of the final hard and soft costs or \$7,000 per unit, whichever is less	Audit Verified: Yes	Subrecipient’s Cumulative Federal Awards >\$750,000: Yes

Part II. Agreement Documents.

This Agreement includes the following, all of which are identified by name as follows:

1. This Agreement;
2. Certifications and Assurances (Attachment 1); and,
3. ESFRLP Program Guidelines (Attachment 2).

These attachments are incorporated herein by reference, constitute the entire agreement between the Parties, and supersede all prior oral or written statements or agreements and are hereinafter referred to as the “Agreement Documents”.

Part III. Definitions

1. **Agency.** The North Carolina State Housing Finance Agency, an instrumentality and public agency of the State of North Carolina.
2. **Agreement.** Refers to this Subaward Agreement and all attachments.
3. **Application.** The application submitted by the Subrecipient for Program funds.
4. **De-obligate or De-obligation of Funds.** Refers to the Agency’s right to rescind its obligation to disburse funds awarded to Subrecipient based on a variety of factors, including but not limited to under performance, non-compliance, end of subaward period, breach of this Agreement, violation of state, federal, and/or local law, fraudulent or willful misconduct, or change in eligibility status.
5. **ESFRLP.** The Agency’s Essential Single-Family Rehabilitation Loan Pool Program.
6. **ESFRLP Administrative Funds.** A portion of the Agency’s HOME Administration Funds, as defined in 24 C.F.R. Part 92, that may be used for Recipient’s necessary and documented administrative costs, as described in the Program Guidelines, Section 2.2.4.
7. **ESFRLP Funds or ESFRLP Pool.** The HOME funds awarded to Subrecipient under this Agreement.
8. **ESFRLP Program Guidelines.** The Agency’s program guidelines for administering the Program applicable to the 2027 cycle which Member must adhere to in order to received funds under this Agreement (the “ESFRLP Administrator’s Manual (Program Guidelines)”, “Program Guidelines” or “PG”), and can be found online at www.nchfa.com.
9. **Federal Award.** Federal Award is the award identified in Part I of this Agreement.
10. **Funds.** The funds awarded to the Member under this Agreement
11. **HOME.** The HOME Investment Partnerships Program found at 24 C.F.R. Part 92.
12. **HUD.** The United States Department of Housing and Urban Development.

13. **Member.** The organization identified in Part I of this Agreement to which the Agency is making a subaward, and which is accountable to the Agency for the use of the funds provided.
14. **Program.** The Agency's Essential Single-Family Rehabilitation Loan Pool Program.
15. **Recapture.** Recapture means when the Agency takes back money awarded under this Agreement and already disbursed to Subrecipient based on such factors as, but not limited to, underperformance, non-compliance, end of subaward period, and/or fraud.
16. **Services.** The eligible activities described in this Agreement.
17. **Subaward.** Subaward means the funds awarded to the Subrecipient under this Agreement. The Subaward consists solely of federal funds.
18. **Subrecipient.** Subrecipient the organization identified in Part I of this Agreement to which the Agency is making a subaward, and which is accountable to the Agency for the use of the funds provided.
19. **Supercircular.** Supercircular means 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. Also referred to as Uniform Guidance.

Part IV. Purpose

The Agency has received a grant of federal HOME funds from HUD which the Agency uses, in part, to fund its Essential Single-Family Rehabilitation Loan Pool Program. The ESFRLP provides an interest free, deferred-forgiven loan to Program-eligible homeowners to pay for certain rehabilitation costs of a homeowner's house. The Agency provides subawards to local organizations to utilize them in assisting in the administration of the ESFRLP. The Agency has advertised the availability of funding under the ESFRLP and the application of the Member was received, evaluated, and approved by the Agency. The Agency and the Member now wish to enter into this Agreement to provide a subaward to Member under the ESFRLP.

Part V. SubAward

The Agency hereby makes this Subaward, as described above, to Subrecipient subject to the provisions of this Agreement and any attachments hereto. The Agency shall pay the Subrecipient in the manner and in the amounts specified in the Agreement Documents. The total amount paid by the Agency to the Subrecipient under this Agreement will not exceed \$182,000 and consists of federal funds and Agency funds. Although the Agency has approved a set-aside for a specific amount to the Member, the Member also has the opportunity to modify their award and access additional funds from the ESFRLP pool (depending upon fund availability) once they have met the requirements outlined in ESFRLP Program Guideline 3.2.2.

Part VI. Subrecipient Duties (Scope of Work)

The Subrecipient will provide the services as described in this Agreement in accordance with the terms and

conditions of the Agreement Documents. The Subrecipient will be responsible for all activities and responsibilities as defined by the ESFRLP Program Guidelines.

Part VII. Time of Performance

- (a) The Member shall begin performance of this Agreement no later than the 1st day of January 2026 and shall complete performance no later than December 31, 2027.
- (b) The Agency has approved a set-aside of up to \$182,000 of ESFRLP funds for the Member. The Member may reserve funds from this set-aside on a unit-by-unit basis in accordance with Program Guidelines (PG) 3.2.2 & 3.2.3, until December 31, 2026. Any funds from this set-aside not reserved by that date shall be de-obligated.
- (c) If Subrecipient has met the requirements in PG 3.2.2, funds for additional units, if available, may be reserved from the ESFRLP pool on a unit-by-unit, first come, first served basis in accordance with PG 3.2 until December 31, 2026. Any funds, not committed under contract (pursuant to Section 3.12 of the Program Guidelines) to a unit as of June 30, 2027, must be withdrawn from deposit and returned to the Agency; or, de-obligated from the Member's IDIS master account unless with Agency permission. All units must be completed and closed out by December 31, 2027.
- (d) De-obligation of Funds. Upon expiration of the agreement on December 31, 2027, the Member must transfer to the Agency any HOME funds not under contract for a specific unit and any accounts receivable attributable to the use of HOME funds.

Part VIII. Program Funding; Management of Funds

Section 1: Subaward

The Agency has made a Subaward to the Member in the amount identified in Part V of this Agreement.

Section 2: Use of Funds

- (a) ESFRLP funds shall be used to provide assistance to low-income homeowners for: the repair and rehabilitation of their principal residence; the installation of energy-efficiency measures to decrease energy use in the unit; temporary relocation of households to standard housing, at reasonable cost, if in accordance with an Agency-approved written relocation policy; and lead-based paint/radon evaluation and remediation. ESFRLP funds shall pay for eligible hard and soft costs associated with housing rehabilitation of single-family owner-occupied dwelling units; making the units safe, decent and sanitary. ESFRLP assistance shall be in the form of a loan to the homeowner, which covers the eligible hard costs associated with the rehabilitation of the unit. ESFRLP assistance used to pay eligible soft costs associated with the rehabilitation of the unit shall be in the form of a grant to the homeowner. In order to ensure each Member is conveying certain HOME Program requirements to the eligible homeowners, the Member must use the Agency-provided loan documents listed in the ESFRLP Program Guidelines. Failure to do so shall constitute a material breach of this Agreement.
- (b) The Member must identify eligible units in accordance with the ESFRLP Program Guidelines. The budget for each unit assisted can be found on the Settlement Data Sheet which is referenced at PG 2.3.2 and is a part of the ESFRLP Partner Portal.
- (c) The Member must repay the Agency for any costs deemed ineligible by the Agency in the Agency's sole discretion. The Member must also repay the Agency for any expended funds for units that do not meet the ownership and property requirements as stated in PG 4.1.3 & 4.1.4 (24CFR 92.254(b),

“Qualification as affordable housing: homeownership”)). Any funds repaid to the Agency shall be subject to imputed interest.

- (d) ESFRLP Administrative Funds are limited to ten percent (10%) of the total amount of Program funds allocated to rehabilitation hard costs plus soft costs on each completed rehabilitated housing unit, up to a maximum of \$7,000, as stated in PG 2.2.4.3. For example, if sixty thousand dollars (\$60,000) in programs funds is used for a unit’s rehabilitation hard costs and twelve thousand dollars (\$12,000) of Program funds are used for necessary and verifiable soft costs, then up to \$7,000 may be used for administrative project costs. These administrative funds may be used for necessary and documented administrative costs, which include:
 - i) general management, oversight and coordination;
 - ii) travel and mileage expenses;
 - iii) project monitoring;
 - iv) indirect costs, overhead costs related to administration of ESFRLP activities; and,
 - v) project related outreach and intake, advertising and public information.

Section 3: Disbursement of Funding

- (a) The Member cannot request disbursement of ESFRLP funds until funds are needed for actual payment of eligible costs as defined in the ESFRLP Program Guidelines (PG 2.2.4). The amount of the request must be limited to the actual amount needed. Any interest earned on ESFRLP funds held by the Member must be spent prior to using any other ESFRLP funds.
- (b) ESFRLP Administrative Funds will be held by NCHFA and made available as follows:
 - (1) Upon completion and return of all loan documents, up to 50% of the eligible administrative funds, based on the total of the hard and soft cost budget at the time of loan closure will be made available to the Member for eligible expenses and
 - (2) The balance of eligible administrative funds, not to exceed \$7,000, will be made available for disbursement once all required documentation specific to, and necessary for, close out of the unit, has been accurately completed and received by NCHFA.
- (c) ESFRLP funds and ESFRLP Administrative Funds will be disbursed to the Member through electronic payments from the Agency and in accordance with PG 3.2.
- (d) The Member is eligible to request Program funds from the Agency only after the Agency has received this executed Agreement and a completed *Signatory Certification and Project Access Authorization Form* (“Signatory form”).
- (e) The Member must complete all work under this Agreement and disburse all ESFRLP funds in accordance with the Program Guidelines, specifically Sections 3.3 and 3.4.

Section 4: Deposit of Funds

- (a) The Member shall establish a master account in an FDIC-insured banking institution to hold all Program funds. All interest earned on ESFRLP funds shall be utilized in accordance with this Agreement.
- (b) All Program funds must be expended for eligible costs within twelve days of receipt. Any interest earned within the twelve-day period shall be retained as Program funds. Any interest earned on Program funds not expended for eligible costs within twelve days must be returned to the Agency.
- (c) The Agency reserves the right to require that all deposits made in the master account be available for

withdrawal by the Member and the Agency. If the Agency chooses to exercise this option, an agreement for custodial accounts will be provided by the Agency.

Section 5: Establishment and Maintenance of Accounting Records

- (a) The Member agrees to establish an account in its own general ledger for funds received under this Agreement, and ESFRLP funds, including interest earned, shall be accounted for separately from all other monies.
- (b) The Member's financial management system shall provide for:
 - (1) Accurate, current and complete disclosure of the financial results of the Program in accordance with the reporting requirements.
 - (2) Records that identify adequately the source and application of funds for activities supported by the Program.
 - (3) Effective control over and accountability for all funds received under this Agreement.
 - (4) Comparison of actual outlays with budgeted amounts for the Program.
 - (5) Accounting records that are supported by source documentation.
 - (6) Systematic methods to assure timely and appropriate resolution of audit findings and recommendations.
- (c) The Member agrees that its records, as they relate to this agreement, shall be accessible to HUD and the Agency and their respective agents or representatives, including the North Carolina State Auditor's Office in accordance with N.C.G.S. §147.64.7(4).

Section 6: Procurement Procedures

The Member will have written procurement procedures that reflect the procurement standards found at 2 C.F.R. §200.318- §200.326. The Member will use written contracts with all firms providing services for rehabilitation work or professional services under the Program.

Section 7: Recapture of Funds.

The Agency reserves the right to recapture the Subaward from the Subrecipient. Events of recapture include, but are not limited to, Subrecipient's failure to comply with the terms and conditions of this Agreement and the Agreement Documents or if the Agency deems, in its sole discretion, that Subaward funds were misused or misapplied by the Subrecipient.

PART IX. Program Management

Section 1: Program Guidelines

The terms of the Agreement are subject, in all respects, to the ESFRLP Program Guidelines, and all defined terms used in this Agreement shall have the same meanings as used in the ESFRLP27 Program Guidelines.

The Agency shall have the right from time to time, in its sole discretion, to amend all or any portion of the Program Guidelines for the purpose of providing for any and all modifications, updates, changes, amendments or supplements to applicable laws, regulations or Program changes. The Agency shall give the Member notice of such amendment not less than 30 days before the effective date of such amendment unless the Agency is obligated by law or regulation to implement such amendment in a shorter time period.

In the event the Program Guidelines are revised, the Agency will forward such revisions to the Member and, thereby, make them a part of this Agreement. Failure of the Member to comply with the terms and conditions of the ESFRLP Program Guidelines, as supplemented or amended shall be an event of default by the Member under this Agreement.

Section 2: Program Documents

Members must use loans to finance eligible repairs for participants. Each ESFRLP loan shall be evidenced by a promissory note. In order to secure the note, the Member shall require the execution and recordation of a lien (i.e. Deed of Trust) against a property being improved. The Agency shall provide prepared-standard deeds of trust and promissory notes and other ancillary loan documents to the Member. The Member is required to facilitate the loan closing, record the Deeds of Trust and submit the documents to the Agency in accordance with PG 4.5 & 4.6.

Additionally, Members must use grants to fund the soft costs (work write-ups, cost estimates, lead-based paint inspections, energy audits, pre-rehab unit inspections, etc.) associated with housing rehabilitation. The Member is responsible for facilitating the execution of the Agency-prepared Grant Agreement.

Section 3: Member Responsibility

- (a) Members are responsible for Project Financial Administration as outlined in Section 3 of the ESFRLP Program Guidelines and for compliance with the Loan Processing Requirements in Section 4 of the ESFRLP Program Guidelines. The Agency expects the Member to be active in the management and monitoring of the activity funded with the ESFRLP funds including ensuring Program eligibility of homeowners, facilitating loan closings, and inspecting work performed and training and supervising its staff adequately. The Agency has received and reviewed information that describes the Member's operating plan for staffing and administering its Project. The Agency has relied on the information provided by the Member in the Member's original ESFRLP Application for Funding in making its decision to approve the grant and execute this Agreement. The Member must notify the Agency about any material changes in its operating plan, any events that may have a significant impact on the Project, or any other changes to information provided in the Members original ESFRLP Application for Funding.
- (b) The Member shall execute a Written Agreement (the "Homeowner Written Agreement") with each Homeowner to be assisted, prior to disbursing any funds for the unit. The Written Agreement is provided by the Agency and complies with 24 CFR 92.504(5) (ii). The Agency will enforce the terms of the Written Agreement through a deed of trust recorded against the property using any legal remedy available, including possible foreclosure of the project, and/or any other remedy specified for breach in the loan documents.
- (c) If the Member is monitored by the Agency or an authorized representative and if a lack of proper financial or project controls is observed, the Agency reserves the right to consider this agreement breached and may hold disbursement requests from the Member until such issues are resolved.

Section 4: Right to Inspect

The Agency, HUD and the Comptroller General of the United States, or their authorized representatives or agent, shall have the right to inspect the housing rehabilitation work performed with ESFRLP funds provided under this Agreement for the purpose of determining if work is being carried out in accordance with the ESFRLP Program Guidelines and the HOME regulations. All dwelling units rehabilitated under

ESFRLP must meet the Essential Rehabilitation Criteria in accordance with PG 2.6.

Part X. Reporting and Audit Requirements

Section 1: State Requirements.

- (a) If the Member is a non-profit organization or otherwise meets the definition of a “Subgrantee” in N.C.G.S. §143C-6-23(a)(4) then it is subject to the State reporting requirements mandated by N.C.G.S. § 143C-6-23, as may be amended from time to time. Therefore, the Member is required to file annual electronic reports with the Agency. A “Subgrantee” that receives, uses, or expends State funds and in the amount greater than five hundred thousand dollars (\$500,000) within its fiscal year (from any source) must have an audit in accordance with 09 NCAC 03M .0205. The amounts and requirements listed in the statute may change from time to time and it is the Member’s responsibility to periodically check the statutes for any amendments or changes thereto.
- (b) If the Member is a unit of local government then it must comply with N.C.G.S. § 159-34, as may be amended from time to time, as referenced in the ESFRLP Program Guidelines, Section 3.8 *Financial Audit Requirements*.

Section 2: Audit

The Subaward is funded with federal funds and as such any requirements applicable to recipients of federal funds will be required of Subrecipient.

- (a) Subrecipient must permit the Agency’s auditors to have access to the Subrecipient’s records and financial statements as necessary, in the discretion of the Agency, to meet the requirements of 2 CFR §200.300 Statutory and national policy requirements through 200.309 Period of performance, and 2 CFR 200 Subpart F – Audit Requirements.
- (b) The Subrecipient will comply with 2 CFR 200 Subpart F – Audit Requirements, as may be amended from time to time, which states, in part:
 - i) A Subrecipient that expends \$750,000 or more in federal awards during its fiscal year from any source, including federal funds passed through the State or other grantors, must obtain a single audit or program-specific audit conducted for that year in accordance with 2 CFR 200 Subpart F- Audit Requirements. (§200.501 (a))
 - ii) A Subrecipient that expends \$750,000 or more during its fiscal year in Federal awards must have a single audit conducted in accordance with 2 CFR 200.514 Scope of audit expect when it elects to have a program-specific audit conducted in accordance with paragraph (c) of this section. (2 CFR §200.501 (b))
 - iii) An auditee that expends Federal awards under only one Federal program (excluding R&D) and the Federal program’s statutes, regulations, or the terms and conditions of the Federal award do not require a financial statement audit of the auditee, the auditee may elect to have a program-specific audit conducted in accordance with 2 CFR §200.507 Program-specific audits. (2 CFR §200.501(c))
 - iv) A Subrecipient that expends less than \$750,000 during its fiscal year in Federal awards is exempt from Federal Audit requirements for that year, except as noted in 2 CFR §200.503 Relation to other audit requirements, but records must be available for review or audit by appropriate officials of the Federal Agency, Pass Through Entity, and Government Accountability Office. (2 CFR 200.501(d)).

- v) The Subrecipient is required to submit the audit to the Agency within nine months of the end of its fiscal year.

Section 3: Reports

- (a) The Member shall submit to the Agency Unit Completion Reports in accordance with PG 3.10.2
- (b) The Member shall submit a Certification of Completion and Final Cost form to the Agency not later than December 31, 2027.
- (c) The final certification shall contain a summary of the use of funds provided under this Agreement.
- (d) The Member shall submit to the Agency such revisions and updates of reports as may be necessary as a result of project audits or reporting errors.
- (e) All reports and audit confirmations shall be sent to:
North Carolina Housing Finance Agency
Attention: Heather Lawrence, Accounting Specialist
3508 Bush Street
Raleigh, NC 27609
or
Email Address: hnlawrence@nchfa.com

Section 4: Close Out:

- (a) The Member must initiate close-out procedures when the Date of Completion identified in the Funding Agreement is reached.
- (b) No new rehabilitation contracts obligating any ESFRLP funds may be executed after the Date of Completion. Contracts executed prior to the Date of Completion may be amended after that date by no more than ten percent (10%) of the original contract amount in order to accommodate necessary changes to the scope of work.
- (c) Members will be required to submit the Certification of Completion and Final Cost form (CCFC) to the Agency no later than 6 months following the Date of Completion. The Member will also be required to submit revisions and updates of the Certification that may be necessary as a result of audits or reporting errors.
- (d) All ESFRLP funds not disbursed for eligible costs associated with rehabilitation contracts executed prior to the Date of Completion, including all net Program income/interest earned, must be remitted to the Agency with the CCFC.
- (e) Members are required to submit a minimum of one (1) human interest story, with photographic documentation of before and after rehabilitation, focusing on one of the households assisted under ESFRLP.
- (f) ESFRLP Administrative Funds for each completed unit will be held by NCHFA until all required documentation specific to, and necessary for, close out of the unit, has been accurately completed and received by NCHFA.

PART XI: Representations, Warranties and Covenants

The Member hereby warrants, represents and covenants that:

- (a) It is a unit of local government that reports to the Local Government Commission or it is a non-profit entity duly organized and in good standing in the State of North Carolina.
- (b) All Subaward funds must be used for purposes and activities described in this Agreement.
- (c) Housing assisted with HOME funds is subject to the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. 4821-4846), the Residential Lead Based Paint Hazard Reduction Act of 1992 (42 U.S.C. 4851 – 4856), and the implementing regulations at 24CFR35, subparts A, B, J, K, M and R.
- (d) If the Member is a governmental body, it will comply with OMB Circular A-87 as amended or superseded by 2 C.F.R. 200, related to certain principles and standards for determining costs for Federal awards carried out through grants, cost reimbursement contracts and other agreements with State and local governments.
- (e) It will comply with the sections regarding financial management and procurement standards for the HOME program found at 24 C.F.R. §§ 85.6, 85.12, 85.20, 85.22, 85.26, 85.32-85.34, 85.36, 85.44, 85.51 and 85.52, as may be amended from time to time. If the Member is a not-for-profit organization it will comply with OMB Circular A-122, as amended or superseded by 2 C.F.R. 200, which established principles for determining costs of grants, contracts and other agreements with non-profit organizations as well as the following sections regarding standards for financial management and procurement standards: 24 C.F.R. §§84: 84.2, 84.5, 84.13 - 84.16, 84.21, 84.22, 84.26 - 84.28, 84.30, 84.31, 84.34 – 84.37, 84.40 – 84.48, 84.51, 84.60 – 84.62, 84.72 and 84.73.
- (f) The Member must comply with 24 C.F.R. §92.351 with regards to actions taken to assure MBE/WBE are utilized when possible in the procurement of goods and services.
- (g) The Member must maintain sufficient records of affirmative marketing and MBE/WBE activity in accordance with 24 C.F.R.9§2.508 (7) (ii).
- (h) Debarred, suspended or ineligible contractors and/or participants cannot be involved in the activities of the Member for which funds are provided under this agreement.
- (i) The Member will make a good-faith effort to, on a continuing basis, maintain a drug-free workplace per the requirements of 24 C.F.R. §21 (B).
- (j) The Member and its activities must comply with all of the following Federal laws, executive orders and regulations pertaining to fair housing and equal opportunity. They are: Title VI of the Civil Rights Act of 1964, As Amended (42 U.S.C. 2000d et seq.), found in 24CFR Part 1; The Fair Housing Act (42 U.S.C. 3601-3620), found in 24CFR Part 100-115; Equal Opportunity in Housing (Executive Order 11063, as amended by Executive Order 12259), found in 24CFR Part 107; Age Discrimination Act of 1975, As Amended (42 U.S.C. 6101), found in 24CFR Part 146. The Member must describe the actions it will take in the areas of enforcement, education, and removal of barriers and impediments to affirmatively further fair housing according to applicable state and federal law. The Member certifies that it will affirmatively further fair housing, including the following: conducting an analysis to identify the effects of any impediments identified through that analysis and maintaining records reflecting the analysis and actions in this regard.
- (k) In order to assure that each Member is conveying certain HOME Program requirements to the eligible homeowners, the Member must comply with the following Program Guidelines: PG 4.1.4.2 (Homeownership Affordability). PG 2.6.1 Property Standards; and Section 15(a) of this Agreement.
- (l) It will provide a written statement completed by the Member's board of directors or other governing body stating that the Subrecipient does not have any overdue tax debts, as defined by N.C.G.S. §105-243.1, at the federal, State or local level. The written statement shall be made under oath and returned to the Agency in order for program disbursements to be made (Certification example included in Attachment 1, unless already submitted and approved).

- (m) It will sign and provide the Certification and Assurances document attached here to as Attachment 2.
- (n) It will comply with N.C. E-Verify which means the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law. If Subrecipient employs 25 or more employees in the State of North Carolina, then Subrecipient must comply with the provisions of N.C. Gen. Stat. §64-26 including verifying the work authorization of its employees through E-Verify and retaining the records of verification for a period of at least one year. All subcontractors engaged by or to be engaged by Subrecipient have or will have likewise complied with the provisions of N.C. Gen. Stat. §64-26.
- (o) None of the funds provided under this Agreement shall be used in the performance of this Agreement for any partisan political activity (24 C.F.R. §91.225), or to further the election or defeat of any candidate for public office per the requirement of 24 C.F.R. §87.
- (p) There will be no religious activities conducted in connection with the performance of this Agreement or the use of ESFRLP funds.
- (q) The Member will not discriminate against any person employed in the performance of this Agreement, or against any applicant for assistance under this Agreement because of race, sex, age, creed, color, physical handicap or national origin. The Member will ensure that applicants for ESFRLP assistance are processed, and that employees are treated during employment, without regard to race, sex, age, creed, color, physical handicap or national origin.
- (r) No employee, officer or agent of the Member shall participate in the selection, or in the award or administration of a contract funded by this Agreement if a conflict of interest, real or apparent, would be involved.
- (s) Before ESFRLP funds may be disbursed, any Member that is a non-profit organization must be in compliance with General Statute 143C-6-23(b). This statute requires that the Member submit to the Agency a notarized copy of the Member's policy addressing conflicts of interest that may arise involving any Member's management staff, board of directors or other governing body. The policy shall address situations where any of these individuals may directly or indirectly benefit, except in their official capacity, from the disbursement of State funds, and shall include actions to be taken to avoid conflicts of interest or the appearance of impropriety.
- (t) Before ESFRLP funds are disbursed, any entity of local government will adopt, by resolution of its board of directors, or other governing body, a notarized copy of the Member's Conflict of Interest Policy. The policy must address situations that may arise involving any Member's employees, management staff, board of directors, or other government body, where any of these individuals may directly or indirectly benefit, except in their official capacity, from the disbursement of Subaward funds, and shall include actions to be taken to avoid conflicts of interest or the appearance of impropriety.
- (u) No person providing consulting services in an employer-employee type relationship shall receive more than reasonable compensation for personal services paid with ESFRLP funds. In no event, however, shall such compensation exceed the limits in effect under the provisions of any applicable statute. Such services shall be evidenced by written agreements between the parties which detail the responsibilities, standards and compensation.
- (v) The Member is prohibited from charging servicing, origination, processing, inspection, or other fees for administering the ESFRLP, HOME-funded program, except as permitted by §92.214(b)(1).

Part XII. Termination

Should Member breach or fail to comply with any or part of the provisions or terms of this Agreement, continue as a going concern, become insolvent, defunct, or commence bankruptcy proceedings, or should any employee, agent, director officer or senior manager of Subrecipient engage in fraud, misconduct or negligence or misappropriate any Funds, the Agency may terminate this Agreement, and all of its obligations hereunder, immediately upon written notice, and the remaining Program Funds shall revert immediately to the Agency. This applies to all terms and conditions of the Agreement at the time the Agreement is signed and at any subsequent point if the status of the Subrecipient changes, including but not limited to, the provisions that Subrecipients receiving these Funds shall not have been indicted or employ those that have been indicted for a violation under Federal Law relating to an election for Federal office.

- A. The Subrecipient hereby agrees to remain fully informed of all laws and regulations that apply to the Subrecipient, and will give the Agency prompt notice of any action or event that may be cause for suspension or termination of this Agreement and recapture Funds and/or rescind its obligation to awarded Funds to Subrecipient in the event of Subrecipient's non-compliance with the terms and conditions of the grant, as outlined in the Agreement and the Agreement Documents.
- B. The Agency may terminate, in its sole discretion, this Agreement and all of its obligations hereunder immediately upon written notice to Subrecipient, and recapture Program Funds from Subrecipient and/or rescind its obligation to disburse Funds to Subrecipient in the event Subrecipient is not in compliance with the terms and conditions of this Agreement.
- C. Either the Member or the Agency may terminate this Agreement at any time for any reason by providing 30 days prior written notice to the other party. In the event of said termination by the Member, the Agency will require the return of any disbursed, but unused funds and may require completion of any current units being rehabilitated at the time of the notice.
- D. Upon termination of this Agreement all of the Subrecipients work product, including files pertaining to this Agreement, shall become the property of the Agency if requested.
- E. In the event of termination, the Member shall not be relieved of liability to the Agency for damages sustained by the Agency by virtue of any breach of the Agreement by the Member. The Agency may withhold any reimbursement to the Member for the purpose of a set-off until such time as the exact amount of damages due the Agency from the Member is determined.
- F. In the event of a termination of this Agreement, Subrecipient must continue to comply with record retention requirements and provisions regarding confidentiality and indemnification.

Part XIII. Default, Remedy, Suspension and Termination of Subaward

- A. Each of the following may be deemed an Event of Default under this Agreement:
 1. Any material failure by Subrecipient to comply with the terms and conditions of this Agreement whether stated in this Agreement, a federal statute or regulation, North

Carolina statute or regulation, the Agreement Documents or any warranty or assurance by Subrecipient.

2. Subrecipient fails to expend Funds in accordance with Program requirements.
3. Subrecipient fails to return Funds, subject to recapture, to the Agency within the requested time frame.
4. Subrecipient becomes the subject of a federal, state, or local investigation related to the use of federal or state funds.
5. Subrecipient fails to continue as a going concern; becomes insolvent, defunct, or commences bankruptcy proceedings; or should any director, officer, or senior manager of Subrecipient engage in fraud, willful misconduct, and gross negligence or misappropriate any Funds.
6. Subrecipient's acts or omissions, in the sole determination of the Agency, may cause significant reputational harm to the Agency or the Program.
7. Any Subrecipient misrepresentation in its application or supporting material which, if known by the Agency, would have resulted in the Subaward not being made.

B. Discovery of Events

The Agency may become aware of Events of Default in any number of ways, including but not limited to:

1. Third party compliance reviews;
2. Random file reviews;
3. Reports of noncompliance by third parties such as media, government agencies, Subrecipient's clients, and/or whistle blowers; or
4. Reviews of audited financial statements and other Uniform Guidance audits.

C. Notice of Events of Default. If the Agency becomes aware of an Event or Events of Default, the Agency will give Subrecipient written notice of the occurrence and a reasonable opportunity to respond to notification or take corrective action as appropriate, if, in the discretion of the Agency the default is capable of being cured. The Agency reserves the right to send notification to Subrecipient's Board of Directors, the State of North Carolina and HUD.

D. Failure to Remedy an Event of Default. In the event of default or non-compliance with this Agreement, the Agency may exercise the remedies for noncompliance in accordance with 2 CFR 200.338 (a-f). If Subrecipient is unable to cure the Event of Default to the satisfaction of the Agency, then the Agency may

1. Recover misspent or unspent Funds;
2. De-obligate awarded but undisbursed Funds;
3. Terminate the Agreement for cause. Upon termination of the Agreement, all unspent Funds (as determined by the Agency) shall revert immediately to the Agency, in either the form of recapture or de-obligation;
4. Use information learned in the process of consideration of future funding actions;
5. Recapture Funds; or
6. Take other legally available remedies.

Part XIV. General Terms and Conditions

Section 1: Publicity

The Member may publicize its participation in the Program and the conduct of activities under this Agreement without prior review by the Agency, provided that all communications contain the following language: *"This program was sponsored by City of Kinston, with funds provided by the N.C. Housing Finance Agency."* Copies of publications or news releases shall be furnished to the Agency.

Section 2: Records Retention Policies

1. The Subrecipient shall establish and comply with a records retention policy. This policy shall be made available to the Agency at its request.
2. Financial records, supporting documentation, statistical records, and all records pertinent to the subaward shall be retained for a period of five (5) years from the date of the project close out letter (PG 3.6.1). The only exceptions are as follows:
 - a. If any litigation, claim or audit is started before expiration of the five (5) year period, the records shall be retained until the litigation, claims or audit findings involving the records have been resolved and final action taken.
 - b. Records for real property and equipment acquired with grant Funds shall be retained for three (3) years after final disposition.
 - c. When the Subrecipient is notified in writing by the Federal awarding agency, cognizant agency for audit, oversight agency for audit, cognizant agency for indirect costs, or the Agency to extend the retention period.
 - d. If Subrecipient must report program income after the period of performance then it must comply with 2 C.F.R. §200.333(e).
 - e. Subrecipient will comply with 2 C.F.R. §200.333 (f) as it relates to retention of records for indirect cost rate proposals and cost allocations plans. Under this section the following types of documents and their supporting records shall be retained: indirect cost rate computations or proposals, cost allocation plans, and any similarly accounting computations of the rate at which a particular group of costs is chargeable: 1) if submitted for negotiation see 2 CFR §200.333(f)(1); if not submitted for negotiation see 2 CFR §200.333(f)(2).
3. Notwithstanding the foregoing retention policy, or any other provision of this Agreement, the Agency, the Federal Awarding Agency, and their authorized representatives, agents' and third-party contractors' will have access and a right to inspect Subrecipient's site, documents, records and personnel access for evaluation purposes for as long as records are retained.

Section 3: Confidentiality

The Member must maintain the confidentiality and security of records in compliance with the North Carolina Identity Theft Protection Act, the Gramm-Leach-Bliley Act and other federal and state privacy laws ("Applicable Laws"). The Applicable Laws pertain to the security and privacy of personal and financial information along with identifying information such as social security numbers. The Member is responsible for compliance with the Applicable Laws. In the course of providing services hereunder, the Member may have access to an individual's confidential information. Confidential Information includes, but is not limited to, names, personal addresses, credit reports, social security numbers and other personal identifying information. Confidential Information shall be used by the Member only in conjunction with the provision of services hereunder and shall not be disclosed to any third party. The Member agrees to hold harmless and indemnify the Agency for any cost, legal actions, or disputes of any nature whatsoever incurred if the Member violates this provision or any Applicable Law. The Member shall keep all Confidential Information secure, including without limitation, implementing physical and electronic security measures and operating procedures.

Section 4: Mandatory Disclosures

The Member must disclose to the Agency, in a timely manner, in writing, all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Subaward of the Federal Award. Failure to make required disclosures can result in any of the remedies for noncompliance listed in 2 C.F.R. §200.338 including suspension or debarment (See also 2 C.F.R. part 180).

Section 5: Laws and Regulations

The Member agrees to remain fully informed of all laws and regulations that apply to the Subrecipient, and will give Agency prompt notice of any action or event that may be cause for suspension or termination of this Agreement. Failure to provide such notice will constitute a breach of this Agreement. Any and all information regarding this Subaward should be forwarded to your auditors when organizing your annual audit.

Section 6: Notices

All legal notices, reports, requests, demands and other communications under this Agreement shall be in writing and referred to each party's point of contact as listed below. All such notices under this Agreement sent to the other party shall be considered received: (a) when personally delivered; (b) when delivered by commercial overnight courier with verification receipt; or (c) three (3) days after having been sent, postage prepaid, via certified mail, return receipt requested.

To the Agency: North Carolina Housing Finance Agency
Attn: Michael Handley, Manager of Home Ownership Rehabilitation
3508 Bush Street
Raleigh, NC 27609

To the Subrecipient: City of Kinston
Attn: City Manager
P.O. Drawer 339
Kinston, NC 28502

Section 7: Agreement Changes

Any proposed changes in this Agreement shall be in writing, submitted to and approved and executed by the Agency before the performance of any work involved in the proposed change.

Section 8: Assignment

This Agreement cannot be assigned.

Section 9: Indemnification

The Member agrees to hold harmless and indemnify the Agency from any and all claims, loss, cost or expense, including reasonable attorney's fees, for any injury or damage, whatsoever, which may arise in connection with work performed under this Agreement or pursuant to the Member's activity, errors or omissions in connection with this Agreement.

Section 10: Inconsistencies; No Waiver

In case any provision of this Agreement is held to be invalid, then such provision shall be amended by the parties only to the extent necessary to be enforceable consistent with the parties' intent, and the remainder of the provisions shall remain in full force and effect. No waiver by either party of any breach or failure of compliance with respect to any provision of this Agreement shall be deemed a continuing waiver, nor shall any delay or omission by either party to exercise any right hereunder impair in any manner the exercise of any such right.

Section 11: Governing Law

This Agreement shall be governed by, construed and enforced in accordance with the substantive laws of the State of North Carolina. Each party expressly consents to the jurisdiction of the State of North Carolina.

Section 12: Entire Agreement

This Agreement and all Attachments and/or Exhibits, specifically including the ESFRLP Program Guidelines, constitutes the entire Agreement between the Agency and the Member.

Part XV. Authorization of Signature

By signing this Agreement, the Member certifies that all representations made in its ESFRLP application are true, and in the event of any misrepresentations, the Agency has the option to rescind any obligations to Member regarding the Funds or recapture any Funds awarded or intended to be awarded to the Subrecipient. The person signing this Agreement further certifies that he/she is authorized to execute this agreement on behalf of the Subrecipient, and to the best of his/her knowledge and belief:

Section 1: Certification Regarding Lobbying

- 1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the Member, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

- 2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or intending to influence an officer or employee of any agency, a Member of Congress, or an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the Member will complete and submit a Standard Form –LLL, “Disclosure Form to Report Lobbying”, to the Agency.
- 3) The Member will require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, or cooperative agreements) and that all subgrantees will certify and disclose accordingly.
- 4) This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Section 2: Debarment, Suspension, and Other Responsibility Matters

The Member certifies by signing below that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any federal department or agency.

Section 3: Audit and Access to Records

The Member certifies by signing below that it complies with the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 C.F.R 200), will provide notice of the completion of required audits and any adverse findings which impact this subaward as required by parts 200.501-200.521, and will provide access to records as required by parts 200.336, 200.337, and 200.201 as applicable.

Section 4: English Language 2 CFR §200.111

The Member certifies by signing below that it will comply with 2 CFR §200.111 which states, in part, that all Federal financial assistance announcements and Federal award information must be in the English language and must be in the terms of U.S. Dollars. The Subrecipient may translate the Federal award and other documents into another language. In the event of inconsistency between any terms and conditions of the Federal award and any translation into another language, the English language meaning will control. Where a significant portion of the Subrecipient’s employees who are working on the Federal award/Subaward are not fluent in English, the Subrecipient must provide the Federal award/Subaward in English and the languages with which the employees are more familiar.

Section 5: Conflict of Interest 2 CFR §200.112

The Member certifies by signing below that it will disclose in writing to the Agency any potential conflicts of interest in accordance with applicable Federal Awarding Agency policy or Agency policy.

Section 6: Mandatory Disclosures 2 CFR §200.113

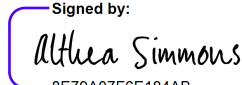
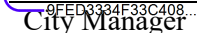
The Member certifies by signing below that it agrees to comply with 2 CFR §200.113 which states that the Subrecipient must disclose, in a timely manner, in writing to the Agency all violations of Federal

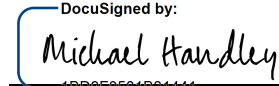
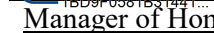
criminal law involving fraud, bribery, or gratuity violations, potentially affecting the Federal Award. Failure to make required disclosures can result in any of the remedies described in 2 CFR §200.338 Remedies for noncompliance, including suspension or debarment.

Section 7: Electronic Signatures

Each party agrees that the electronic signatures of the parties included in this Agreement are intended to authenticate this writing and to have the same force and effect as manual signatures.

Electronic signature means any electronic symbol or process attached to or logically associated with a document and executed and adopted by a party with the intent to sign such document.

		City of Kinston		
Signed by:		Signed by:		
		By: 		Date: 1/6/2026
0E79A07F6E104AB...		Its: 		
Attest		City Manager		

		North Carolina Housing Finance Agency		
DocuSigned by:		DocuSigned by:		
		By: 		Date: 1/6/2026
A26AB475867046D...		Its: 		
Attest		Manager of Home Ownership		
		Rehabilitation		

Certificate Of Completion

Envelope Id: 03009835-830E-4459-A19B-4DD64B3E9AF3

Status: Completed

Subject: Complete with DocuSign: ESFRLP2714 City of Kinston Funding Agreement

Source Envelope:

Document Pages: 20

Signatures: 5

Envelope Originator:

Certificate Pages: 5

Initials: 0

Gloria Moore

AutoNav: Enabled

3508 Bush Street

Envelopeld Stamping: Enabled

Raleigh, NC 27609

Time Zone: (UTC-05:00) Eastern Time (US & Canada)

gemoore@nchfa.com

IP Address: 66.194.215.246

Record Tracking

Status: Original

Holder: Gloria Moore

Location: DocuSign

1/6/2026 2:58:19 PM

gemoore@nchfa.com

Security Appliance Status: Connected

Pool: StateLocal

Storage Appliance Status: Connected

Pool: North Carolina Housing Finance Agency

Location: Docusign

Signer Events

Sarah D. Zinn

sdzinn@nchfa.com

Security Level: Email, Account Authentication
(None)

Signature

DocuSigned by:
Sarah D. Zinn
A26AB475867048D...

Signature Adoption: Pre-selected Style

Using IP Address: 136.47.238.116

Timestamp

Sent: 1/6/2026 3:02:34 PM

Viewed: 1/6/2026 3:03:10 PM

Signed: 1/6/2026 3:03:23 PM

Electronic Record and Signature Disclosure:

Not Offered via Docusign

Michael Handley

mghandley@nchfa.com

Security Level: Email, Account Authentication
(None)

DocuSigned by:
Michael Handley
1BD9F0581B31441...

Signature Adoption: Pre-selected Style

Using IP Address: 66.194.215.246

Sent: 1/6/2026 3:03:25 PM

Viewed: 1/6/2026 3:29:27 PM

Signed: 1/6/2026 3:29:39 PM

Electronic Record and Signature Disclosure:

Accepted: 1/6/2026 3:29:27 PM

ID: e76484b1-bb62-4abd-9661-5d13e274ae64

Rhonda Barwick

Rhonda.Barwick@kinstonnc.gov

Security Level: Email, Account Authentication
(None)

Signed by:
Rhonda Barwick
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Signature Adoption: Pre-selected Style

Using IP Address: 207.4.152.13

Sent: 1/6/2026 3:29:42 PM

Viewed: 1/6/2026 3:31:39 PM

Signed: 1/6/2026 3:35:24 PM

Electronic Record and Signature Disclosure:

Accepted: 1/6/2026 3:31:39 PM

ID: fe4deff0-adfe-4723-8024-6b00c4e00c44

Althea Simmons

Althea.Simmons@kinstonnc.gov

Security Level: Email, Account Authentication
(None)

Signed by:
Althea Simmons
8E79A07F8E184AB...

Signature Adoption: Pre-selected Style

Using IP Address: 207.4.152.13

Sent: 1/6/2026 3:35:26 PM

Resent: 1/9/2026 11:21:10 AM

Viewed: 1/9/2026 11:24:29 AM

Signed: 1/9/2026 11:25:22 AM

Electronic Record and Signature Disclosure:

Accepted: 1/9/2026 11:24:29 AM

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In Person Signer Events	Signature	Timestamp
Editor Delivery Events	Status	Timestamp
Agent Delivery Events	Status	Timestamp
Intermediary Delivery Events	Status	Timestamp
Certified Delivery Events	Status	Timestamp
Carbon Copy Events	Status	Timestamp
Eddie Fishburne exfishburne@nchfa.com Security Level: Email, Account Authentication (None) Electronic Record and Signature Disclosure: Not Offered via DocuSign	COPIED	Sent: 1/9/2026 11:25:23 AM
Laura Altimare laltimare@nchfa.com Security Level: Email, Account Authentication (None) Electronic Record and Signature Disclosure: Not Offered via DocuSign	COPIED	Sent: 1/9/2026 11:25:24 AM
Witness Events	Signature	Timestamp
Notary Events	Signature	Timestamp
Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	1/6/2026 3:02:34 PM
Certified Delivered	Security Checked	1/9/2026 11:24:29 AM
Signing Complete	Security Checked	1/9/2026 11:25:22 AM
Completed	Security Checked	1/9/2026 11:25:24 AM
Payment Events	Status	Timestamps
Electronic Record and Signature Disclosure		

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- ii. send us an email to mbsizer@nchfa.com and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

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To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

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- You can access and read this Electronic Record and Signature Disclosure; and
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City of Kinston
City Council Agenda



Meeting Date: Tuesday, January 20, 2026

Agenda Section: Action Agenda

Item Request: Ordinance

Agenda Item to be Considered

Presenter: Donna Goodson, Finance Director

Subject: Establish FY25 CPD LEA Accreditation – COK Special Revenue Project (P9153)

Action Requested: Council Approval

Supporting Documentation: Ordinance, Memo, Grant Agreement

Department Head's Approval dhg

City Manager's Approval _____

Budgetary Impact: ☐ None ☐ Budgeted ☒ Needs Budget Ordinance

Staff Recommendation: Approval

**AN ORDINANCE ESTABLISHING THE SPECIAL REVENUE FUND
FY 25 CPD LEA ACCREDITATION-CITY OF KINSTON (P9153)**

WHEREAS, the Office of Community Oriented Policing Services (COPS) at the Department of Justice has awarded a grant (15JCOPS-25-GG-00704-PPSE) in the amount of \$51,270.00 to the City of Kinston Police Department, and

WHEREAS, grant funds will be used to offset costs associated with the City of Kinston Police Department seeking accreditation through CALEA and the NCLEA. This will be funded with federal grant proceeds requiring no local match.

THEREFORE, BE IT ORDAINED by the City Council of the City of Kinston, North Carolina that the following special revenue project budget ordinance is hereby adopted:

FY25 CPD LEA Accreditation - City of Kinston

Revenues:

Federal Grants - COPS	\$ 51,270.00
Total Revenues	<u>\$ 51,270.00</u>

Expenditures:

Office Equipment	\$ 20,000.00
Meeting & Travel	22,020.00
Training & Employee Development	6,800.00
Service and Maintenance Contracts	<u>2,450.00</u>
Total Expenditures	<u>\$ 51,270.00</u>

Adopted this 20th day of January, 2026

Debra Thompson, City Clerk



Kinston Police Department

P.O. Box 339 / 205 E. King Street
Kinston, North Carolina 28502
Phone: (252) 939-3139 / Fax: (252) 939-3276
Website: www.kinstonpd.org



Keith Goyette, Chief of Police

January 13, 2026

Mrs. Donna Goodson
City of Kinston
P.O. Box 339
Kinston, NC 28502

Ref: Request for Grant Project Amendment/Special Revenue Account
COPS FY 25 Community Policing Development: Supporting Agencies Seeking
Accreditation Grant

On October 10, 2025, the Office of Community Oriented Policing Services (the COPS Office) approved the application submitted by CITY OF KINSTON (Police) for an award under the funding opportunity entitled COPS FY 25 Community Policing Development: Supporting Agencies Seeking Accreditation Grant. The approved award amount is \$51,270. **This grant does not require a match from our local government.**

This grant will assist our agency with achieving the goal of seeking accreditation through two different accreditation agencies; the Commission on Accreditation for Law Enforcement Agencies (CALEA) as well as the North Carolina Law Enforcement Accreditation (NCLEA). Law enforcement accreditation is a self-initiated, voluntary process based on standards reflective of best practices in law enforcement. Accreditation standards cover roles and responsibilities; relationships with other agencies; organization, management, administration; law enforcement operations, operational support, traffic law enforcement; detainee and court-related services; and auxiliary and technical services.

At this time, I am submitting a formal request for a Grant Project Amendment/Special Revenue Account for this grant. Thank you in advance.

Respectfully yours,

Keith Goyette
Chief of Police
Kinston Police Department

Mission Statement

The Kinston Police Department pledges to serve our community, to safeguard lives and property, and to preserve order all while respecting the constitutional rights of everyone to liberty, equality and justice.

City of Kinston
City Council Agenda



Meeting Date: Tuesday, January 06, 2026

Agenda Section: Public Hearing AND Action

Item Request: Approval

Agenda Item to be Considered

Presenter: Keith Goyette, Police Chief

Subject: COPS Grant - FY25 Community Policing Development: Supporting Agencies Seeking Accreditation Grant in the amount of \$51,270

Action Requested: Approval

Accept Grant Award

Supporting Documentation: KPD Memo, DOJ Award Letter

Department Head's Approval

City Manager's Approval _____

Budgetary Impact: ☒ None ☐ Budgeted ☐ Needs Budget Ordinance

Staff Recommendation:

October 10, 2025

Dear KEITH GOYETTE,

On behalf of Attorney General Pamela Bondi, it is my pleasure to inform you the Office of Community Oriented Policing Services (the COPS Office) has approved the application submitted by CITY OF KINSTON for an award under the funding opportunity entitled 2025 FY25 Community Policing Development: Supporting Agencies Seeking Accreditation. The approved award amount is \$51,270.

Review the Award Instrument below carefully and familiarize yourself with all conditions and requirements before accepting your award. The Award Instrument includes the Award Offer (Award Information, Project Information, Financial Information, and Award Conditions) and Award Acceptance. For COPS Office and OVW funding the Award Offer also includes any Other Award Documents.

Please note that award requirements include not only the conditions and limitations set forth in the Award Offer, but also compliance with assurances and certifications that relate to conduct during the period of performance for the award. These requirements encompass financial, administrative, and programmatic matters, as well as other important matters (e.g., specific restrictions on use of funds). Therefore, all key staff should receive the award conditions, the assurances and certifications, and the application as approved by the COPS Office, so that they understand the award requirements. Information on all pertinent award requirements also must be provided to any subrecipient of the award.

Should you accept the award and then fail to comply with an award requirement, DOJ will pursue appropriate remedies for non-compliance, which may include termination of the award and/or a requirement to repay award funds.

Prior to accepting the award, your Entity Administrator must assign a Financial Manager, Grant Award Administrator, and Authorized Representative(s) in the Justice Grants System (JustGrants). The Entity Administrator will need to ensure the assigned Authorized Representative(s) is current and has the legal authority to accept awards and bind the entity to the award terms and conditions. To accept the award, the Authorized Representative(s) must accept all parts of the Award Offer in the Justice Grants System (JustGrants), including by executing the required declaration and certification, within 45 days from the award date.

To access your funds, you will need to enroll in the Automated Standard Application for Payments (ASAP) system, if you haven't already completed the enrollment process in ASAP. The Entity Administrator should have already received an email from ASAP to initiate this process.

Congratulations, and we look forward to working with you.

Cory D. Randolph

COPS Acting Director



Department of Justice (DOJ)

Office of Community Oriented Policing Services (COPS Office)

Washington, D.C. 20531

Name and Address of Recipient:	CITY OF KINSTON 205 E KING ST
City, State and Zip:	KINSTON, NC 28501
Recipient UEI:	LN4TR4S7GLF5
Project Title: FY25 CPD LEA Accord - CITY OF KINSTON, NC	Award Number: 15JCOPS-25-GG-00704-PPSE
Solicitation Title: FY25 Community Policing Development: Supporting Agencies Seeking Accreditation	
Federal Award Amount: \$51,270.00	Federal Award Date: 10/10/25
Awarding Agency:	Office of Community Oriented Policing Services
Funding Instrument Type:	Grant
Opportunity Category: D	
Assistance Listing: 16.710 - Public Safety Partnership and Community Policing Grants	
Project Period Start Date: 10/1/25	Project Period End Date: 9/30/27
Budget Period Start Date: 10/1/25	Budget Period End Date: 9/30/27
Project Description: Kinston PD is currently in the second of third year seeking accreditation through CALEA and the NCLEA. The additional funding from this grant will help offset costs associated with becoming an accredited agency. Kinston PD is currently committed to continuing the accreditation process, and will utilize funding to continue the mission of strengthening the law enforcement agency's commitment to community-oriented policing by fostering collaboration, transparency, and proactive engagement.	



Kinston Police Department

MEMORANDUM



Date:	Monday, December 15, 2025	From:	Chief Keith Goyette 
To:	Rhonda Barwick, City Manager	CC:	
Re:	FY25 Community Policing Development: Supporting Agencies Seeking Accreditation	Via:	

Dear Mrs. Barwick

The City of Kinston Police Department has received notice of eligibility and preapproval from the Office of Community Oriented Policing Services (the COPS Office) for an award under the funding opportunity entitled 2025 FY25 Community Policing Development: Supporting Agencies Seeking Accreditation Grant. The approved award amount is \$51,270. This grant does not require a match from the City of Kinston.

This grant will assist our agency with achieving the goal of seeking accreditation through two different accreditation agencies; the Commission on Accreditation for Law Enforcement Agencies (CALEA) as well as the North Carolina Law Enforcement Accreditation (NCLEA). Law enforcement accreditation is a self-initiated, voluntary process based on standards reflective of best practices in law enforcement. Accreditation standards cover roles and responsibilities; relationships with other agencies; organization, management, administration; law enforcement operations, operational support, traffic law enforcement; detainee and court-related services; and auxiliary and technical services.

Kinston is the county-seat of Lenoir County, a Tier-1 County, which indicates that it is among the most economically distressed areas in North Carolina. This classification underscores the unique challenges our community faces, including higher rates of unemployment, poverty, and limited access to resources compared to more affluent regions. As a result, it is crucial for us to be mindful of these factors in our efforts to serve and support the residents of Kinston. Being a Tier-1 community also presents us with significant opportunities to make a positive impact. We are eligible for various state and federal grants, programs, and resources designed to stimulate economic development, improve public services, and enhance the quality of life for our residents. It is imperative that we leverage these opportunities to address the needs of our community effectively, which is a main factor in applying for this grant. Enhancing community outreach efforts and improving our agency will further strengthen our efforts to support Kinston's growth and resilience.

Accreditation helps police departments operate more professionally, justify their operations, and promote trust in their community. Most accrediting programs require agencies to assess high-liability areas of their operations, provide officers more training, and hold officers accountable to policy and training compliance. Accreditation also promotes transparency and self-reflection

Mission Statement

The Kinston Police Department pledges to serve our community, to safeguard lives and property, and to preserve order all while respecting the constitutional rights of everyone to liberty, equality and justice.



Kinston Police Department

MEMORANDUM



within an agency, which fosters a culture of accountability. When an agency enrolls in an accreditation process, they are committing to excellence in leadership, resource management, and delivery of services. We feel our agency and our community would benefit tremendously with the proceeds we receive from this grant.

Our agency is currently in the second of third year seeking accreditation through CALEA and the NCLEA. The additional funding from this grant will help offset costs associated with becoming an accredited agency. Funding will be utilized to assist with attending training seminars and conferences, as well as upgrading our evidence storage facility and assisting with policy standards. The agency has already set aside annual budget costs to pay for items such as, CALEA and NCLEA site preparation and assessor cost, as well as Power DMS software and has already placed a member in the organization to fill the role as agency accreditation manager. Due to the agency's current commitment to becoming an accredited agency, the funds we are requesting with this grant is limited compared to what it costs for an agency to become an accredited agency.

Project Abstract

The Kinston Police Department is comprised of sixty-eight full-time sworn officers who are responsible for providing a full range of police services covering over seventeen square miles and approximately 19,900 citizens. The Kinston Police Department has the primary responsibility of protecting the life and property of our citizens as well as addressing the fear and perception of crime. As an agency that practices community policing, we also work with our community partners known as "stakeholders" to address quality of life issues. A universal approach to creating a safe, lively community is the desired goal.

The Kinston Police Department (KPD) requested and received funding through the 2025 FY25 Community Policing Development: Supporting Agencies Seeking Accreditation Grant. This grant will assist our agency with fulfilling the desire to become accredited in both, CALEA and the NCLEA.

Public Safety Need

Accreditation for the Kinston Police Department is a vital public safety measure because it ensures that the agency operates under nationally recognized standards of excellence. By meeting accreditation requirements, the department establishes consistent policies and procedures that guide officers in fair and effective enforcement, reducing the risk of inconsistency or misconduct. Accreditation also strengthens accountability, as the department must regularly demonstrate compliance with rigorous standards, which builds transparency and trust with the community. In addition, it enhances officer training and preparedness, equipping personnel with modern skills to respond to emergencies, de-escalate conflicts, and use technology responsibly. This not only improves officer safety but also directly benefits the public.

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Accreditation further positions the department to secure grants and funding for advanced equipment, crime prevention initiatives, and community engagement programs, which are essential for addressing evolving threats. Without accreditation, the department risks losing public confidence, facing greater liability, and missing opportunities for resources that improve safety. In short, accreditation is a cornerstone of professionalism, accountability, and trust, all of which are critical to protecting and serving the people of Kinston.

Community Oriented Policing

Accreditation for the Kinston Police Department is more than just a professional milestone, it's a promise to the community. When a police department earns accreditation, it means they have met strict national standards designed to keep both residents and officers safe. For the people of Kinston, this translates into consistent and fair policing practices, stronger accountability, and a department that is regularly evaluated to ensure it is serving with integrity. Accreditation also ensures that officers receive the best training available, preparing them to respond effectively to emergencies, resolve conflicts peacefully, and use modern tools responsibly.

Beyond daily operations, accreditation opens doors to grants and funding that bring in new equipment, crime prevention programs, and community outreach initiatives. All of these resources directly benefit residents by making neighborhoods safer and strengthening trust between the police and the public. In short, accreditation is the department's way of showing Kinston that it is committed to excellence, transparency, and protecting the community with the highest standards of service.

Partnerships

Accreditation and community partnerships go hand in hand in strengthening public safety and building trust between a police department and the citizens it serves. Accreditation ensures that a department like the Kinston Police Department operates under nationally recognized standards, which emphasize accountability, transparency, and professionalism. These standards require not only internal improvements, such as consistent policies, officer training, and risk management, but also active engagement with the community. Accreditation encourages departments to develop partnerships with local organizations, schools, businesses, and neighborhood groups, creating a collaborative approach to safety.

When the police work side by side with residents, they gain valuable insights into community needs, foster mutual respect, and build confidence that law enforcement is committed to fairness and integrity. In turn, these partnerships help prevent crime, resolve conflicts, and promote initiatives that improve quality of life. Together, accreditation and community collaboration create a cycle of trust and effectiveness: accreditation sets the framework for excellence, and partnerships bring those standards to life in the daily relationship between officers and the public.

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Partners/Stakeholders

Accreditation and community partnerships come together most clearly when we look at specific examples of how police departments collaborate with stakeholders. For instance, accredited agencies often work closely with neighborhood watch groups, where residents and officers share information about local concerns and crime trends. Accreditation standards emphasize community engagement, so these partnerships demonstrate the department's commitment to transparency and responsiveness. Another example is collaboration with schools through school resource officer programs, which not only provide safety in educational settings but also build positive relationships between young people and law enforcement.

Accredited departments also partner with local businesses to improve security practices, such as installing better lighting or surveillance systems, which helps prevent theft and creates safer commercial areas. Faith-based organizations and civic groups are frequently involved as well, offering spaces for dialogue and joint initiatives that strengthen trust. Each of these partnerships reflects the accreditation framework's focus on accountability and professionalism, while showing the community that the police are not working in isolation but alongside stakeholders to achieve shared safety goals.

KPD Management Plan

The overall management and implementation plan for the KPD accreditation project is designed to ensure a structured, efficient, and sustainable process. The plan consists of several key phases:

1. **Project Oversight & Governance:** A dedicated project management team will oversee implementation, including designated personnel responsible for accreditation tasks, compliance monitoring, and stakeholder coordination.
2. **Planning & Policy Development:** The agency will conduct a thorough gap analysis to assess current policies against accreditation standards. Necessary revisions and new policies will be developed to ensure compliance.
3. **Training & Capacity Building:** Officers and staff will undergo structured training programs focused on accreditation requirements, operational improvements, and professional development.
4. **Technology & Data Integration:** Advanced tracking tools and performance monitoring systems will be implemented to streamline reporting, ensure compliance, and enhance efficiency.

Mission Statement

The Kinston Police Department pledges to serve our community, to safeguard lives and property, and to preserve order all while respecting the constitutional rights of everyone to liberty, equality and justice.



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5. Community Engagement & Transparency: Public involvement through forums, surveys, and feedback mechanisms will foster trust, ensure accountability, and align the accreditation process with community expectations.
6. Continuous Evaluation & Adjustments: Regular audits and performance reviews will identify improvement areas, ensuring sustained progress toward accreditation objectives.
7. Post-Grant Sustainability: A long-term sustainability plan will secure funding, maintain standards, and integrate best practices beyond the grant period.

By following this structured approach, the agency will successfully implement accreditation while establishing lasting improvements in police operations and community relations.

KPD Implementation Time-Line

This time-line outlines the management, execution, and sustainability plan for the police accreditation project. The objective is to enhance law enforcement professionalism, improve operational efficiency, and strengthen community trust through compliance with accreditation standards.

Project Overview

The accreditation initiative focuses on policy standardization, training enhancement, technology integration, and long-term sustainability. A phased approach ensures a structured and effective implementation.

Implementation Timeline & Action Plan

Phase 1: Project Initiation (Month 1–2)

- Formation of Project Management Team to oversee accreditation tasks.
- Gap analysis conducted to assess existing policies against accreditation standards.
- Development of a strategic roadmap detailing objectives, resources, and milestones.

Phase 2: Policy & Compliance Development (Month 3–6)

- Revision and implementation of Standard Operating Procedures (SOPs) to align with accreditation requirements.
- Internal audits initiated to ensure compliance with updated policies.
- Initial training programs launched to familiarize officers with revised standards.

Phase 3: Training & Capacity Building (Month 7–9)

- Deployment of officer certification programs covering accreditation requirements.
- Leadership training sessions conducted to strengthen accountability.

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The Kinston Police Department pledges to serve our community, to safeguard lives and property, and to preserve order all while respecting the constitutional rights of everyone to liberty, equality and justice.



Kinston Police Department

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- Community engagement efforts expanded, including town hall meetings and feedback collection.

Phase 4: Technology & Process Optimization (Month 10–12)

- Implementation of data tracking systems to monitor accreditation metrics.
- Performance evaluation tools introduced for officer assessments.
- Administrative procedures refined to improve efficiency and compliance reporting.

Phase 5: Accreditation Submission & Review (Month 13–15)

- Preparation and submission of documentation to accreditation authorities.
- Self-assessments conducted to verify adherence to accreditation body guidelines.
- Adjustments made based on feedback from accreditation reviewers.

Phase 6: Post-Accreditation Sustainability Plan (Month 16+)

- Establishment of an Accreditation Monitoring Committee for ongoing oversight.
- Integration of accreditation-related expenses into annual budgeting to ensure financial sustainability.
- Continued staff development through training programs and policy refreshers.
- Regular compliance audits scheduled to maintain accreditation status.

Project Evaluation & Key Performance Indicators (KPIs)

To gauge the effectiveness of the accreditation project, the following KPIs will be monitored:

- Accreditation compliance rate (percentage of standards met).
- Reduction in policy violations post-training implementation.
- Improvements in response times, case resolutions, and officer performance.
- Community satisfaction scores based on feedback surveys.
- Operational efficiency metrics (audit reports, workflow improvements).

This implementation Plan provides a structured framework for achieving police accreditation while ensuring long-term compliance and sustainability. Continued monitoring and adaptation will reinforce professional excellence and strengthen community relationships.

Project Management Team

The grant funded team will include the following:

Project Director – Keith Goyette, Chief of Police

- Role: Oversees the entire accreditation initiative, ensuring alignment with agency objectives.
- Experience: 20+ years in law enforcement leadership, specializing in compliance, policy development, and accreditation management.

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The Kinston Police Department pledges to serve our community, to safeguard lives and property, and to preserve order all while respecting the constitutional rights of everyone to liberty, equality and justice.



Kinston Police Department

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- Responsibilities: Strategic planning, stakeholder coordination, and resource allocation.

Accreditation Manager – Josh Poole, Captain

- Role: Serves as the primary liaison for accreditation processes and documentation.
- Experience: Extensive experience in law enforcement administration, policy evaluation, and accreditation procedures.
- Responsibilities: Policy revisions, audit coordination, and accreditation submission.

Training & Development Officer – Seth Harrison, Training Division Sergeant

- Role: Manages officer education, certification programs, and continuous professional development.
- Experience: Certified instructor with a background in law enforcement training, curriculum design, and skills assessment.
- Responsibilities: Conducts training sessions, tracks certification progress, and ensures compliance with accreditation training standards.

Compliance & Audit Specialist – Donna Goodson, City of Kinston Finance Director

- Role: Ensures adherence to accreditation requirements through periodic audits and reporting.
- Experience: Expertise in regulatory compliance, risk management, and internal auditing within City government.
- Responsibilities: Conducts self-assessments, identifies gaps, and implements corrective actions.

Community Engagement Manager – Kevin Jenkins, Major (Community Services)

- Role: Builds relationships between law enforcement and the public, ensuring transparency and accountability.
- Experience: Background in public relations, conflict resolution, and community partnership development.
- Responsibilities: Organizes outreach programs, gathers community feedback, and promotes public trust.

IT & Data Management Specialist – Emma Slabbert, KPD Data Analyst

- Role: Implements and maintains accreditation tracking systems and performance evaluation tools.
- Experience: Expertise in law enforcement technology integration, data security, and performance monitoring software.
- Responsibilities: Manages reporting tools, ensures data accuracy, and supports operational efficiency.

Grant Items

Mission Statement

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Kinston Police Department

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Mandatory Training/Conferences

CALEA Annual Conference

Attending the CALEA Annual Conference is essential for members of the Kinston Police Department to strengthen their commitment to professional excellence and accreditation. The conference provides access to critical training sessions, policy updates, and best practices that ensure compliance with national law enforcement standards. Officers and administrators can engage in networking opportunities, exchanging ideas with agencies across the country to refine their accreditation processes. Additionally, attending will allow Kinston PD to gain firsthand knowledge from accreditation experts, ensuring long-term sustainability beyond initial certification. By participating, department leaders can enhance operational efficiency, improve public trust, and implement innovative strategies that align with modern policing standards. The insights and resources gained at the conference will be invaluable in maintaining accreditation and advancing the department's community-focused mission.

Power DMS Annual Conference

Attending the Power DMS Annual Conference is a crucial opportunity for members of the Kinston Police Department to enhance their accreditation efforts through innovative policy management, training solutions, and compliance strategies. The conference provides hands-on workshops, expert-led discussions, and networking sessions that equip attendees with the latest tools for streamlining document management, improving audit readiness, and maintaining accreditation standards. By participating, officers and administrators can gain insights on how to leverage technology-driven solutions to ensure efficiency, transparency, and continuous adherence to best practices. Additionally, this event allows Kinston PD to connect with industry leaders, exchange ideas with fellow accredited agencies, and explore advancements that will support long-term success. Attending the Power DMS Annual Conference will empower department members to optimize accreditation processes, strengthen operational efficiency, and reinforce their commitment to professional policing.

North Carolina Police Executive Association Annual Conference

Attending the North Carolina Police Executive Association (NCPEA) Annual Conference is a valuable opportunity for Kinston Police Department members to advance their accreditation efforts and strengthen professional policing standards. This conference provides access to leadership development sessions, policy discussions, and accreditation-specific workshops that enhance operational effectiveness and compliance with industry best practices. Officers and administrators can engage with statewide law enforcement leaders, exchanging ideas on innovative strategies for policy implementation, community engagement, and organizational excellence. Additionally, participation will allow Kinston PD to stay informed about state-specific policing trends, legislative updates, and accreditation advancements, ensuring continued alignment with evolving law enforcement standards. By attending, department members will reinforce their commitment to

Mission Statement

The Kinston Police Department pledges to serve our community, to safeguard lives and property, and to preserve order all while respecting the constitutional rights of everyone to liberty, equality and justice.



Kinston Police Department

MEMORANDUM



professional growth, accountability, and community-oriented policing, driving long-term success in maintaining accreditation.

North Carolina Law Enforcement Accreditation Network Annual Conference

Attending the North Carolina Law Enforcement Accreditation Network (NCLEAN) Annual Conference is an invaluable opportunity for Kinston Police Department members to enhance their accreditation efforts and stay ahead of evolving policing standards. This conference offers specialized training sessions, accreditation-focused workshops, and networking opportunities with law enforcement professionals statewide. By participating, Kinston PD can gain insight into best practices for maintaining accreditation, ensuring long-term compliance and operational efficiency. Additionally, attendees can engage with experts in policy development, community relations, and law enforcement innovation, strengthening their department's commitment to professional excellence. The conference also provides access to new resources, regulatory updates, and collaborative initiatives, allowing Kinston PD to refine accreditation processes and further align with industry standards. Participation in NCLEAN reinforces the agency's dedication to transparency, accountability, and community-focused policing, ensuring continued success in accreditation and public trust.

Equipment

The Kinston Police Department will utilize grant funding to enhance the security and efficiency of its evidence room by incorporating a key-pad entry system that tracks access and regulates personnel entry. This system will ensure that only authorized individuals can access the evidence room, significantly reducing the risk of unauthorized handling or tampering. Each time an officer or staff member enters or exits, the system will log the event, creating an auditable record for accountability and compliance with accreditation standards. This upgrade will strengthen chain-of-custody procedures, reinforcing the integrity of criminal investigations and court proceedings. The key-pad system will also allow for customizable access levels, ensuring that only designated personnel can manage or review evidence, enhancing transparency and security.

In addition to the key-pad system, the grant will be used to improve the storage infrastructure within the evidence room by installing heavy-duty metal shelving and new plastic bins for proper evidence organization. The new shelving will provide durability and increased storage capacity, allowing for the systematic arrangement of evidence based on case priority and classification. The addition of labeled plastic bins will streamline the evidence-handling process, reducing the risk of misplaced or damaged items. With this upgraded storage system, officers and staff will have a more efficient workflow, improving retrieval times and maintaining strict compliance with regulatory standards. These improvements will modernize the department's evidence management, ensuring that Kinston PD operates with professionalism, security, and operational efficiency while maintaining accreditation requirements.

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The Kinston Police Department will utilize IACP Net as a powerful resource to continuously update its policies and procedures while advancing its accreditation efforts. By accessing IACP Net's extensive database of law enforcement best practices, model policies, and research reports, the department can stay informed on the latest developments in policing standards. This platform will enable streamlined policy revisions by providing templates and comparative analyses of procedures used by accredited agencies nationwide. Additionally, officers and administrators can use IACP Net's expert forums and case studies to enhance policy effectiveness, ensuring compliance with accreditation requirements. Through ongoing engagement with IACP Net, the department will strengthen its operational transparency, accountability, and professional development, ultimately reinforcing its commitment to community-oriented policing and modern law enforcement excellence.

FY25 Supporting Law Enforcement Agencies in Seeking Accreditation - COPS **BUDGET NARRATIVE & TIME LINE: O-COPS-2025-172406**

ITEM	DESCRIPTION/JUSTIFICATION	YEAR 1	YEAR 2	TOTAL
SOFTWARE & EQUIPMENT				
IACPnet	Software database for up-to-date policies, procedures, and bulletins from different agencies (7 licenses)	\$1,225	\$1,225	\$2,450
Evidence Room Upgrade	Replace out of date evidence storage bins with new up-to-date storage bins and upgrade evidence room shelving.	\$20,000	\$0	\$20,000
Software & Equipment Total		\$21,225	\$1,225	\$22,450
ASSOCIATION FEES Network of Accreditation professionals sharing information and offering support to achieve accreditation goals and maintain up-to-date policies and procedures.				
ITEM	DESCRIPTION/JUSTIFICATION	YEAR 1	YEAR 2	TOTAL
NCLEAN Association fee	North Carolina Law Enforcement Accreditation Network (\$35x2 employees)	Included in KPD budget		\$0
Association Total		\$0	\$0	\$0
CONFERENCES/MEETINGS Training on latest accreditation and planning strategies. Technical support for accreditation software. Information sharing and support regarding current policies, procedures, and legal updates.				
ITEM	DESCRIPTION/JUSTIFICATION	YEAR 1	YEAR 2	TOTAL
CALEA Conference (Out of State)	Number of Attendees = 2			
	Registration \$800 x 2	\$1,600	\$1,600	\$3,200
	Lodging x 2 rooms x 4 nights x \$170	\$1,360	\$1,360	\$2,720
	Travel by plane x 2 x \$600	\$1,200	\$1,200	\$2,400
	Car rental/Uber x 5 days x \$40/day	\$200	\$200	\$400
	Meals x 2 ppl x 5 days @ \$51 per diem	\$510	\$510	\$1,020
Total		\$4,870	\$4,870	\$9,740
Power DMS Conference (Out of State)	Number of Attendees = 2			
	Registration \$800 x 2	\$1,600	\$1,600	\$3,200
	Lodging x 2 rooms x 4 nights x \$170	\$1,360	\$1,360	\$2,720
	Travel by plane x 2 x \$600	\$1,200	\$1,200	\$2,400
	Car rental/Uber x 5 days x \$40/day	\$200	\$200	\$400
	Meals x 2 ppl x 5 days @ \$51 per diem	\$510	\$510	\$1,020
Total		\$4,870	\$4,870	\$9,740
NCPEA Annual Conference (In State)	Number of Attendees = 2			
	Registration \$225 x 2	\$450	\$450	\$900

Mission Statement

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	Lodging x 2 rooms x 5 nights x \$130	\$1,300	\$1,300	\$2,600
	Car rental/Uber x 5 days x \$40/day	\$200	\$200	\$400
	Meals x 2 ppl x 5 days @ \$51 per diem	\$510	\$510	\$1,020
	Total	\$2,460	\$2,460	\$4,920
NCLEAN Annual Conference	Number of Attendees = 2			
(In State)	Registration \$100 x 2	\$200	\$200	\$400
	Lodging x 2 rooms x 5 nights x \$130	\$1,300	\$1,300	\$2,600
	Car rental/Uber x 5 days x \$40/day	\$200	\$200	\$400
	Meals x 2 ppl x 5 days @ \$51 per diem	\$510	\$510	\$1,020
	Total	\$2,210	\$2,210	\$4,420
	Total for Conferences/Training	\$14,410	\$14,410	\$28,820
ACCREDITATION FEES				
Fees related to accreditation activities to include CALEA annual fee and anticipated on-site assessment fees.				
CALEA Initial Set-up fee	One-time fee; continuation fee will follow after this grant is complete	Included in KPD budget		\$0
	Total	\$0	\$0	\$0
	Grand Total	\$35,635	\$15,635	\$51,270

Public Hearing

On Thursday, December 18, 2025, Neuse News published an advertisement for this grant, which included:

Notice is hereby given that the Kinston City Council will hold a Public Hearing at **5:30 pm on Tuesday, January 6, 2026, or as soon thereafter as may be heard**, in City Hall Council Chambers, 207 East King Street, Kinston, NC and/or by virtual format. The following item will be heard:

1. The City of Kinston Police Department has received notice of eligibility and preapproval from the Office of Community Oriented Policing Services (the COPS Office) for an award under the funding opportunity entitled 2025 FY25 Community Policing Development: Supporting Agencies Seeking Accreditation. The approved award amount is \$51,270. This grant does not require a match from the City of Kinston.

The aforementioned item(s) may be changed or amended at the public hearing. Citizens are encouraged to attend and express opinions at the hearing. Copies may be obtained from the address below. Persons with special needs should contact the City Clerk at 252-939-3115 at least two work days prior to the date of the hearing.

Keith Goyette
Chief of Police

205 East King Street, PO Drawer 339, Kinston, NC 25802-0339
252-939-3144 or keith.goyette@kinstonnc.gov

Mission Statement

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Kinston Police Department

MEMORANDUM



Budget Impact

This grant does not require any matching funding.

Request from City Council

The council agree to accept the FY25 Community Policing Development: Supporting Agencies Seeking Accreditation Grant for approval, and delegate responsibility to execute any necessary agreements to the City Manager and Director of Finance at a future City Council meeting.

Sincerely,

Keith Goyette, Police Chief

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PUBLIC NOTICE AFFIDAVIT

Date: 12/19/2025

Advertiser: City of Kinston Police Department

Re: Public Notice: Notice of Public Hearing of the Kinston City Council

The following Public Notice was published to NeuseNews.com, Neuse News's Facebook Page, and in the Neuse News Newsletter in accordance with your request to run on December 18, 2025.

If you need any additional information, please let us know.

Respectfully submitted,

A handwritten signature in black ink that reads "Kristy Kelly".

Kristy Kelly, Assistant Publisher

kristy@neusenews.com

252.572-1330



**PUBLIC
NOTICE**



**DEC
18**



**Public Notice: Notice of
Public Hearing of the
Kinston City Council**

NEUSE NEWS

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Public Notice: Notice of Public Hearing of the Kinston City Council
Neuse News

City of Kinston

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Chief of Police

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If you need any additional information, please let us know.

Respectfully submitted,

A handwritten signature in black ink that reads "Kristy Kelly".

Kristy Kelly, Assistant Publisher

kristy@neusenews.com

252.572-1330

City of Kinston
City Council Agenda



Meeting Date: Tuesday, January 20, 2026

Agenda Section: Action Agenda

Item Request: Ordinance

Agenda Item to be Considered

Presenter: Donna Goodson, Finance Director

Subject: Establish FY25 LEMHWA Implementation Project – COK Special Revenue Project (P9154)

Action Requested: Council Approval

Supporting Documentation: Ordinance, Memo, Grant Agreement

Department Head's Approval dhg

City Manager's Approval _____

Budgetary Impact: ☐ None ☐ Budgeted ☒ Needs Budget Ordinance

Staff Recommendation: Approval

**AN ORDINANCE ESTABLISHING THE SPECIAL REVENUE FUND
FY 25 LEMHWA IMPLEMENTATION PROJECT-CITY OF KINSTON (P9154)**

WHEREAS, the Office of Community Oriented Policing Services (COPS) at the Department of Justice has awarded a grant (15JCOPS-25-GG-00460-LEMH) in the amount of \$136,020.00 to the City of Kinston Police Department, and

WHEREAS, grant funds will be used to implement a comprehensive initiative to improve the psychological health, emotional resilience, and overall well-being of the City of Kinston's sworn officers and civilian personnel. This will be funded with federal grant proceeds requiring no local match.

THEREFORE, BE IT ORDAINED by the City Council of the City of Kinston, North Carolina that the following special revenue project budget ordinance is hereby adopted:

FY25 LEMHWA Implementation Project - City of Kinston

Revenues:

Federal Grants - COPS	\$ 136,020.00
Total Revenues	<u>\$ 136,020.00</u>

Expenditures:

Salaries-Temporary/Part-time	\$ 37,471.00
Social Security Contribution	2,529.00
Professional Services - Other	78,000.00
Meeting & Travel	11,370.00
Training & Employee Development	<u>6,650.00</u>
Total Expenditures	<u>\$ 136,020.00</u>

Adopted this 20th day of January, 2026

Debra Thompson, City Clerk



Kinston Police Department

P.O. Box 339 / 205 E. King Street
Kinston, North Carolina 28502
Phone: (252) 939-3139 / Fax: (252) 939-3276
Website: www.kinstonpd.org



Keith Goyette, Chief of Police

January 13, 2026

Mrs. Donna Goodson
City of Kinston
P.O. Box 339
Kinston, NC 28502

Ref: Request for Grant Project Amendment/Special Revenue Account
COPS FY 25 Law Enforcement Mental Health & Wellness Act Grant

On October 10, 2025, the Office of Community Oriented Policing Services (the COPS Office) approved the application submitted by CITY OF KINSTON (Police) for an award under the funding opportunity entitled COPS FY 25 Law Enforcement Mental Health & Wellness Act Grant. The approved award amount is \$136,200. **This grant does not require a match from our local government.**

The Kinston Police Department will utilize the grant to:

- Establish an in-house Peer Support Team trained in crisis response and emotional first aid as well as incorporate suicide awareness training.
- Partner with licensed mental health professionals to deliver confidential counseling, trauma-informed care, and early intervention services.
- Launch ongoing wellness education programs that include mindfulness training, stress management workshops, and resilience-building curricula customized for frontline staff.

This initiative will be guided by evidence-based practices and will include data collection, analysis, and performance metrics to assess impact and outcomes. A designated Wellness Coordinator will oversee implementation and ensure alignment with national officer wellness standards. Grant funds will support staffing, training, outreach, and program evaluation over a two-year period.

At this time, I am submitting a formal request for a Grant Project Amendment/Special Revenue Account for this grant. Thank you in advance.

Respectfully yours,

Keith Goyette
Chief of Police
Kinston Police Department

Mission Statement

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City of Kinston
City Council Agenda



Meeting Date: Tuesday, January 06, 2026

Agenda Section: Public Hearing AND Action

Item Request: Approval

Agenda Item to be Considered

Presenter: Keith Goyette, Police Chief

Subject: COPS Grant - FY25 Law Enforcement Mental Health and Wellness Act (LEMHWA)
Implementation Project in the amount of \$136,020

Action Requested: Approval

Accept Grant Award

Supporting Documentation: KPD Memo, DOJ Award Letter

Department Head's Approval

A blue ink signature, likely of Keith Goyette, is written over the Department Head's Approval line.

City Manager's Approval _____

Budgetary Impact: ☒ None ☐ Budgeted ☐ Needs Budget Ordinance

Staff Recommendation:

October 10, 2025

Dear KEITH GOYETTE,

On behalf of Attorney General Pamela Bondi, it is my pleasure to inform you the Office of Community Oriented Policing Services (the COPS Office) has approved the application submitted by CITY OF KINSTON for an award under the funding opportunity entitled 2025 FY25 Law Enforcement Mental Health and Wellness Act (LEMHWA) Implementation Projects. The approved award amount is \$136,020.

Review the Award Instrument below carefully and familiarize yourself with all conditions and requirements before accepting your award. The Award Instrument includes the Award Offer (Award Information, Project Information, Financial Information, and Award Conditions) and Award Acceptance. For COPS Office and OWW funding the Award Offer also includes any Other Award Documents.

Please note that award requirements include not only the conditions and limitations set forth in the Award Offer, but also compliance with assurances and certifications that relate to conduct during the period of performance for the award. These requirements encompass financial, administrative, and programmatic matters, as well as other important matters (e.g., specific restrictions on use of funds). Therefore, all key staff should receive the award conditions, the assurances and certifications, and the application as approved by the COPS Office, so that they understand the award requirements. Information on all pertinent award requirements also must be provided to any subrecipient of the award.

Should you accept the award and then fail to comply with an award requirement, DOJ will pursue appropriate remedies for non-compliance, which may include termination of the award and/or a requirement to repay award funds.

Prior to accepting the award, your Entity Administrator must assign a Financial Manager, Grant Award Administrator, and Authorized Representative(s) in the Justice Grants System (JustGrants). The Entity Administrator will need to ensure the assigned Authorized Representative(s) is current and has the legal authority to accept awards and bind the entity to the award terms and conditions. To accept the award, the Authorized Representative(s) must accept all parts of the Award Offer in the Justice Grants System (JustGrants), including by executing the required declaration and certification, within 45 days from the award date.

To access your funds, you will need to enroll in the Automated Standard Application for Payments (ASAP) system, if you haven't already completed the enrollment process in ASAP. The Entity Administrator should have already received an email from ASAP to initiate this process. Congratulations, and we look forward to working with you.

Cory D. Randolph
COPS Acting Director



Department of Justice (DOJ)

Office of Community Oriented Policing Services (COPS Office)

Washington, D.C. 20531

Name and Address of Recipient:		CITY OF KINSTON 205 E KING ST	
City, State and Zip:		KINSTON, NC 28501	
Recipient UEI:		LN4TR4S7GLF5	
Project Title: FY25 Law Enforcement Mental Health and Wellness Act (LEMHWA) Implementation Projects - CITY OF KINSTON, NC		Award Number: 15JCOPS-25-GG-00460-LEMH	
Solicitation Title: FY25 Law Enforcement Mental Health and Wellness Act (LEMHWA) Implementation Projects			
Federal Award Amount: \$136,020.00		Federal Award Date: 10/10/25	
Awarding Agency:		Office of Community Oriented Policing Services	
Funding Instrument Type:		Grant	
Opportunity Category: D			
Assistance Listing: 16.070 - Law Enforcement Mental Health and Wellness Act			
Project Period Start Date: 10/1/25		Project Period End Date: 9/30/27	
Budget Period Start Date: 10/1/25		Budget Period End Date: 9/30/27	
Project Description: The Kinston Police Department (KPD) will implement a comprehensive initiative aimed at improving the psychological health, emotional resilience, and overall well-being of its sworn officers and civilian personnel. KPD proposes a three-pronged approach: (1) establish an in-house Peer Support Team trained in crisis response and emotional first aid; (2) partner with licensed mental health professionals to deliver confidential counseling, trauma-informed care, and early intervention services; and (3) launch ongoing wellness education programs that include mindfulness training, stress management workshops, and resilience-building curricula customized for frontline staff.			



Kinston Police Department

MEMORANDUM



Date:	Monday, December 15, 2025	From:	Chief Keith Goyette 
To:	Rhonda Barwick, City Manager	CC:	
Re:	FY25 Law Enforcement Mental Health & Wellness Act Grant	Via:	

Dear Mrs. Barwick

The City of Kinston Police Department has received notice of eligibility and preapproval from the Office of Community Oriented Policing Services (the COPS Office) for an award under the funding opportunity entitled 2025 FY25 Law Enforcement Mental Health and Wellness Act (LEMHWA) Implementation Projects. The approved award amount is \$136,020. This grant does not require a match from local governments.

The Kinston Police Department will utilize the grant to:

- Establish an in-house Peer Support Team trained in crisis response and emotional first aid as well as incorporate suicide awareness training.
- Partner with licensed mental health professionals to deliver confidential counseling, trauma-informed care, and early intervention services.
- Launch ongoing wellness education programs that include mindfulness training, stress management workshops, and resilience-building curricula customized for frontline staff.

This initiative will be guided by evidence-based practices and will include data collection, analysis, and performance metrics to assess impact and outcomes. A designated Wellness Coordinator will oversee implementation and ensure alignment with national officer wellness standards. Grant funds will support staffing, training, outreach, and program evaluation over a two-year period.

Ultimately, KPD's proposed program aims to reduce officer burnout, improve morale, and enhance the department's capacity to serve the citizens of Kinston with professionalism, empathy, and community trust.

Project Abstract

The Kinston Police Department is comprised of sixty-eight full-time sworn officers who are responsible for providing a full range of police services covering over seventeen square miles and approximately 19,900 citizens. The Kinston Police Department has the primary responsibility of protecting the life and property of our citizens as well as addressing the fear and perception of crime. As an agency that practices community policing, we also work with our community partners

Mission Statement

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Kinston Police Department

MEMORANDUM



knows as “stakeholders” to address quality of life issues. A universal approach to creating a safe, lively community is the desired goal.

The Kinston Police Department (KPD) requested and received funding through the FY25 Law Enforcement Mental Health and Wellness Act Grant to implement a comprehensive initiative aimed at improving the psychological health, emotional resilience, and overall well-being of its sworn officers and civilian personnel. Recognizing the increased stressors and occupational hazards associated with law enforcement in a rapidly changing social climate, this project is designed to proactively address officer wellness through a sustainable and culturally competent framework.

Public Safety Need

The proposed officer mental health and wellness initiative directly addresses a critical public safety need in the Kinston jurisdiction: ensuring law enforcement personnel are psychologically equipped to serve the community effectively and compassionately. Officers facing unchecked stress, trauma, and burnout are more likely to experience impaired judgment, reduced productivity, and strained community interactions, which can negatively affect public trust and safety. By providing access to mental health professionals, resilience training, and peer support systems, the initiative enhances officer readiness and morale—thereby improving response quality and decision-making in high-pressure situations.

Community support plays a vital role in this effort. The program will engage local stakeholders, including healthcare providers, faith leaders, and civic organizations, to foster an environment of shared responsibility for officer wellness. This collaborative model not only demonstrates transparency but also strengthens bonds between the police and the public they serve. The program’s alignment with community policing principles—through open communication, proactive engagement, and culturally competent wellness education—reinforces public confidence and supports a safer, more connected Kinston. In sum, investing in the well-being of those who protect and serve ultimately benefits the broader community through improved safety outcomes and deeper mutual respect.

Community Oriented Policing

The proposed officer wellness initiative is a strategic catalyst for deepening the Kinston Police Department’s commitment to community-oriented policing. By prioritizing mental health and emotional resilience, the program empowers officers to engage with the community from a place of stability, empathy, and trust. When law enforcement personnel are mentally well and supported, they are more capable of forming positive relationships with residents, navigating complex social dynamics, and resolving conflicts without escalation.

Embedding wellness as a core agency value also shifts internal culture toward a more human-

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Kinston Police Department

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centered mission—one that values transparency, proactive communication, and shared responsibility. Activities like mindfulness workshops, peer support programs, and partnerships with community-based mental health professionals create regular, non-enforcement points of contact between officers and the public. These connections build mutual understanding, reduce stigma around mental health, and foster collaboration around public safety goals.

In essence, by strengthening officer wellness, the department simultaneously strengthens its capacity for compassionate service and meaningful community engagement—hallmarks of true community-oriented policing.

Partnerships

The proposed officer wellness initiative aligns closely with several ongoing efforts within the Kinston Police Department and the broader community. Notably, the department's 2022–2027 Strategic Plan emphasizes community engagement, officer development, and quality-of-life improvements for both residents and personnel—creating a natural foundation for integrating wellness programming. Additionally, the launch of Kinston's first-ever Citizen's Police Academy in 2023 reflects a growing commitment to transparency, education, and relationship-building between law enforcement and the public. This academy not only fosters trust but also serves as a platform for introducing wellness concepts and mental health awareness to both officers and community members.

These initiatives demonstrate a shared vision of proactive, community-oriented policing and provide valuable infrastructure for coordinating outreach, training, and evaluation efforts tied to the wellness program. Together, they reinforce a culture of care, accountability, and collaboration—ensuring the proposed activities are not only impactful but also sustainable within Kinston's evolving public safety landscape.

Community Group Strategy

The Kinston Police Department (KPD) will implement a structured, inclusive consultation strategy to ensure community groups and partner agencies are actively engaged throughout the wellness initiative. This strategy begins with the formation of a Wellness Advisory Committee, composed of representatives from key stakeholders such as the Lenoir County Health Department, UNC Lenoir Health Care, local faith-based organizations, and civic groups. This committee will meet quarterly to provide feedback, share resources, and guide program development.

KPD's Community Services Unit, which already maintains strong ties with neighborhood watch groups, schools, and nonprofit organizations, will serve as the primary liaison for outreach and coordination. The department will host listening sessions and town hall-style forums to gather input from residents and frontline officers, ensuring the program reflects both internal and community priorities. Additionally, KPD will collaborate with Lenoir Community College and

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Kinston Police Department

MEMORANDUM



local mental health providers to co-develop training modules and wellness workshops tailored to the needs of law enforcement personnel.

This consultative approach not only fosters transparency and trust but also ensures the program is culturally competent, community-informed, and aligned with broader public safety goals. If you'd like, I can help draft a timeline or stakeholder engagement plan to include in your grant narrative!

Partners/Stakeholders

To support the successful implementation of the proposed officer wellness initiative, the Kinston Police Department will initiate or enhance partnerships with the following key organizations:

1. UNC Lenoir Health Care – As a regional healthcare provider, UNC Lenoir will offer access to licensed mental health professionals, trauma-informed care, and wellness education tailored to law enforcement personnel.
2. Lenoir County Health Department – This agency will collaborate on public health outreach, provide behavioral health resources, and assist in developing culturally competent wellness programming.
3. Lenoir Community College – The college will support training and professional development by co-hosting workshops, offering classroom space, and integrating wellness topics into continuing education for officers.

These partnerships are central to ensuring the program is community-informed, evidence-based, and sustainable beyond the grant period.

Proposed LEMHWA Program

PROGRAM FOCUS

If awarded funding through the Law Enforcement Mental Health and Wellness Act (LEMHWA) program, the Kinston Police Department (KPD) will implement a multi-faceted suite of activities and services designed to proactively support the psychological well-being, emotional resilience, and professional readiness of its law enforcement personnel. Key components include:

1. Establishment of a Peer Support Team – KPD will identify, train, and equip a cohort of officers to serve as peer counselors, offering confidential, on-demand emotional support and acting as bridges to formal mental health services.

Mission Statement

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Kinston Police Department

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2. Partnerships with Mental Health Professionals – The department will contract with licensed clinicians to provide regular, confidential counseling services, psychological assessments, and crisis intervention sessions tailored to the needs of first responders.
3. Wellness Training & Resilience Workshops – Officers and civilian staff will participate in ongoing, evidence-based wellness education including topics such as stress management, mindfulness, post-traumatic growth, nutrition, and work-life balance.
4. Wellness Check-In System – KPD will implement a structured system for periodic mental health check-ins and referrals, helping to normalize support-seeking behavior and provide early identification of risk factors.
5. Family Outreach & Support Programming – Recognizing the role of family in officer wellness, KPD will offer resources and periodic workshops for spouses, partners, and families to foster resilience at home and strengthen overall support networks.
6. Designated Wellness Coordinator Role – A part-time position will be created to oversee all wellness programming, track participation and outcomes, manage partnerships, and serve as an internal wellness advocate.
7. Evaluation & Sustainability Planning – Throughout the grant period, data will be collected to assess the program's impact and guide the development of long-term sustainability strategies, including integration into department policy and pursuit of supplemental funding.

These activities are designed not only to improve individual officer wellness but also to enhance organizational culture, reduce burnout, and strengthen community engagement through healthier, more connected public servants.

PROGRAM IMPACT

The Kinston Police Department (KPD) anticipates several key deliverables and measurable outcomes through the implementation of its officer wellness initiative supported by LEMHWA funding. The core program deliverables include: (1) a fully trained and operational Peer Support Team; (2) access to licensed mental health professionals for counseling and early intervention services; (3) delivery of at least eight wellness and resilience workshops annually; (4) creation of a Wellness Check-In system and internal referral protocol; and (5) establishment of a part-time Wellness Coordinator role to oversee, evaluate, and sustain program activities.

Mission Statement

The Kinston Police Department pledges to serve our community, to safeguard lives and property, and to preserve order all while respecting the constitutional rights of everyone to liberty, equality and justice.



Kinston Police Department

MEMORANDUM



Expected outcomes include improved officer mental health, increased job satisfaction, reduced absenteeism, and enhanced community interactions. To measure success and inform long-term planning, KPD will employ a data-driven evaluation strategy. This includes:

- Quarterly internal surveys assessing officer stress levels, morale, job satisfaction, and perceived access to mental health resources.
- Utilization metrics such as the number of officers participating in counseling services, workshops, and peer support sessions.
- Community perception surveys to gauge public trust, officer approachability, and satisfaction with the department's responsiveness and professionalism.
- Performance indicators such as reduction in complaints against officers, decrease in use-of-force incidents, and improved retention rates.

This multi-pronged evaluation approach will not only demonstrate the initiative's immediate impact but also highlight the continued need for sustained investment in officer wellness and community trust.

PROGRAM IMPLEMENTATION

The Kinston Police Department (KPD) will implement the proposed officer wellness initiative through a structured, collaborative management plan that leverages internal leadership and trusted community partnerships. Oversight will be provided by the Wellness Coordinator, a part-time position funded through the grant, who will be responsible for day-to-day program management, coordination with partners, and data collection. The Chief of Police and Major of Support Services will provide executive oversight, ensuring alignment with departmental goals and integration into KPD's broader strategic plan. The Community Services Unit will support outreach, engagement, and liaison efforts with external stakeholders.

Key implementation partners include UNC Lenoir Health Care, which will provide licensed mental health professionals certified in trauma-informed care and crisis intervention; the Lenoir County Health Department, which will assist with behavioral health education and culturally competent programming; and Lenoir Community College, which will support training logistics and continuing education. All clinicians contracted through the program will be required to hold current licensure in North Carolina (e.g., LCMHC, LCSW, or equivalent) and demonstrate experience working with first responders.

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To ensure confidentiality, KPD will adopt strict protocols modeled after HIPAA standards. Counseling services will be delivered off-site or in private, secure spaces, and no identifying information will be shared with department leadership without the participant's written consent. Peer Support Team members will be trained in confidentiality and ethical boundaries, and all data collected for evaluation purposes will be anonymized.

KPD's capacity to carry out this initiative is reinforced by its existing infrastructure, including a well-established policy and procedure framework, a history of successful community collaboration, and a commitment to officer development as outlined in its Strategic Plan 2022–2027. This foundation ensures the department is well-positioned to implement, evaluate, and sustain the proposed wellness program with integrity and impact.

PROGRAM SUSTAINABILITY

To ensure long-term sustainability beyond the LEMHWA grant period, the Kinston Police Department (KPD) will integrate the wellness initiative into its core operational and strategic framework. First, the department will embed wellness programming into its 2022–2027 Strategic Plan goals, ensuring continued prioritization and institutional support. The part-time Wellness Coordinator position, initially funded through the grant, will transition into a permanent role supported by the city's general fund or through reallocation of internal resources.

KPD will also pursue cost-sharing agreements with key partners such as UNC Lenoir Health Care and the Lenoir County Health Department to maintain access to licensed clinicians and training resources. Additionally, the department will explore state-level grants, philanthropic funding, and partnerships with local businesses and civic organizations to support ongoing programming and outreach.

To demonstrate impact and justify continued investment, KPD will maintain a robust evaluation system that tracks officer participation, mental health outcomes, and community trust indicators. These data will be used to advocate for sustained funding from city leadership and external stakeholders. By embedding wellness into policy, culture, and community collaboration, KPD aims to ensure the program's longevity and continued benefit to both officers and the public they serve.

Budget Justification (Sustainability Focused Excerpt)

- Wellness Coordinator (Part-Time, Year 1–2): Grant-funded during the project period. Post-grant, this role will be absorbed by KPD through existing personnel budget, demonstrating local commitment to continuity.

Mission Statement

The Kinston Police Department pledges to serve our community, to safeguard lives and property, and to preserve order all while respecting the constitutional rights of everyone to liberty, equality and justice.



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- Mental Health Services (Clinical Contracts): KPD will negotiate reduced-rate contracts for counseling sessions and group workshops. Beyond the grant, these services will be supported through cost-sharing agreements with UNC Lenoir and integrated into recurring departmental training budgets.
- Training and Workshop Materials: Initial investment funded by the grant. KPD will maintain these materials for future use and collaborate with Lenoir Community College to co-facilitate trainings at low or no cost.
- Evaluation Tools and Surveys: Developed with grant support and maintained internally thereafter to track participation, outcomes, and inform program improvement.

Budget Justification

Utilizing grant funds to support mental health training and Trauma-Informed Leadership Training is a strategic investment in the long-term effectiveness, resilience, and community trust of the Kinston Police Department (KPD). Law enforcement officers routinely encounter high-stress, high-stakes situations that can lead to cumulative trauma, burnout, and impaired decision-making if left unaddressed. By funding mental health support training, KPD ensures its personnel are equipped with the tools to recognize signs of stress, seek help early, and foster a culture where psychological well-being is prioritized—not stigmatized.

Trauma-Informed Leadership Training, in particular, empowers supervisors and command staff to lead with empathy, emotional intelligence, and awareness of how trauma impacts behavior and performance. This approach not only improves internal morale and retention but also enhances external interactions with the public—especially in communities that have experienced historical trauma or strained relationships with law enforcement. Leaders trained in trauma-informed practices are better positioned to create psychologically safe environments, reduce re-traumatization, and model compassionate, community-centered policing.

Together, these trainings lay the foundation for a healthier, more connected department—one that is better prepared to serve with professionalism, empathy, and resilience. If you'd like, I can help you frame this into a grant justification or impact statement!

Budget Justification Excerpt: Subscription-Based Support Services

Subrecipient – FMRT Group

Using The FMRT Group for annual police officer wellness check-ups can significantly enhance both the physical and mental well-being of officers by providing structured, confidential, and

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MEMORANDUM



proactive care tailored to the unique demands of law enforcement. Police officers operate in high-stress environments where hypervigilance, trauma exposure, and physical strain are part of the daily routine. FMRT's approach—offering annual, confidential sessions with licensed psychologists—creates a safe space for officers to process stress, build resilience, and normalize mental health care. These check-ups aren't about diagnosing or evaluating performance; they're about preventative care, helping officers stay mentally fit before issues escalate.

The benefits go beyond mental health. FMRT also supports agencies with medical evaluations, ensuring officers are physically prepared for duty. This holistic model reduces burnout, improves job satisfaction, and fosters a culture where seeking help is seen as strength, not weakness. Departments that partner with FMRT, like High Point PD, have seen positive outcomes: officers report feeling more supported, and leadership gains peace of mind knowing their teams are cared for. It's a win-win—healthier officers mean safer communities.

The FMRT Group for annual police officer wellness check-up program is confident and will cost \$400 for 75 employees, for a total of \$30,000 per year, for two years.

Subrecipient – FIRSTGEVITY Yoga

As part of KPD's commitment to holistic officer wellness, the department proposes investing in a department-wide subscription to FIRSTGEVITY Yoga, a virtual wellness platform tailored specifically to law enforcement. This subscription will provide officers and civilian staff with on-demand access to trauma-informed yoga, breathwork, and mindfulness sessions designed to mitigate the physical and psychological stressors inherent in police work. Officers will be able to participate individually or in small groups during shift breaks or at home, providing flexible, stigma-free access to wellness practices proven to support emotional regulation, reduce injury, and improve sleep and concentration.

Integrating FIRSTGEVITY into the KPD wellness plan complements traditional mental health services by offering proactive, preventative programming that strengthens resilience and reinforces a culture of self-care and peer support. This platform also includes family-friendly content, allowing officers and their loved ones to engage in wellness activities together—broadening the program's impact beyond the workplace.

FIRSTGEVITY Virtual Yoga & Wellness Platform (\$9,000 annual subscription for two years): Grant funds will be used to purchase a department-wide subscription to this evidence-based platform for law enforcement-specific wellness and mobility programming. The subscription supports flexible, remote access and will be available to all KPD personnel and their families. FIRSTGEVITY serves as a cost-effective, scalable resource to prevent burnout, support physical readiness, and enhance emotional well-being. It is an essential supplement to the department's broader trauma-informed training and peer support systems.

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Kinston Police Department

MEMORANDUM



FY25 Law Enforcement Mental Health and Wellness Act Grant - COPS **BUDGET NARRATIVE: O-COPS-2025-172386**

ITEM	DESCRIPTION/JUSTIFICATION	YEAR 1	YEAR 2	TOTAL
SUBRECIPIENT				
FIRSTGEVITY Yoga Training	Yoga subsection training for all KPD personnel	\$9,000	\$9,000	\$18,000
The FMRT Group	Officer Wellness Check-ups – mandatory annually	\$30,000	\$30,000	\$60,000
	Software & Equipment Total	\$39,000	\$39,000	\$78,000
PART-TIME WELLNESS COORDINATOR				
ITEM	DESCRIPTION/JUSTIFICATION	YEAR 1	YEAR 2	TOTAL
Part-time Wellness Coordinator	A part-time position will be created to oversee all wellness programming, track participation and outcomes, manage partnerships, and serve as an internal wellness advocate.	\$20,000	\$20,000	\$40,000
	Association Total	\$20,000	\$20,000	\$40,000
CONFERENCES/MEETINGS				
Training on latest accreditation and planning strategies. Technical support for accreditation software. Information sharing and support regarding current policies, procedures, and legal updates.				
ITEM	DESCRIPTION/JUSTIFICATION	YEAR 1	YEAR 2	TOTAL
Trauma Informed Leadership Training	Number of Attendees = 2			
	Registration \$600 x 2	\$1,200	\$1,200	\$2,400
(Out of State)	Lodging x 2 rooms x 4 nights x \$170	\$1,360	\$1,360	\$2,720
	Travel by plane x 2 x \$400	\$800	\$800	\$1,600
	Meals x 2 ppl x 5 days @ \$51 per diem	\$510	\$510	\$1,020
	Total	\$3,870	\$3,870	\$7,740
Mental Health Support Training (Out of State)	Number of Attendees = 5			
	Registration \$500 x 5	\$2,500	\$0	\$2,500
	Lodging x 5 rooms x 4 nights x \$170	\$4,250	\$0	\$4,250
	Travel by plane x 5 x \$400	\$2,000	\$0	\$2,000
	Meals x 5 ppl x 6 days @ \$51 per diem	\$1,530	\$0	\$1,530
	Total	\$10,280	\$0	\$10,280
Family Support Training	Guest expert/speaker to train all KPD personnel	\$0	\$0	\$0
Suicide Awareness Training	Guest expert/speaker to train all KPD personnel	\$0	\$0	\$0
Financial Training	Guest expert/speaker to train all KPD personnel	\$0	\$0	\$0
Veteran Awareness & Assistance Training	Guest expert/speaker to train all KPD personnel	\$0	\$0	\$0
	Total	\$0	\$0	\$0
	Total for Conferences/Training	\$14,150	\$3,870	\$18,020
Total Cost for Grant				
	Grand Total	\$73,150	\$62,870	\$136,020

KPD Management Plan

October 1, 2025 – September 30, 2027

Project Leadership & Governance

Mission Statement

The Kinston Police Department pledges to serve our community, to safeguard lives and property, and to preserve order all while respecting the constitutional rights of everyone to liberty, equality and justice.



Kinston Police Department

MEMORANDUM



- Grant Administrator: Oversees compliance, performance reporting, and fiscal management.
- Wellness Program Coordinator: Leads program design, vendor engagement, and internal coordination.
- Wellness Advisory Committee: Provides cross-functional leadership with members from command staff, mental health professionals, peer support team, and officer representatives.

Program Goals & Initiatives

1. Annual Mental Health Check-Ins
 - Partner with FMRT or similar provider for confidential evaluations focused on resilience and early intervention.
 - Ensure every officer completes a check-in once per fiscal year.
2. Peer Support Expansion
 - Recruit and train additional peer support officers by leveraging nationally certified programs like ICISF or VALOR.
 - Schedule quarterly debriefings for team members and host wellness roundtables.
3. Preventative Wellness Training
 - Provide mandatory annual training on stress management, trauma-informed leadership, and suicide prevention (e.g., QPR or Safe Call Now).
 - Offer electives in mindfulness, nutrition, and sleep hygiene.
4. Family Engagement and Education
 - Launch “Behind the Badge” workshops every spring and fall for officers’ spouses and families.
5. Wellness Resource Ecosystem
 - Launch a secure online wellness portal in early 2026.
 - Maintain an internal library of mental health and fitness resources.

Project Management Team

The grant funded team will include the following:

Project Director – Keith Goyette, Chief of Police

- Role: Oversees the entire accreditation initiative, ensuring alignment with agency objectives.
- Experience: 20+ years in law enforcement leadership, specializing in compliance, policy development, and accreditation management.
- Responsibilities: Strategic planning, stakeholder coordination, and resource allocation.

Wellness Coordinator – TBD

- Role: Serves as the primary liaison for accreditation processes and documentation.

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Kinston Police Department

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- Experience:
- Responsibilities: plays a central role in designing, implementing, and managing programs that support the physical, mental, and emotional well-being of an organization's personnel—in this case, law enforcement officers.

Training & Development Officer – Seth Harrison, Training Division Sergeant

- Role: Manages officer education, certification programs, and continuous professional development.
- Experience: Certified instructor with a background in law enforcement training, curriculum design, and skills assessment.
- Responsibilities: Conducts training sessions, tracks certification progress, and ensures compliance with accreditation training standards.

Compliance & Audit Specialist – Donna Goodson, City of Kinston Finance Director

- Role: Ensures adherence to accreditation requirements through periodic audits and reporting.
- Experience: Expertise in regulatory compliance, risk management, and internal auditing within City government.
- Responsibilities: Conducts self-assessments, identifies gaps, and implements corrective actions.

Community Engagement Manager – Kevin Jenkins, Major (Community Services)

- Role: Builds relationships between law enforcement and the public, ensuring transparency and accountability.
- Experience: Background in public relations, conflict resolution, and community partnership development.
- Responsibilities: Organizes outreach programs, gathers community feedback, and promotes public trust.

IT & Data Management Specialist – Emma Slabbert, KPD Data Analyst

- Role: Implements and maintains wellness tracking systems and performance evaluation tools.
- Experience: Expertise in law enforcement technology integration, data security, and performance monitoring software.
- Responsibilities: Manages reporting tools, ensures data accuracy, and supports operational efficiency.

FY25 Law Enforcement Mental Health and Wellness Act Grant - COPS

Time Line: O-COPS-2025-172386

Implementation Timeline

Mission Statement

The Kinston Police Department pledges to serve our community, to safeguard lives and property, and to preserve order all while respecting the constitutional rights of everyone to liberty, equality and justice.



Kinston Police Department

MEMORANDUM



Phase	Timeline	Milestones
Phase 1: Foundation	Oct–Dec 2025	Vendor contracting, steering committee launch, officer survey
Phase 2: Year 1 Rollout	Jan–Sept 2026	Mental health check-ins year one, first family workshop, peer training, train new peer members
Phase 3: Midpoint Evaluation	Oct–Dec 2026	Analyze participation, survey feedback, adjust programming
Phase 4: Year 2 Expansion	Jan–Sept 2027	Broaden outreach, enhance digital access, Mental health check-ins year two.
Phase 5: Sustainability Planning	July–Sept 2027	Prepare final report, develop future funding strategies

Evaluation & Report Plan

- Key Metrics:
 - Number and percentage of officers completing annual check-ins
 - Peer support utilization and feedback
 - Attendance in trainings and family sessions
 - Shifts in attitudes on wellness (pre-/post-surveys)
- Reporting Schedule:
 - Submit semi-annual performance and financial reports per COPS Office guidelines
 - Final performance report due December 2027

Public Hearing

On Thursday, December 18, 2025, Neuse News published an advertisement for this grant, which included:

Notice is hereby given that the Kinston City Council will hold a Public Hearing at **5:30 pm on Tuesday, January 6, 2026, or as soon thereafter as may be heard**, in City Hall Council Chambers, 207 East King Street, Kinston, NC and/or by virtual format. The following item will be heard:

1. The City of Kinston Police Department has received notice of eligibility and preapproval from the Office of Community Oriented Policing Services (the COPS Office) for an award under the funding opportunity entitled 2025 FY25 Law Enforcement Mental Health and Wellness Act (LEMHWA) Implementation Projects. The approved award amount is \$136,020. This grant does not require a match from the City of Kinston.

The aforementioned item(s) may be changed or amended at the public hearing. Citizens are encouraged to attend and express opinions at the hearing. Copies may be obtained from the address

Mission Statement

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Kinston Police Department

MEMORANDUM



below. Persons with special needs should contact the City Clerk at 252-939-3115 at least two work days prior to the date of the hearing.

Keith Goyette
Chief of Police
205 East King Street, PO Drawer 339, Kinston, NC 25802-0339
252-939-3144 or keith.goyette@kinstonnc.gov

Budget Impact

This grant does not require any matching funding.

Request from City Council

The council agree to accept the FY25 Law Enforcement Mental Health and Wellness Act Grant for approval, and delegate responsibility to execute any necessary agreements to the City Manager and Director of Finance at a future City Council meeting.

Sincerely,

Keith Goyette, Police Chief

Mission Statement

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PUBLIC NOTICE



DEC
18



Public Notice: Notice of Public Hearing of the Kinston City Council

NEUSE NEWS

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Public Notice: Notice of Public Hearing of the Kinston City Council
Neuse News
City of Kinston

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Keith Goyette

Chief of Police

205 East King Street, PO Drawer 339, Kinston, NC 25802-0339

252-939-3144 or keith.goyette@kinstonnc.gov

Member since 2025



Account

Home

Purchase history

Walmart+

My savings

Walmart Cash

• Messages (3 New)

My items

Reorder

Shop With Friends **New**

Lists

Subscriptions

Registry

Protection plans

My profile

Reviews **10+ items to review**

Pets

Vehicles

Recipes



Delivery from store

Delivered on Dec 11

Return eligible until Wed, Mar 11

How was your delivery experience?

Select a rating to begin quick survey.



22 Items received



Want to see what was substituted?

View



How can we help?

Start a return for refund or replacement



Issues with delivery



Need more help? Visit our help center.



Now: Disney+

Delivery from store

Address

Kristen Goyette

921 Massey Dr, Kinston, NC 28504

Delivery instructions



Payment method



Ending in 9386

\$60.41

Your payment method has a temporary hold for \$62.34. An updated charge will appear on your statement within 10 business days.

Subtotal

\$38.56

Free delivery from store

~~\$9.95~~ \$0

Express

\$10.00

Tax

\$1.85

Driver tip

\$10.00

Total

\$60.41



Charge history

Your transaction activity for this order



Order # 2000110-85650366



keith goyette - 2026 Kinston 101 Schedule & Request for Department Presentations

From: Abbey Friday
Date: 12/9/2025 8:43 AM
Subject: 2026 Kinston 101 Schedule & Request for Department Presentations
Bc: keith goyette

Good afternoon,

Below is the updated schedule for the upcoming Kinston 101 Citizens Academy. Sessions are from 6:00-7:30pm. Thank you again for your support in helping us make this program informative and engaging for our residents!

- January 14 - Introduction to Local Government & City Manager
- January 21 - Human Resources and MIS
- January 28 - Police Department
- February 4 - Fire Department (at Fire Station 1)
- February 11 - Planning & Code Enforcement + Downtown Kinston Revitalization
- February 18 - Public Services – February 21: Waste Water facility tour
- February 25 - Finance + City Clerk
- March 4 - Parks and Recreation
- March 11 - Graduation

If you haven't already done so, please send in the PowerPoint you plan to use for your department's presentation.

Best,

Abbey Friday

Planner 1

City of Kinston

[252-939-3267](tel:252-939-3267) (O)

www.kinstonnc.gov

City of Kinston
City Council Agenda



Meeting Date: Tuesday, January 20, 2026

Agenda Section: Action Agenda

Item Request: Bid Award

Agenda Item to be Considered

Presenter: Steve Miller, Public Services Director

Subject: Consider award of a bid for the Belt Filter Press Refurbishment Project to Andritz in the amount of \$295,805.00, plus a 10% contingency, for total award of \$325,385.50.

Action Requested: Approval

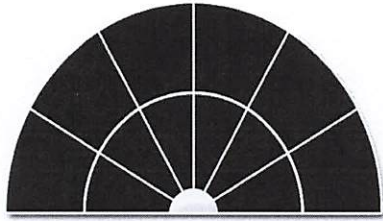
Supporting Documentation: memo, bid tabulation

Department Head's Approval _____

City Manager's Approval _____

Budgetary Impact: ☐ None ☒ Budgeted ☒ Needs Budget Ordinance

Staff Recommendation: award bid



KINSTON PUBLIC SERVICES

Buildings & Grounds, Business Office, Electric, Engineering, Environmental Services,
Fleet Maintenance, Meter Reading, Stormwater, Streets, Wastewater, and Water

Kinston, the right place ... Kinston Public Services, the right choice.



MEMORANDUM

TO: Rhonda Barwick, City Manager
Steve Harrell, Interim City Manager

FROM: Steve Miller, Public Services Director 

DATE: January 14, 2026

RE: Bid Award – Belt Filter Press Reconditioning Project PS12/22/2025
FAK#2026-041

The adopted budget includes an appropriation of \$300,000 for the refurbishment of a Belt Filter Press at the Johnnie Mosley Water Reclamation Facility. The belt filter press is used to remove water from biosolids prior to disposal. Since contracts for disposal are based on the volume/weight of the biosolids, the removal of water reduces the cost of disposal.

Bids were accepted for this project on December 19, 2025 and included lump sum bids for a base bid and alternate bid. The scope of the base bid included refurbishment of existing rollers in the belt press. The alternate bid included replacement of the rollers, instead of refurbishment. There are 14 rollers in the belt press, ranging in size from 8" to 16" diameters.

Three bids were received by the bid deadline. The low base bid was from Andritz in the amount of \$295,805.00. The low alternate bid was from Alfa Laval in the amount of \$381,356.00. Staff reviewed the bids and discussed current roller conditions and the additional cost for replacement. We do not feel the additional cost for replacement of the rollers is justified given the current condition of the rollers.

When work begins, the contractor will disassemble the belt press and inspect the rollers. While all rollers seem okay today, there may be a need to replace a few of the rollers after they are inspected, which would be an extra cost. The contractor recommends a contingency of 10% be available to cover this potential cost. Our retired City Engineer, John Jarrell, also recommends the contingency funds be included in the award in case any rollers need replaced.

I recommend City Council award this project to Andritz in the amount of \$295,805.00, plus a 10% contingency of \$29,580.50, for a total award of \$325,385.50. If awarded, a budget amendment will be presented at an upcoming Council meeting to appropriate \$25,385.50 from the Wastewater Capital Reserve to cover the full cost of the award.

BELT FILTER PRESS RECONDITIONING
Friday, December 19, 2025

CONTRACTOR		BID	ALTERNATE BID	DOCUMENTS REQUIRED	CHECK
NAME	Andritz	\$295,805.00	\$384,198.00	Addendum Noted	X
ADDRESS	1010 Comercial Boulevsrd South			Bid Security	X
	Arlington, Texas 76001			Evidence to do Business	X
CONTACT	Brad Wood			E-Verify Affidavit	X
PHONE	817-465-5611			Iran Divestment	X
EMAIL	bradley.wood@andritz.com				
SIGNATURE	Robert King, Senior Vice President				
NAME	GSM Engineered Fabrics	\$309,061.00	\$389,037.24	Addendum Noted	X
ADDRESS	2015 Gateway Park Court			Bid Security	X
	Kingsport, Tennessee 37663			Evidence to do Business	X
CONTACT	Ashley Cooper			E-Verify Affidavit	X
PHONE	(423) 348-0954			Iran Divestment	X
EMAIL	ashley@gsmfiltration.com				
SIGNATURE	Ashley Cooper				
NAME	Alfa Laval	No Bid	\$381,356.00	Addendum Noted	X
ADDRESS	10470 Deer Trail Drive			Bid Security	X
	Houston, Texas 77038			Evidence to do Business	X
CONTACT	Larry Packard			E-Verify Affidavit	X
PHONE	(281) 985-4405			Iran Divestment	X
EMAIL	larry.packard@alfalaval.com				
SIGNATURE	Fredrico Lucena				

NORTH CAROLINA
 PROFESSIONAL ENGINEER
 SEAL
 024020
 A. JARRELL, III
 12/19/25

City of Kinston
City Council Agenda



Meeting Date: Tuesday, January 20, 2026

Agenda Section: Action Agenda

Item Request: Other

Agenda Item to be Considered

Presenter: James Cauley, City Attorney

Subject: Proposals from Search Consultants for City Manager Search

Action Requested: Consider appointing a search consultant to conduct the search for a new City Manager

Supporting Documentation: Memo and copies of proposals

Department Head's Approval _____

City Manager's Approval SAH

Budgetary Impact: ☒ None ☐ Budgeted ☒ Needs Budget Ordinance

Staff Recommendation:



MEMORANDUM

TO: Mayor and Council

FROM: Jim Cauley
City Attorney

DATE: January 13, 2026

SUBJECT: Proposals from Search Consultants for City Manager Search

We have received three proposals from professional search consultants for conducting the search for a new city manager.

The base fee set forth in each proposal is as follows:

Raftelis (Anne Lewis)	\$34,300 base
Developmental Associates (Stephen Strauss)	\$25,500 base
PoliHire (Kenyatta Uzzell)	\$33,000 base

Note that there are differences in the expenses that appear to be covered in each base fee. If you have any questions, please let me know.

JPC/hss
Enclosures

City of Kinston

Executive Recruitment Services – City Manager

PROPOSAL / NOVEMBER 26, 2025



Photo Courtesy of Adobe Stock Images



November 26, 2025

James P. "Jim" Cauley, III
Cauley Pridgen, P.A.
201 N Queen St, Ste 2A
Kinston, NC 28501

Subject: Executive Recruitment Services – Kinston City Manager Position

Dear Mr. Cauley:

We are pleased to submit this proposal for executive recruitment services for the City of Kinston's (City) upcoming City Manager search. For over 30 years, Raftelis has been dedicated to helping local governments and utilities across the country solve their financial, organizational, and technological challenges. Our executive recruitment team contributes to this mission by helping our clients find the best leaders to move their organizations forward and then set those leaders up for success in their new role.

Our proposed team for the City is comprised of skilled recruiters, seasoned in local government management with search experience throughout the Mid-Atlantic and across the country. Our senior recruiters for this search have decades of leadership experience working directly with and for public sector organizations throughout North Carolina and the mid-Atlantic states. Collectively, our team has completed over 400 nationwide searches, and we have had significant success in identifying and retaining ideal candidates who meet each organization's unique needs and expectations.

We look forward to the opportunity to serve the City of Kinston. If you have any questions, please contact Anne Lewis or me directly using the information below.

Anne Lewis, *Senior Manager, Lead Recruiter for the City*
Phone: 540.757.0316 / Email: alewis@raftelis.com

Sincerely,

A handwritten signature in black ink, appearing to read 'Catherine Tuck Parrish'.

Catherine Tuck Parrish, *Senior Vice President*
Phone: 240.832.1778 / Email: ctuckparrish@raftelis.com



Giving back

The Raftelis Charitable Gift Fund seeks to make a difference on issues that matter to our clients and employees by helping build sustainable, inclusive communities locally and worldwide. We do this by allocating company profits and employee contributions of time and money. We support organizations that:

- Promote efficient, sustainable resource use
- Advance diversity, equity, and inclusion within the public sector
- Invest in access to clean water and sanitation
- Help vulnerable communities by addressing affordability issues

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FIRM BACKGROUND AND QUALIFICATIONS

Who We Are

RAFTELIS HELPS LOCAL GOVERNMENTS AND UTILITIES THRIVE.

Public sector leaders partner with Raftelis to plan for the future, identify top talent, improve their organization's financial condition, and tell their story. We've helped more than 700 organizations in the last year alone. Our team includes former local government and utility management leaders with decades of hands-on experience running successful organizations. Raftelis provides expertise and insights that help bring about the innovation and improvements that our clients seek.

We believe that our Raftelis team is the *right fit* for this search. We provide several key factors that will benefit your organization and make this recruitment a success.

RESOURCES AND EXPERTISE: With more than 190 consultants, Raftelis has one of the largest local government management consulting practices in the nation. Our executive recruitment team is geographically dispersed across the country and includes six experienced, full-time recruiters and three talented recruitment specialists. As a firm, we have successfully provided executive recruitment services to local governments and utilities across the country for the past 15 years.

DECADES OF COLLECTIVE EXPERIENCE: Our recruiters and subject matter experts have decades of experience in leading public sector organizations across the country. They have served in a wide range of positions, including city manager, human resources director, housing director, and many other essential leadership roles.

PERSONALIZED SERVICE FROM SENIOR-LEVEL RECRUITERS: You appreciate it when deadlines are met, phone calls are returned, and your team, as well as your newly placed employee, feel valued and heard throughout the recruitment process. While other firms may assign your business to junior-level staff, our clients and candidates receive personalized service from our seasoned recruiters.

NICHE EXPERTISE: Our expertise lies in strengthening public sector organizations. We're specialists rather than generalists, focusing our strengths on delivering results for a specific group of municipal clients.



FIRM CAPABILITIES



EXECUTIVE SERVICES: Identify and develop top talent to lead local governments and utilities

- Executive recruitment
- Executive coaching
- Executive performance evaluations



FINANCE: Promote financial integrity and the equitable recovery of costs to achieve your objectives

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis
- Regulated utility support



COMMUNICATION: Inform and engage with your stakeholders to build understanding and support

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement
- Technical writing and content development



STRATEGIC PLANNING/FACILITATION:

Plan for the future to guide your organization to success

- Organization, department, and community-based strategic planning
- Climate action planning
- Effective Board / Commission / Council governance
- Retreat planning and facilitation



STORMWATER UTILITY SERVICES: Implement sustainable financial practices to equitably fund your stormwater program

Stormwater utility development and implementation support



ORGANIZATIONAL ASSESSMENT: Identify needs, plan for the future, and implement positive changes

- Organizational and operational assessments
- Performance measurement
- Staffing analysis
- Sustainability
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing



TECHNOLOGY: Gain insights from your data and develop tools to increase effectiveness and engagement

- Cybersecurity services
- Strategic technology planning services
- Financial management technology services
- Customer management technology services
- Maintenance and asset management technology services
- Data management, analytics, and visualization
- Custom software solutions



SOLID WASTE SERVICES: Deliver effective solid waste services while ensuring financial sustainability and customer engagement

- Solid waste plans and sustainable materials management planning and implementation
- Grant application assistance
- Billing technology planning and implementation
- Collection/routing and disposal/processing planning, procurement, and implementation
- Rates and financial modeling
- Benchmarking and best practices
- Regulation and compliance
- Communications and public engagement

City Manager Search Experience

Our firm has been privileged to work with dozens of local governments, utilities, authorities, and special districts throughout North Carolina and across the country to find the right leaders for their organizations. The following table specifically details our firm's City Manager (and equivalent governing body-appointed chief executive positions) recruitments completed over the past 10 years. Reference information for any of these engagements will be provided upon request.

State	Organization	Governing Body-Appointed Position	Year Conducted	Population of Jurisdiction/Service Area	Tenure Of Placement
Arizona	Central Arizona Project	General Manager	2022	6,000,000	2022-Present
Arizona	City of Cottonwood	City Manager	2019	13,000	2019-2022
Arizona	Town of Clarkdale	Town Manager	2021	4,900	2021-Present
Arizona	Town of Payson	Town Manager	2020	16,700	2020-2025
Colorado	City of Boulder	City Manager	2020	108,000	2020-Present
Colorado	City of Grand Junction	City Manager	2024	69,400	2024-Present
Colorado	City of Lafayette	City Administrator	2019	29,000	2019-2023
Colorado	City of Louisville	City Manager	2017	21,000	2017-2021
Colorado	Jefferson County	County Manager	2023	583,000	2023-Present
Colorado	Summit County	Interim County Manager	2022	30,500	2022-2023
Connecticut	Town of Greenwich	Town Administrator	2015	63,000	2015-2024
Delaware	Town of Milton	Town Manager	2017	3,000	2017-Present
Kansas	City of Eudora	City Manager	2023	6,500	2023-Present
Kansas	City of Tonganoxie	City Manager	2017	6,000	2017-Present
Kansas	WaterOne (Johnson County)	General Manager	2023	480,000	2023-Present
Louisiana	Orleans Parish School Board	Chief Operations Officer	2016	384,000	2016-2019

State	Organization	Governing Body-Appointed Position	Year Conducted	Population of Jurisdiction/Service Area	Tenure Of Placement
Maryland	City of Gaithersburg	City Manager	2020	70,000	2020-Present
Maryland	City of Rockville	City Manager	2016; 2024	67,300	2016-2023; 2024-Present
Maryland	City of Takoma Park	City Manager	2021	17,500	2021-2023
Maryland	Town of Garrett Park	Town Manager	2018	2,000	2018-2021
Maryland	Town of La Plata	Town Manager	2018; 2025	10,900	2018-2024; 2025-Present
Maryland	Town of Riverdale Park	Town Manager	2017	8,000	2017-Present
Maryland	Town of St. Michaels	Town Administrator	2022	1,100	2022-2025
Michigan	City of Kalamazoo	City Manager	2025	73,300	2025-Present
Minnesota	City of Rochester Public Utilities	General Manager	2023	122,000	2023-Present
Missouri	City of Chesterfield	City Administrator	2016	48,000	2016-Present
Missouri	City of Clayton	City Manager	2020	17,000	2020-Present
Montana	City of Helena	City Manager	2020	34,500	2020-2022
New Hampshire	City of Keene	City Manager	2017	24,000	2017-Present
New Hampshire	Town of Hanover	Town Manager	2022	8,500	2022-2024
New Mexico	City of Las Cruces	City Manager	2020	103,000	2020-2024
New York	City of Batavia	City Manager	2021	15,500	2021-Present
New York	City of Oneonta	City Manager	2017	14,000	2017-2020
New York	Livingston County Water and Sewer Authority	Executive Director	2021	61,200	2021-Present
Ohio	City of Centerville	City Manager	2017	24,000	2017-Present
Ohio	City of Hilliard	City Manager	2020	38,000	2020-2025
Ohio	City of Tipp City	City Manager	2024	10,500	2024-Present

State	Organization	Governing Body-Appointed Position	Year Conducted	Population of Jurisdiction/Service Area	Tenure Of Placement
Ohio	City of Westerville	City Manager	2020	38,000	2020-Present
Ohio	City of Wyoming	City Manager	2021	8,700	2021-Present
Ohio	Jackson Township	Township Administrator	2018	41,000	2018-Present
Ohio	Prairie Township	Township Administrator	2019	18,000	2019-2022
Ohio	Washington Township	Township Administrator	2017	57,000	2017-Present
Ohio	West Chester Township	Township Administrator	2018	63,000	2018-2025
Oregon	Washington County	County Administrator	2020	614,000	2020-Present
Oregon	Benton County	County Administrator	2023	98,000	2023-Present
Oregon	City of Beaverton	City Manager	2021	97,000	2021-Present
Oregon	City of Gresham	City Manager	2021	110,700	2021-2023
Oregon	City of Milwaukie	City Manager	2024	21,600	2024-Present
Pennsylvania	Breakneck Creek Regional Authority	General Manager	2021	10,000	2021-Present
Pennsylvania	City of Farrell	City Manager	2020	5,000	2020-2023
South Carolina	Mount Pleasant Waterworks	General Manager	2020	90,000	2020-Present
Virginia	Bedford County	County Administrator	2019	78,000	2019-Present
Virginia	City of Fairfax	City Manager	2019, 2024	25,000	2019-2024 2024-2024
Virginia	City of Harrisonburg	City Manager	2018	54,000	2018-2021
Virginia	Town of Herndon	Town Manager	2025	24,500	2025-Present
Virginia	Fairfax County	County Executive	2018	1,142,000	2018-Present
Virginia	Fauquier County	County Administrator	2023	75,200	2023-Present
Virginia	Harrisonburg-Rockingham Regional Sewer Authority	Executive Director	2021	55,000	2021-Present

State	Organization	Governing Body-Appointed Position	Year Conducted	Population of Jurisdiction/Service Area	Tenure Of Placement
Virginia	Town of Ashland	Town Manager	2017	8,000	2017-Present
Virginia	Town of Warrenton	Town Manager	2018	10,000	2018-2022
Washington	City of Bothell	City Manager	2022	50,200	2022-Present
Washington	City of Camas	City Manager	2022	27,300	2023-Present
Washington	City of Shoreline	City Manager	2022	61,400	2022-Present
West Virginia	City of Morgantown	City Manager	2025	30,500	2025-Present
Wisconsin	Central Brown County Water Authority	General Manager	2018	22,000	2018-Present
Wisconsin	Madison Metropolitan Sewerage District	Executive Director	2024	575,400	2025-Present

In addition to our successful prior searches listed above, we are currently conducting the following active City Manager (and equivalent) searches.

State	Organization	Governing Body-Appointed Position	Current Phase	Population of Jurisdiction/Service Area
North Carolina	Town of Matthews	Town Manager	Supporting Finalist Selection and Offer Negotiations	32,000
Ohio	City of Hilliard	City Manager	Conducting Outreach and Initial Screening	38,000
Ohio	Northwestern Water and Sewer District	District President	Conducting Outreach and Initial Screening	140,000
Virginia	City of Fairfax	City Manager	Finalist appointed	25,000

RELEVANT PRIOR EXPERIENCE

References

Raftelis is uniquely positioned to perform this recruitment because of our expertise in local government management and our extensive network throughout the Pacific Northwest and across the country. Our clients tell us we are more than just recruiters—we are trusted advisors. The following table lists a select number of comparable recruitments we have conducted and references for each of them.

Organization	Recruitment(s) and Year(s) Conducted	Contact
Guilford County, North Carolina	- Communications and Public Relations Director (2024, 2022) - Building Inspections Director (2022) - County Attorney (2022) - Minority and Women Business Development Program Director (2022) - Security Director (2022) - Assistant County Manager for a Strong Community (2021) - Assistant County Manager for Successful People (2021)	Victor Isler, County Manager P: 336.641.7943 E: visler@guilfordcountync.gov Michael Halford, Former County Manager P: 336.402.4965 E: mwhalford1@gmail.com 301 W. Market Street Greensboro, NC 27401
Town of Matthews, North Carolina	- Town Manager (2025-Current Search) - Assistant Town Manager (2022)	Tonya McGovern, Human Resources Director P: 704.708.1228 E: tmcgovern@matthewsnc.gov 232 Matthews Station Street Matthews, NC 28105
City of High Point, North Carolina	- Economic Development Director (2023) - Interim Police Chief (2023) - Assistant City Manager (2022) - Planning and Development Director (2022)	Tasha Logan Ford, City Manager P: 336.883.3283 E: tloganford@highpointnc.gov Greg Ferguson, Deputy City Manager P: 336.883.8515 E: greg.ferguson@highpointnc.gov 211 S. Hamilton High Point, NC 27261

RECRUITMENT TEAM

Recruitment Team

OUR TEAM INCLUDES SENIOR-LEVEL RECRUITERS WHO PROVIDE SEARCH LEADERSHIP WITH SUPPORT FROM A TALENTED GROUP OF RECRUITMENT SPECIALISTS.

This close-knit group has frequently collaborated on similar successful recruitments, including many of our firm's City Manager (and equivalent) searches detailed in the prior section. On the following page, we have included the resume for your City Manager search Lead Recruiter Anne Lewis.

As Lead Recruiter, Anne will manage the day-to-day aspects of this search, ensuring it is within budget, on schedule, and effectively meets the County's objectives. She will provide regular updates to the primary point(s) of contact at the County on a schedule that will be established collaboratively

during initial scoping. Anne will screen every applicant and conduct initial screening interviews with the candidates who best meet the requirements in the position profile. She will present our team's recommended top candidates to the County and facilitate the semi-final and final interviews. Anne will be the main point of contact for you as well as all applicants throughout the recruitment process.

A Recruitment Specialist will be assigned at the outset of the search based upon workload and availability. The Recruitment Specialist works at the direction of the Lead Recruiter to assist in targeted outreach, candidate communication, research on recommended top candidates, production of deliverables, and other activities as needed.

With the current and anticipated workload of our proposed team for the City, we have the capacity to begin this search on the City's desired schedule. As a rule, Raftelis operates at a company-wide utilization rate of approximately 65% to 75%. This level of utilization, which we expect to continue through the duration of this search, will provide this proposed team with ample time to dedicate to this City Manager recruitment. Our team of six Recruiters and three Recruitment Specialists participates in weekly review meetings to ensure the needs of all our clients are met during the current and future weeks, with workload adjustments made as necessary.



Anne Lewis

LEAD RECRUITER

Senior Manager

PROFILE

Anne is a seasoned professional specializing in executive recruitment services for local and state governments, special service districts, not-for-profit organizations, and school districts. With nearly 20 years of experience in local management, she has a proven track record of success, having previously led the public sector advisory practice executive recruitment team for a national firm. Anne has successfully completed over 125 C-suite level recruitments, including positions for city, county, and town managers, deputy managers, and directors of human services, parks and recreation, tourism, public works, finance, and human resources.

Before consulting with local government, Anne was an assistant county administrator for Loudoun County, Virginia, a deputy city manager for Harrisonburg, Virginia, and an assistant city manager for Winchester, Virginia. She has more than 17 years of experience in local government, including positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director, convention director, and visitor's bureau executive director. She has also been responsible for parks, recreation, and community services, information technology, animal services, general services, and legislative programs.

Anne has presented on recruitment trends and barriers to conference attendees at the Public Sector Human Resources Association, National Association of Counties, Virginia Local Government Management Association, and the Virginia Women Leading Government Leadership Institute.

PUBLICATIONS

- "Hiring: Anticipating challenges and other considerations," 2024

CIVIC ACTIVITIES

- Shenandoah Apple Blossom Festival® Board of Directors; Vice President 2018 – present, Co-Director Queen's Dinner 2010 – 2019
- Shenandoah University Alumni Board 2010 – 2025; Immediate Past President 2023, Business Alumni Career Roundtable 2013
- United Way of Harrisonburg and Rockingham County Board of Directors, Past President 2012 – 2017



Specialties

- Public sector executive search

Professional History

- Raftelis: Senior Manager (2025-present)
- Baker Tilly: Managing Director (2023-2025); Co-Practice Leader (2021-2023); Director (2020-2021)
- County of Loudoun, Virginia: Assistant County Administrator (2018-2020)
- Springsted | Waters: Senior Vice President (2016-2018)
- City of Harrisonburg, Virginia: Deputy City Manager (2010-2016)
- City of Winchester, Virginia: Assistant City Manager (2006-2010); Assistant Administration Director (2005-2006); Human Resources Manager (2003-2005); Personnel Assistant (2000-2002)

Education

- Master of Science in Organizational Leadership and Public Administration – Shenandoah University
- Graduate Certificate in Public Management - Shenandoah University
- Bachelor of Business Administration – Shenandoah University
- Associate of Arts and Sciences in Business Administration – Lord Fairfax Community College
- Certificate of Graduation for Senior Executive Institute (SEI) and Leading, Educating, and Developing (LEAD) – University of Virginia Weldon Cooper Center for Public Service

Professional Memberships

- International City/County Management Association (ICMA)
- National Association of Counties (NACo)
- Virginia Local Government Management Association (VLGMA)
- Virginia Municipal League (VML)
- Virginia Women Leading Government

Pamela J. Wideman

RECRUITER Senior Manager

PROFILE

Pamela has over 25 years of experience leading local government teams, with the last 10 years in executive leadership with the City of Charlotte. She is adept at forging creative solutions to government and community issues at the local level, with service to the community as the foundation of her leadership style. She is known for her thoroughness as well as engendering trusting relationships with elected officials, executive leadership across public, private, and non-profit organizations, and residents, all while providing exceptional customer service throughout the process.

Pamela most recently served as the Director of the City of Charlotte's Housing & Neighborhood Services Department, leading a team of over 200 staff across five key divisions. Pamela shaped Charlotte's affordable housing landscape and managed the oversight of millions of public dollars. She helped create and preserve over 5,000 affordable housing units, created and successfully deployed COVID-19 pandemic relief programs for rent, mortgage, utility, and deposit assistance to keep vulnerable residents housed during the pandemic, developed a new local rental subsidy program, and managed over \$68 million in homelessness support and prevention.

During her work there, Pamela hired numerous staff members for her department and participated on executive search panels for positions both with the City of Charlotte as well as other municipalities and organizations. She is a highly sought-after speaker for her expertise in affordable housing and has spoken on numerous panels across the country. Pamela strongly believes that "service is the rent we pay for living on this earth" and is often asked to share her public sector experiences with students, professional trade organizations, and local municipalities.

Pamela has a passion for developing and implementing solutions that serve the community. She served as an early Advisory Member for the Greenlight Fund in Charlotte and on the Mayors and CEOs Committee for U.S. Housing Investment. She was awarded the Master of Public Administration Alumna of the Year and received a Leadership in Black Excellence from her alma mater, the University of North Carolina – Charlotte. Pamela was also recognized as a Women's In Leadership Champion by the Charlotte Chapter of the Urban Land Institute. Additionally, the Charlotte Business Journal recognized her as one of the top 10 "Behind the Scenes" newsmakers in 2017 and 2020. Pamela currently serves on the Board of Directors for the United Way of Greater Charlotte and the Children and Family Services Center.



Specialties

- Executive-level management
- Hiring and recruitment
- Executive coaching
- Affordable housing expertise
- Community development policy and program development
- Team development and leadership
- Consensus building
- Community engagement
- Budget management

Professional History

- Raftelis: Manager (2021-Present)
- City of Charlotte: Director of Housing & Neighborhood Services (2017-2021)
- City of Charlotte: Housing & Neighborhood Services Deputy Director (2008-2016)
- City of Charlotte: Housing & Neighborhood Services Supervisor (2006-2008)
- City of Charlotte: Budget Analyst (2003-2006)

Education

- Harvard Kennedy School – Senior Executives in State and Local Government Program (2015)
- University of North Carolina at Chapel Hill – Municipal and County Administration Program (2007)
- University of North Carolina at Charlotte – Master of Public Administration (2006)
- Belmont Abbey College – Bachelor of Arts in Business Administration (1999)

Professional Memberships

- International City/County Management Association (ICMA)
- Urban Land Institute
- National Forum of Black Public Administrators (NFBPA)

Niayla Hairston

RECRUITMENT SPECIALIST

Analyst

PROFILE

In August 2024, Niayla joined Raftelis as an analyst, having completed an internship with the firm's Executive Recruitment Team, where she supported numerous search activities.

As an analyst, Niayla has played a key role in recruiting by helping develop and coordinate critical components of the process. Niayla's recent recruitments include assisting with the Internal Auditor recruitment for the City of Delray Beach, Florida, the Human Resources Director search for the City of Charlottesville, Virginia, and the Systemwide Fire Chief recruitment for Loudoun County, Virginia. For each recruitment, she prepared essential documents, conducted outreach research, reviewed applications, and helped the lead recruiter facilitate the overall process.

Niayla graduated from the University of North Carolina at Charlotte in North Carolina, where she earned a Bachelor of Science in Psychology, a Bachelor of Arts in Spanish Language with a concentration in Hispanic Studies, and a certificate in Leadership, Innovation, Diversity, and Technology.

Prior to joining Raftelis full-time, Niayla worked at the Office of Identity, Equity, and Engagement as the Coordinator for Development and Mentor Relations, where she coordinated and facilitated team-building workshops and programs to enhance productivity and develop relationships between staff and over 165 incoming first-year students. Niayla also developed her interviewing and recruiting skills and gained experience creating and redesigning training manuals and developmental materials for various roles to enhance training processes for future hires.



Specialties

- Executive search
- Recruiting
- Facilitation

Professional History

- Raftelis: Analyst (2024-present); Intern (2024)
- SAFE (UNC Charlotte): Coordinator for Development and Mentor Relations (2023-2024); Senior Mentor (2022-2023); Junior Mentor (2021-2022)

Education

- Bachelor of Science in Psychology – University of North Carolina at Charlotte (2024)
- Bachelor of Arts in Spanish – University of North Carolina at Charlotte (2024)

APPROACH AND TIMELINE

Executive Search Strategy

When organizations need to fill key positions, they turn to Raftelis and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

Inquiring, Understanding, and Defining

We begin each search by conducting a thorough needs assessment to understand the essential experience and background your new employee must possess. We also help you define the new incumbent's first-year goals so that your organization and the new employee are on the same path toward success. Based on broad input from both internal and external stakeholders, we build a customized position profile for each search, ensuring we attract the best applicants from across the country.

Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes our search process to fit your needs. Often, the candidates best suited to a position are already employed and not searching for a new job via traditional channels. So, we leverage our team's extensive, diverse professional networks to attract the best talent nationwide. We have demonstrated success assembling candidate pools that are racially, ethnically, and gender diverse. We are dedicated to helping local governments fill leadership positions with candidates that reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise positions with national organizations that represent people of color and women, including the National Forum of Black Public Administrators (NFBPA), the Local Government Hispanic Network (LGHN), the International Network of Asian Pacific Islander Public Administrators (I-NAPA), and the League of Women in Government. Once we have identified a highly qualified pool of candidates, we manage the full hiring process, from interviews to background checks to final offers. We provide personalized support to your team as well as applicants to ensure a thorough, equitable, and transparent search process from start to finish.



39% of our recruitments result in the hiring of women

21% of our recruitments result in the hiring of people of color

Supporting Success

We support your new leader's long-term success by creating an actionable first-year work plan. Many firms focus solely on finding qualified applicants, leaving the new employee and the City on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for a successful first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and the City. In the end, we are not just looking for a successful candidate; we are looking for the right employee to be successful in their new position long after their initial hire.

Proposed Scope of Work

THE FOLLOWING IS A DETAILED DESCRIPTION OF OUR PROPOSED SCOPE OF WORK FOR YOUR CITY MANAGER RECRUITMENT.

Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of your ideal City Manager. We will conduct a search kick-off meeting with the Mayor and City Council, as well as the City Attorney, to discuss the overall process and timeline for this search. We will then meet with the Councilmembers individually to understand everyone's unique perspective on the desired skills and experiences the next City Manager should possess. During this process of engagement, we will discuss not just the technical skills needed for the position but also what makes the right organizational fit in terms of traits and experiences.

During our discovery meetings with the Mayor and City Council, we will discuss the frequency and format of community engagement that the City may wish to include in this process, advise on how best to incorporate engagement elements into the search, and provide the required resources to facilitate the desired activities. If the Mayor and City Council would like community engagement as part of this process, we advise that the City consider including engagement elements early in the search process to inform the position profile and first-year priorities or during final interviews to allow for in-person community interaction with the finalist(s). We have included estimated costs for optional community engagement activities in the Cost section of this proposal for your consideration.

Based on the information gathered during our meetings, we will develop a recruitment plan that focuses on North Carolina, the mid-Atlantic, and extends across the country. We will prepare a position profile unique to Kinston. The profile will identify the organization's needs, strategic opportunities, and the personal and professional characteristics of the successful candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates and helps us encourage candidates to pursue the position. Our team of professional graphic designers will create a recruitment brochure that includes the position profile, information about the organization, and details about the broader community. We will work with you to eliminate barriers for underrepresented groups wherever possible, including years of service, levels of education, and other strict requirements that might eliminate a candidate well-suited for the job.

We will also develop first-year priorities for the successful candidate. These priorities ensure that the applicants know what is expected of them, that the Mayor and City Council have clearly identified objectives for the next City Manager, and that the successful candidate can hit the ground running with an actionable work plan. Once drafted, we will review the recruitment plan, brochure, and first year priorities with the Mayor and City Council (and other key stakeholders, as desired). Modifications will be made as necessary before recruitment begins.

DELIVERABLES:

- Recruitment plan and brochure, including first-year priorities for the new City Manager

Activity 2 – Conduct Outreach and Initial Screening

As part of the recruitment plan, we will identify key states and similar regions for our targeted recruitment. We will place advertisements with national, state, and regional professional organizations, which may include the following, as well as additional relevant sites identified in the recruitment plan:

• International City/County Management Association (ICMA) • National League of Cities (NLC) • North Carolina City/County Management Association (NCCCMA)	• North Carolina League of Municipalities (NCLM) • National Forum for Black Public Administrators (NFBPA) • UNC School of Government (SOG) • Virginia and South Carolina Local Government Management Associations
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As soon as the advertisements are completed, we will begin actively and aggressively marketing the position and identifying qualified candidates for assessment. We will directly contact highly qualified applicants in our extensive candidate database and across our firm's nationwide professional networks. We will utilize LinkedIn and other marketing and sourcing tools to broaden our reach. In our experience, this combination of outreach is the most effective way to reach top candidates, especially those who are not currently in the job market but may consider this leadership opportunity with the City.

As applications are received, we will acknowledge each one and keep all applicants aware of their status. We will screen each applicant against the ideal candidate profile and conduct interviews via phone or videoconference with those applicants who most closely meet the profile of the successful candidate. We will then meet with the Mayor and City Council (and other key stakeholders, as desired) to review a summary of the full applicant pool and details on the most qualified candidates with the skills and experience to succeed in the position. Based on this review, the Council will finalize a list of candidates to invite for semi-final interviews.

DELIVERABLES:

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials, including screening results and preliminary internet research on recommended top candidates

Activity 3 – Support Interviews and Selection

We will collaborate with you to design and facilitate a multi-step interview process, which could include candidate presentations, panel discussions with internal and external stakeholders, tours, meet-and-greets, and unstructured one-on-one interviews. Customized interview questions and information about each candidate will be provided for the semi-final and final interview rounds, and we will conduct pre- and post-interview briefings with all those involved. It is our standard practice to conduct semi-final interviews virtually. Raftelis will be on-site with you for final interviews, which will be held in person. We will coordinate scheduling logistics and provide candidates with all relevant details, including any travel policy requirements. We will work with a primary point of contact at the City for scheduling, including suitable venues for all in-person interview events. Any travel expenses for the finalists, if applicable, will be borne and reimbursed directly by the City.

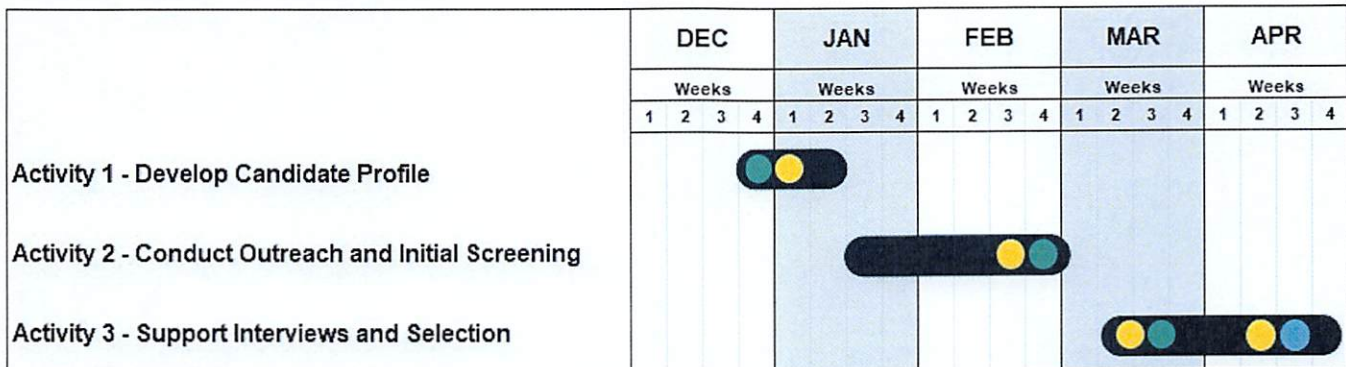
The Mayor and City Council will select the top candidate following final interviews. We will facilitate the Council's finalist selection by framing what we have learned about the candidates in the context of the position requirements and organizational culture fit. Once a top candidate is identified, we will speak with that individual's references to confirm the strength of their credentials. A full background check will be performed on the top candidate, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history. We will also assist the City in negotiating the chosen finalist's employment offer. We provide information about the best practices in total compensation, and we will have obtained information on the top candidates' comfort with the advertised salary and benefits for the position. Throughout this interview and selection process, we will keep all other candidates apprised of their status and release them at the appropriate time.

DELIVERABLES:

- Semi-final and final interview materials
- Full reference and background check results on the top candidate

Proposed Timeline

Included below is a proposed timeline for your City Manager search. If selected, we will review this timeline with the City during our kick-off meeting and adjust as necessary when developing the recruitment plan, including any desired modifications to the number of in-person meetings. As previously noted, we have the capacity to conduct this search on the City's desired timeline.



- In-Person Meetings
- Virtual Meetings
- Deliverables

Our average governing body-appointed position recruitment process spans 14 to 16 weeks and is divided into three structured activities as outlined in our scope of work and the graphic above. While we make every effort to complete our searches as quickly and efficiently as possible, the timeline is dependent on interest, availability, and responsiveness from candidates and the availability of key stakeholders at the City. Heather will manage this timeline closely, providing regular updates and maintaining flexibility to accommodate the City's needs, while ensuring we remain on schedule.

ESTIMATED TIMEFRAME AND KEY DELIVERABLES BY ACTIVITY**Activity 1 – Develop Candidate Profile (Estimated: 2-3 weeks)**

- Recruitment plan; Recruitment brochure, including first-year priorities for the new City Manager

Activity 2 – Conduct Outreach and Initial Screening (Estimated: 5-6 weeks)

- Advertisements; Candidate outreach; Candidate Review meeting materials

Activity 3 – Support Interviews and Selection (Estimated: 5-6 weeks)

- Semi-final and final interview materials; Results of full background and reference checks on top candidate

FEE PROPOSAL

Cost

The total fixed fee to complete the City Manager recruitment, as outlined in this proposal, is \$34,300. This includes all professional fees and expenses for Raftelis. The fee reflects our firm's standard practice of conducting all meetings virtually until final interviews, when the Lead Recruiter will be on-site, in-person with the City. Should you wish to include additional in-person meetings in the scope of this search, those adjustments may be discussed with the Lead Recruiter during the search kickoff meeting and will not affect the fixed fee presented here.

We estimate the following additional costs to the City, which will be invoiced at cost as completed.

Advertising	Not to exceed \$2,500 total.
Background checks	Not to exceed \$500 per background check.

The following expenses will be incurred directly by the City:

Finalists' interview travel	Variable based on the number and geographic location of finalists. These expenses are borne and reimbursed directly to finalists by the City.
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The fixed fee will be invoiced as follows:

Activity 1 – \$9,178	After the delivery of the recruitment plan and brochure.
Activity 2 – \$13,897	After the candidate review meeting and semi-finalist selection.
Activity 3 – \$11,225	After the final interviews are completed.

Within six months of the final interview process, should an additional candidate be hired by the City from the pool of candidates presented by Raftelis for this search, the additional fee shall be \$15,000.

The City of Kinston accepts the terms of this engagement letter and proposal.

Signature: _____	Date: _____
Name of Signatory: _____	Title: _____

OPTIONAL RELATED SERVICES

Community Engagement Design and Facilitation

We will discuss the frequency and format of any community engagement that the City may wish to include in this recruitment process during initial scoping discussions. Additional optional community engagement elements offered by Raftelis and associated costs include:

Community Focus Group/Listening Session – Virtual or In-Person	\$2,500 per Focus Group.
Facilitated Public Meetings – In-Person	\$5,000 per Meeting (includes feedback solicitation from attendees).

Leadership Coaching

Raftelis has trained coaches with practical experience as former local government leaders who provide one-on-one coaching to executives, department heads, and mid-level managers. The process includes setting goals, developing and executing a coaching plan, and individual coaching sessions (all conducted virtually). Local governments and utilities utilize this service to help new leaders acclimate to their roles and responsibilities and adjust to the complexities of the organization. We help leaders of varying tenures with navigating difficult conversations, improving their interactions with the governing body and/or the public, building strong teams, and preparing future leaders within their organization.

COST:

- Typical cost for this service is \$10,000 (calculated based on coaches' hourly rate of \$260)

Facilitated Evaluations

Raftelis has seasoned former local government managers who deliver facilitated evaluations for governing body-appointed staff, including city managers, executive directors, general managers, etc. This process includes input from every governing body member through the facilitator, an employee self-assessment, a guided conversation in executive session (in accordance with all relevant open meeting laws), goal setting for the next year, and an evaluation document. This is an objective process that allows each member of the governing body's voice to be included and ensures the executive receives meaningful feedback. This process may also include a 360-review component, if desired.

COST:

- Typical cost for this service is \$13,000 to \$17,000 (depending on scope, such as the inclusion of a 360-review)



www.developmentalassociates.com

Stephen K. Straus, Ph.D.
Heather A. Lee, Ph.D. SPHR.
Holly Bishop, Ph.D.

510 Meadowmont Village Circle, #299 • Chapel Hill, NC 27517

(919) 812-0132 • skstraus@developmentalassociates.com

COVER LETTER INFORMATION:

Incorporation: As a predominantly female-owned enterprise, Developmental Associates is a HUB-certified LLC (S) Corporation. *We are the only local government search firm located in North Carolina.*

Lead Consultant: Stephen Straus, Ph.D.

November 21, 2025

City Attorney Jim Cauley
207 E. King Street
Kinston, NC 28501

Dear Mr. Cauley:

Thank you for requesting our proposal for your upcoming City Manager search. It has been a while since we worked with the City of Kinston, but we were pleased to partner with the City in 2017 to hire Police Chief Alonzo Jaynes and in 2019 to hire Fire Chief Damien Locklear. We have also partnered with our clients to place over 50 City Managers predominantly in North Carolina.

As you review our proposal, you will note that Developmental Associates is not a traditional "headhunting" firm. Instead, we rely on more objective, systematic, and accurate methods to recruit, screen, and evaluate candidates, which we refer to as *Evidence-Based Recruitment and Assessment*.

Our approach will provide you with much more detailed and in-depth information about the candidates than our competitors. Our mission is to enable you to make the most informed decisions possible.

Our approach has three primary goals related to recruitment, screening, and selection.

1. Recruit high-quality and diverse candidates.
2. Employ a multi-method screening approach to get you the best data on your top candidates.
3. Apply skill-based assessments and Emotional Intelligence testing to provide you with a comprehensive assessment that goes beyond the traditional interview-only approach.

Goal #1: Recruit high-quality and diverse candidates

• We target individuals with whom we have had direct experience. Having worked with thousands of managers through our consulting and training, we are well-connected to leading local government candidates in the region.	• We make individual contacts through social media. We maintain lists of hundreds of local government candidates that we can contact through email blasts, Facebook, and LinkedIn notices.
• We know how to utilize the most widely referenced professional journals and websites effectively. We can enhance the information provided to those sites by relying on a comprehensive study of the position and the organization that enables us to craft attractive, realistic, and comprehensive postings.	• We have established a national network through our contract with NEOGOV, the leading HR application for governments across the nation. This service enables us to provide recruitment and applicant tracking solutions on a national level.

OUTCOME: We have successfully placed candidates from all over the country, including Georgia, California, Arizona, New York, Illinois, Florida, Oklahoma, Montana, Alaska, and Massachusetts. *Furthermore, there are no search firms that know candidates in the North Carolina region better than Developmental Associates. North Carolina has been our home base for thirty years.*

Goal #2: Employ a multi-method screening approach to get you the best data on your top candidates

• We develop a customized application that candidates must complete online. We would tailor the application to the specific challenges facing the City. In comparison to traditional cover letters and resumes, we can then match candidates with the specific needs of the City. Moreover, we are then able to make "apples-to-apples" comparisons of candidates rather than trying to piece together disparate information from resumes that are each designed differently.	• We conduct intensive interviews with each of the top candidates (up to 15). We conduct these interviews using structured questions tailored to the City's needs, along with a detailed scoring system. We record the responses of each candidate and provide them to you for review.
• We also administer online surveys requiring short essay answers from candidates. These questions generally focus on how candidates have managed more complex challenges and provide you with an early writing sample before further assessment.	

OUTCOME: Many clients tell us that they base final selection decisions on *less* information that we provide through our screening process.

Goal #3: Apply skill-based assessments and Emotional Intelligence testing to provide you with a comprehensive assessment that goes beyond the traditional interview-only approach.

• Skill-based exercises are more valid (approximately twice as accurate) than the traditional interview-driven approach. Developmental Associates designs exercises that simulate the responsibilities of the position, such as making budget presentations, developing written project plans, facilitating staff meetings, conducting performance-based role-plays, and resolving HR issues with staff, allowing direct observation of the candidate's skills that interviews cannot elicit.	• In addition to the skills-based assessments, we administer a psychological inventory called the Emotional Intelligence Inventory (EQi 2.0), which we provide on page 10. This inventory, validated for employment purposes, provides us with information on the candidate's critical skills, including problem-solving, assertiveness, interpersonal relations, and teamwork. We administer this inventory independently of the skills exercises; in other words, the psychologist administers the EQ without knowing the results of the other assessments.
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OUTCOME: We provide you with the most in-depth and accurate information possible about the top candidates for this position, enabling you to make the most informed decisions. It is essential to rely on three familiar and very comfortable methods as a part of the selection process: 1) reviews of resumes, 2) reference and background checks, and 3) interviews. *Nevertheless, these are the three least accurate methods for determining a candidate's actual competencies, and they are the key methods used by our competition.*

One of many reasons for the limitations of these methods is that they rely primarily on indirect or inferential data. For example, resumes tell us what the candidate has done but not how well they have performed. References often rely on third-party observations that are unreliable and based more on familiarity than skill assessment. Interviews, when conducted in a systematic and behavior-based fashion, can reveal specific key attributes, including knowledge, verbal communication skills, and judgment (when including behavioral questions). *Interviews, however, cannot directly verify other critical skills, such as budget analysis, conflict resolution, project planning, meeting or group facilitation, problem-solving, writing, or even presentation skills.*

Most importantly, other firms will emphasize their recruitment prowess. We can match their recruitment, but we think your greatest challenge will be accurate candidate assessments. Interviews, even presentations, and writing assignments, are incapable of eliciting leadership skills. They can elicit leadership "talk" but not leadership "walk." Acquiring firsthand evidence of leadership skills requires dynamic, interactive exercises, such as coaching role-plays and simulated meetings. Only Developmental Associates offers these assessments among all our competitors. Moreover, we cross-validate the competencies observed in those exercises with the results from Emotional Intelligence testing.

We also differ from other firms in that we do not rely on stock interview questions for the final interviews with the Council. Instead, we would tailor questions specifically to the needs of the City and the candidates' performance in the skills assessment exercises. Moreover, we would design a presentation based on the key challenges facing the City, which includes a set of common questions that the Council can ask each candidate.

Please note that these methods do not restrict your discretion. Instead, they enhance the quality of information you would have at your discretion in making screening, assessment, and final interview decisions.

Most importantly, I would like to share some data with you. *Ninety-six percent (96.4%) of the over 300 executives we have placed are in the same position, have remained in their positions for a minimum of five years, or have been promoted to a higher-level position.*

Finally, we have recently worked with some jurisdictions in your area to hire top level executives, as follows:

- Goldsboro City Manager (I have included Mayor Gaylor's contact information in our list of references on page 18)
- Goldsboro Assistant City Manager
- Wilson Fire Chief (I have included Manager Lentz's contact information in our list of references on page 18)

Thank you for considering our services. We would be pleased to partner with the City of Kinston to find an outstanding Manager.

Sincerely,



Stephen K. Straus, Ph.D.
President - Developmental Associates, LLC

**PROPOSAL: THE CITY OF KINSTON
RECRUITMENT, SCREENING, AND SELECTION PROCESS:
FOR CITY MANAGER
November 21, 2025**

<u>SECTION I: PROPOSAL CONTENTS</u>	<u>PAGES</u>
A. Scope of Services	pages 6-9
• Emotional Intelligence Factors	page 10
B. Proposed Fees for Services (using the cost proposal form in the RFP)	page 11
 <u>SECTION II: OVERVIEW OF FIRM</u>	
C. Organization and Staffing + Roles on this Project	pages 12-13
D. Qualifications and Experience (List of clients)	page 13
E. A New Approach to Executive Assessment	pages 14-15
F. References	pages 16-18

Sample Recruitment Brochure Included

HIRE WITH CONFIDENCE PLEDGE

If Developmental Associates is responsible for recruiting and screening candidates, we guarantee that the client will find a candidate that it can hire with confidence. If the selected candidate does not continue employment for at least *two years*, Developmental Associates will provide all services originally agreed upon with the client at no additional charge, except for our out-of-pocket fees. Developmental Associates would continue to provide these services until the client selects a candidate it can "hire with confidence." Developmental Associates does not maintain this pledge if it is not responsible for the recruitment and screening for the position, nor if the client fails to secure final interviews, background investigations, and final decisions within 30 days of completing the skills assessment process.

The information provided herein by Developmental Associates, LLC. is proprietary and confidential, offered to the recipient solely to evaluate its service proposal. The City should not disclose the following information to anyone outside the decision-making group without the company's prior authorization.

Submitted by: Stephen K Straus, President
Company: Developmental Associates, LLC
Phone/Fax: (919) 812-0132 (919) 929-6883
Email Address: skstraus@developmentalassociates.com

A: SCOPE OF WORK
KINSTON CITY MANAGER

RECRUITMENT AND SELECTION

Menu of Offerings

Directions: Below are the steps outlined in the proposed Scope of Services, along with the estimated completion dates for each step. This plan includes four meetings with the Council.

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE (Required meetings in red)
Step 1: Conduct job and organizational analyses to identify expectations and competencies for the position by meeting with the following groups: • The City Council • The outgoing Manager. • Members of the City staff. • Other stakeholders, as requested by the Council. We can conduct these sessions in focus groups or via surveys.	1) Provides a foundation for defining the competencies sought in recruitment and in designing the selection process. 2) Builds stakeholder buy-in and perspective into the selection process. 3) Conducting a job analysis is essential for legal defensibility. 4) Conducting the organizational analyses identifies future challenges for a proactive City Manager.	Day 1
Step 2: Build a candidate profile and post written job advertisements on leading professional websites, list serves, and social media.	1) Review City plans, priorities, and goals, as well as the organizational structure and budget, to identify the appropriate executive professional qualities and skill sets desired. 2) DA would post ads and charge the City back for those out-of-pocket fees. 3) Developmental Associates would also develop an electronic brochure that highlights the community and the organization. (Sample included with this proposal.)	Day 4
Step 3: Conduct targeted recruitment of leading candidates and seek diverse candidates.	1) We have direct access to several thousand local government executives across the country. We will send a mass email to all these executives and establish direct contact with a select number of those we believe would be a good fit for the City. 2) By targeting candidates and making individual contacts, Developmental Associates can supplement the candidate pool with candidates who possess excellent credentials, both nationally and locally. 3) We can provide recruitment updates to the Council on a predetermined schedule.	Through Day 30

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE
Step 4: Conduct the initial (first) level screen of candidate applications/resumes • A media (Google) search (mentions of candidates in the news media) of the top candidates at this stage of the screening process. • Follow-up: Notify all candidates of their standing after the initial screening.	1) First-level screening involves a structured process for evaluating resumes and supporting documents. We require all candidates to post their applications through NEOGOV to ensure they are responding to the specific requirements of the position and not just submitting a general resume. 2) The organizational/job analysis provides the basis for developing a structured screening guide to ensure consistent application of the selection criteria to each resume. 3) Narrow the field of candidates to a number that can be screened more intensively (through the secondary screening process described below). 4) Provides detailed and uniform information to the Council to enable you to make an informed decision about which candidates proceed in the process.	Day 35 Meeting with the Council in closed session.
Step 5: Conduct a second-level screening of candidates for the position. We employ two methods in the secondary screen. To ensure objectivity, a different member of our staff would conduct each technique, and we keep a “firewall” between these methods. These methods are as follows: • Telephone interviews • Electronic survey questions (short essays on accomplishments) • Notify all candidates of their standing.	1) Such advanced screening methods are beneficial when there is a large group of qualified candidates or when the City is unfamiliar with many of the candidates. 2) The results of the organizational/job analyses (Step 1) drive the screening criteria. 3) Upon completion, the Council would be ready to identify the finalists (up to 5) to participate in the final assessment process. 4) Provides detailed and uniform information to the Council to enable you to make an informed decision about which candidates proceed in the process.	Day 47 Meeting with the Council in closed session.
Step 6: Design the hiring process • Develop skill-based exercises, such as budget presentations, simulated meetings, and written assignments. • Administer and evaluate the Emotional Intelligence Inventory	1) The hiring process should be valid (job-related) to identify the best candidates. 2) The hiring process should provide an opportunity to assess the most critical competencies required for the position, including the candidate's ability to meet the primary challenges facing the City and the position. 3) The hiring process should assess both Emotional Intelligence (EI) and technical skills.	By Day 47

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE
Step 7: Recruit assessors to evaluate the candidates (Assessors can be identified and approved by the Council).	1) The types of assessors recruited depend upon the types of exercises the candidates would perform. Assessors would include other local government managers and, potentially, members of the Kinston community. 2) Assessors must complete a Statement of Confidentiality. Moreover, no single assessor will be aware of the overall outcome of the process. That information is provided to the Council only. 3) We will train assessors on how to apply behavioral-based rating systems when rating candidates.	By Day 47
Step 8: Conduct selection exercises to evaluate the (up to 5) finalists Analyze EQI in-depth	1) We will ensure that the assessors conduct the exercises in a reliable and unbiased manner. It is the hallmark of Developmental Associates to ensure that assessors provide objective behavioral feedback. 2) We will send candidates preparatory information and provide them with thorough explanations in advance of the process. 3) The exercises will assess the strengths and weaknesses of each candidate, enabling you to determine which candidates possess the necessary skills to fill the position.	Days 60-61
Step 9: Facilitate the debrief with the City Council and facilitate their decision-making to identify the top 2-3 candidates to invite to Kinston for in-person finalist interviews.	1) Provides expertise to the Council in making decisions. 2) We would also design a presentation based on actual challenges facing the City.	Day 61 Meeting with the Council in closed session.
Step 10: Facilitate thorough background investigations	We would coordinate the investigations and report detailed findings to the Council. This would be a thorough, comprehensive (FBI-type) investigation.	Upon completion of a conditional offer of employment.

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	
Step 11: Provide executive coaching to the successful candidate • Review the challenges facing the community and organization • Analyze the results of the selection process • Analyze the findings of the EQi • Develop a plan of action • We can provide developmental feedback to internal candidates not selected for the position. This coaching includes a review of EQi and skills assessment results.	1) The assessment process and the organizational analysis provide rich information suitable for executive coaching. 2) The new City Manager will be facing exciting but formidable new challenges. They can benefit from professional guidance in developing a plan of action to meet those challenges successfully. 3) Feedback to internal candidates who are not selected often helps with their professional development and acceptance of the decision. Such feedback also paves the way for greater support of the candidate chosen by incumbents.	TBD

A.1: EMOTIONAL INTELLIGENCE FACTORS*

SELF-PERCEPTION REALM

EQ-i Scale	The EI Competency Assessed by the Scale
1. Emotional Self-Awareness	<i>Ability to be aware of and understand one's feelings and their impact</i>
2. Self-Regard	<i>Ability to respect and accept one's strengths and weaknesses</i>
3. Self-Actualization	<i>Ability to improve oneself and pursue meaningful objectives</i>

SELF-EXPRESSION REALM

EQ-i Scale	The EI Competency Assessed by the Scale
4. Emotional Expression	<i>Ability to express one's feelings verbally and non-verbally</i>
5. Independence	<i>Ability to be self-directed and free of emotional dependency on others</i>
6. Assertiveness	<i>Ability to express feelings, beliefs, and thoughts in a non-destructive way</i>

INTERPERSONAL REALM

EQ-i Scale	The EI Competency Assessed by the Scale
7. Interpersonal Relationships	<i>Ability to develop and maintain mutually satisfying relationships</i>
8. Empathy	<i>Ability to recognize, understand, and appreciate the feelings of others</i>
9. Social Responsibility	<i>Ability to contribute to society, one's social group, and to the welfare of others</i>

DECISION MAKING REALM

EQ-i Scale	The EI Competency Assessed by the Scale
10. Impulse Control	<i>Ability to resist or delay an impulse, drive, or temptation to act</i>
11. Reality Testing	<i>Ability to remain objective by seeing things as they are</i>
12. Problem-Solving	<i>Ability to solve problems where emotions are involved</i>

STRESS-MANAGEMENT REALM

EQ-i Scale	The EI Competency Assessed by the Scale
13. Flexibility	<i>Ability to adapt one's feelings, thinking, and behavior to change</i>
14. Stress Tolerance	<i>Ability to effectively cope with stressful or difficult situations</i>
15. Optimism	<i>Ability to remain hopeful and resilient despite setbacks</i>

EQ-i 2.0, Multi-Health Systems (2011), All Rights Reserved

Adapted from *The EQ Edge*

Steven J. Stein, Ph.D., and Howard E. Book. M.D.

Third Edition (2011)

B: PROPOSED FEES FOR THIS PROJECT

BASIC FEE	ADDITIONAL OPTIONS (Including Maximums)
\$25,500	• EQi- Analysis @ \$350 per candidate (up to 5) • Coaching and Feedback @ \$350 for the successful candidate
MAXIMUM TOTAL FEE: \$27,600 does not include the following: • Additional work requested by the client but not included in this proposal would be billed at \$300 per hour. • Background @ approximately \$2250 per candidate* • Coaching for internal candidates who apply but are not selected @\$350 each. • Out-of-pocket advertising fees (typically \$1,500-\$2,500)	

***This fee would be paid directly to US ISS Agency if the client wishes to use their services**

With our virtual process, the client would have no fees or expenses other than the cost of bringing the finalists on-site for final interviews. Nevertheless, if the City wants us to be on site for any part of our process, we will ask to be reimbursed for all reasonable out-of-pocket expenses.

We expect clients to process billing for payment (net 30) after the skills-assessment process.

Litigation support, expert witness testimony, and depositions would be billed hourly at \$250.00 per hour unless Developmental Associates is responsible for losing a grievance or legal case. In that event, there would be no charge for litigation support.

II. OVERVIEW OF FIRM

C: ORGANIZATION AND STAFFING

Steve Straus would be the lead consultant on this project. He would lead a diverse team with Heather Lee, Janice Jackson, Derwick Paige, and Holly Danford-Bishop. This team is diverse in gender (60% female) and race (40% African American).

Steve Straus, Ph.D., is the President and Founder of North Carolina-based Developmental Associates. He earned his Bachelor's Degree from the Wharton School of Business at the University of Pennsylvania, a Master of Public Administration from the University of North Carolina at Chapel Hill, and a Ph.D. in Political Science from Duke University. Dr. Straus is a former Assistant City Manager in Southern Pines. Steve has been a long-time member and frequent presenter with the NC City and County Managers Association. For 26 years, he has taught in the Master of Public Administration programs at North Carolina State University and the University of North Carolina at Chapel Hill. He has served on the faculty at the University of North Carolina at Chapel Hill's School of Government. He has published in the leading public sector journals.

Heather Lee, Ph.D., is a Partner with North Carolina-based Developmental Associates, where she has worked since 2004. Heather earned an M.S. and a Ph.D. in Industrial/Organizational Psychology from North Carolina State University. Dr. Lee earned her undergraduate degree in Psychology with a minor in Social Work at Florida State University. Heather, a Certified Senior Professional in Human Resources (SPHR), is an organizational consultant with a focus on the nonprofit, governmental, and educational sectors.

Heather has served as a faculty member and Manager at the NC Center for Women in Public Service as well as for the William Peace University Human Resources degree program. She is a former Vice-President of Human Resources with the NC Easter Seals Society. Heather has consulted extensively with local governments and is the co-designer of and a faculty member in the North Carolina Public Managers Program.

Janice Jackson is the former Mecklenburg County Deputy Manager. She also served as City Manager in Augusta, Georgia, and Albany, Georgia.

Derwick Paige is the former Wake County and Winston-Salem Deputy Manager.

Holly Danford-Bishop, Ph.D., is our Operations Management partner. Holly has worked in various capacities with DA since 2013. As Client Services Manager, Holly collaborates with employers and candidates to address questions, coordinate schedules, and deliver exceptional customer service. She takes the lead in analyzing the qualifications of candidates during the screening process.

Holly holds a BA in Political Science, a Master's in Public Administration, and a Ph.D. in Public Administration, all from North Carolina State University. Holly has worked in federal, state, and local government capacities for almost 20 years. She is a US Air Force veteran and teaches State and local government as an Adjunct Professor at North Carolina State University. Her background is in Public Health and Veterans Affairs.

ROLES IN THIS PROJECT

Lead consultant: Stephen K. Straus, Ph.D.

ROLE	PERSON(S) RESPONSIBLE
Job/Organizational Analysis	Janice Jackson
Design of Job Ad	Heather Lee, Ph.D.
Candidate Recruitment	Janice Jackson – Lead Recruiter
Initial Candidate Screening	Holly Danford-Bishop, Ph.D. and Heather Lee
Secondary Candidate Screening	Holly Danford-Bishop and Janice Jackson
Assessor Recruitment	Stephen Straus
Exercise Design	Derwick Paige
Candidate Orientation	Stephen Straus
Assessor Training	Stephen Straus
Debrief with the City Council	Stephen Straus and Heather Lee
Initial Negotiation with Finalist	Heather Lee
Coaching of Successful Candidate	Heather Lee

D: QUALIFICATIONS AND EXPERIENCE

Our Clients

Local governments are quickly recognizing the benefits of the new approach offered by Developmental Associates. During the last five years, we have either completed or are in the process of working with the following local governments and universities:

• The City of Durham, North Carolina • Wake County, North Carolina • The City of Savannah, Georgia • The City of Williamsburg, Virginia • The City of Danville, Virginia • The City of Suffolk, Virginia • The Town of Blacksburg, Virginia • The City of Statesboro, Georgia • The City of South Fulton, Georgia • The City of Riverdale, Georgia • Southampton County, Virginia • The City of Greensboro, North Carolina • The City of Winston-Salem, North Carolina • The City of Fayetteville, North Carolina • The Town of Chapel Hill, North Carolina • The Town of Duck, North Carolina • The Town of Apex, North Carolina • The Town of Garner, North Carolina • Durham County, North Carolina • The Town of Holly Springs, North Carolina • The Town of Wake Forest, North Carolina	• Duke University • NC State University • East Carolina University • The Town of Wrightsville Beach, North Carolina • The Town of Waynesville, North Carolina • The University of North Carolina at Chapel Hill • The Town of Mills River, North Carolina • The City of Isle of Palms, South Carolina • The City of Sanford, North Carolina • Transylvania County, North Carolina • Cumberland County, North Carolina • The City of Wilson, North Carolina • The Town of Stallings, North Carolina • The University of North Carolina – Pembroke • UNC Charlotte • City of Lexington, North Carolina • The City of Goldsboro, North Carolina • The City of Dunn, North Carolina • Guilford County, North Carolina • The Town of Morrisville, North Carolina
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E: A NEW APPROACH TO EXECUTIVE ASSESSMENT: TALENT IDENTIFICATION AND ASSESSMENT

Section II.B: A New Approach to Executive Assessment – Talent Identification and Assessment

These and many other clients are recognizing that Developmental Associates has developed a new, more thorough, accurate, and comprehensive model for executive processes – which we call Talent Identification and Assessment. The old "Search Model" makes three outdated assumptions as follows:

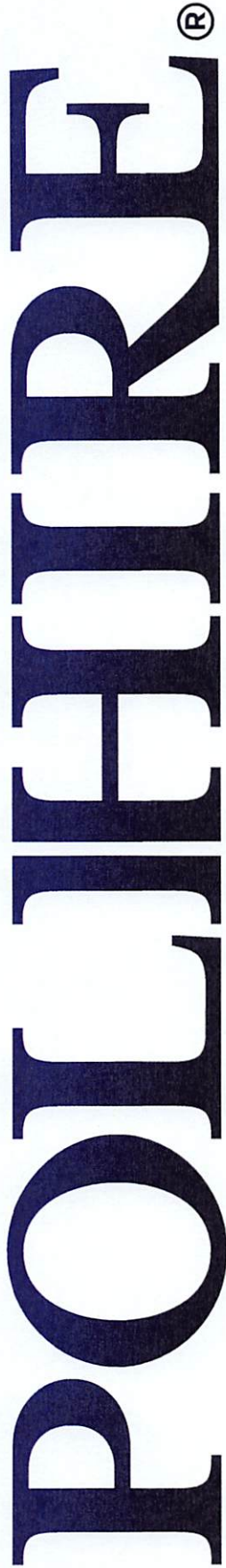
Outdated Search Model	Limitation	DA Talent Identification & Assessment Solution
Recruitment Methods: Assumes that the search firm is in close contact with top candidates nationally who will only apply for the position if contacted by the firm.	This model overlooks the use of modern technology in recruitment. Large national firms also tout their staff connections throughout the country, claiming their consultants will share prospective candidates – rather than compete with one another.	Developmental Associates employs multiple recruitment methods, including targeting individuals, placing ads on leading professional websites and journals, relying extensively on social media, and connecting with our national network through NEOGOV – the leading public sector technology solution for recruitment and selection in the United States. Moreover, as a "boutique" firm, our consultants all work together on each project.
Candidate Screening Other search firms often posture that they know how candidates are performing in their current position.	That is a myth. Knowing a candidate, even befriending one, does not necessarily mean that the search firm can accurately assess that candidate's performance in day-to-day activities. The search firm does not directly observe critical competencies, such as how effectively the candidate manages staff, plans, organizes, or resolves conflicts.	Developmental Associates employs an extensive, multi-method screening approach that provides you with a more comprehensive understanding of each candidate's skills and competencies. Because this process is standardized, it enables fair comparisons across candidates.
Candidate Assessment: It presumes that employers can evaluate candidates comprehensively through interviews.	Interviews are a necessary component of any selection process, but they are insufficient to assess overall executive competencies. Interviews, when properly constructed and conducted, can directly evaluate how well the candidate communicates, their knowledge, and judgment. The interview is too limited to assess other essential management and leadership skills, such as writing, developing budgets, problem-solving, staff management, and project management, among others. Regarding these critical competencies, interviews reveal only what candidates say they would do, not how they actually perform.	We provide intensive assessment of candidate skills that other firms do not offer <i>before</i> the Manager begins the interview process. This skill-assessment process enables you to directly observe the skills of candidates as they perform a variety of executive tasks, such as managing staff, budgeting, dealing with the media, making presentations, and facilitating staff meetings.

F: REFERENCES IN ORDER OF MOST RECENT PROJECT
(The first five are the most recent, but we have included others.)

Town of Chapel Hill Town Manager Ted Voorhees (919) 968-2743 tvoorhees@townofchapelhill.org Chair of Manager Search Committee – City Council Member Theo Nollert (405) 824-3998 tnollert@townofchapelhill.org <i>DA has helped the Town hire several department head positions and with succession planning. We just assisted the Town in hiring their new Manager, Ted Voorhees.</i>	City of Savannah Mayor Van Johnson MayorJohnson@savannahga.gov (912) 651-6444 HR Director Jeff Grant (912) 541-3218 igrant01@savannahga.gov <i>We have partnered with the City of Savannah to hire their new City Manager. We also assessed candidates for Chief of Police. We helped hire its IT Director, Fire Chief, Assistant Chiefs of Police (2), Chief Operating Officer, and numerous other positions. We run several processes for the City each year.</i>
Buncombe County County Manager Avril Pinder Avril.Pinder@buncombecounty.org (828) 250-4100 <i>We worked with Avril and the Board of Commissioners to hire their County Attorney in 2025.</i>	City of Asheville Mayor Esther Manheimer (828) 259-5600 emanheimer@vwlawfirm.com <i>We assisted the City in hiring its new Manager earlier this year.</i>
City of Danville, Virginia Manager Ken Larking klarking@danvilleva.gov (434) 799-5100 <i>DA worked with Mr. Larking to hire Chiefs of Police (2), Fire Chief, and several other key positions. We are currently working with Danville to hire an Assistant City Manager.</i>	City of Fayetteville Manager Doug Hewitt dhewett@ci.fay.nc.us (910) 309-0284 <i>DA assisted Fayetteville in hiring an Assistant City Manager, Police Chief (3), Fire Chief, and several other executive positions. We most recently assisted the City in hiring a Chief of Police.</i>
City of Durham Bo Ferguson bo.ferguson@durhamnc.gov (919) 560-4222 <i>DA assisted the City in hiring Deputy Manager Bo Ferguson, who was recently appointed City Manager. We have also helped Durham hire other department directors, including two Chiefs of Police, both of whom are African American females. We also worked with the City Council to select their previous Manager, Wanda Page. We are wrapping up a process now to hire two Assistant Water Management Directors.</i>	Town of Apex Assistant Town Manager Shawn Purvis (919) 249-33302 shawn.purvis@apexnc.org <i>In 2021, we worked with the Town to hire Jason Armstrong, their first African American to hold that position in Apex. We have also helped hire the Town Manager and numerous department director positions. We just completed a process for their new HRD.</i>

City of Winston-Salem Mayor Allen Joines allenj@cityofws.org (336) 727-2058 City Manager Pat Pate ppate@cityofws.org (336) 717-2123 We recently worked with Mayor Joines and the Council to hire Pat Pate as the new City Manager. We have also collaborated with Winston-Salem to hire several department heads, including two police chiefs.	Town of Morrisville Manager Brandon Zuidema (919) 463-6150 bzuidema@townofmorrisville.org DA worked with a split Council to arrive at an enthusiastic and unanimous decision to hire its former Town Manager, Martha Paige, in 2014. We have recently assisted Morrisville in hiring a Finance Director, Chief of Police, Fire Chief, and two Assistant Town Managers. We helped hire Mr. Zuidema as Assistant Manager, and he was subsequently appointed Town Manager.
City of Greensboro Manager Nathaniel Davis (336) 373-2002 christian.wilson@greensboro-nc.gov DA has assisted Greensboro in hiring several assistant managers, department directors, and higher-level staff. We are currently working with the City to hire its new Chief of Police.	Wake County County Manager David Ellis David.Ellis@wakegov.com (919) 856-6160 We worked with Mr. Ellis for months to hire two Deputy Managers: the Chief Community Vitality Officer and the Chief Innovation and Information Officer, as well as the Human Services Director.
City of Lexington, NC Mayor Jason Hayes MayorHayes@lexingtonnc.gov (336) 243-2489 ext. 2990 We worked with the City to hire Johnnie Taylor as Lexington City Manager. Johnnie is the first African American to serve as Lexington City Manager.	RDU Airport Authority President and CEO Michael Landguth (919) 840-2123 michael.landguth@rdu.com DA assisted in the hiring process for Mr. Landguth. Dr. Lee has assisted Mr. Landguth and his team in professional development and teamwork for many years. DA has assisted in hiring members of the C Suite team.
City of South Fulton, Georgia Manager Sharon Subadan sharon.subadan@cityofsouthfultonga.gov (470) 809-7700 We assisted Sharon in hiring an Assistant City Manager and Finance Director in 2024.	City of East Point, Georgia Mayor Deana Holiday Ingraham dholidayingraham@eastpointcity.org (404) 416-1671 We helped hire the East Point City Manager earlier this year.
City of Statesboro, Georgia Mayor Johnathan McCollar jonathan.mccollar@statesboroga.gov (912) 764-5468 DA worked with the City of Statesboro to hire a Chief of Police in 2016 and to hire its first African American City Manager in 2019. We also assisted the City in hiring a Human Resources Director in 2019.	City of Hendersonville Manager John Connet jconnet@hvlnc.gov (828) 697-3005 We worked with the Hendersonville City Council to hire John in 2018. We have since worked with him to hire several department heads.

City of Goldsboro Mayor Charles Gaylor CharlesGaylor@goldsboronc.gov (919) 273-3084 Manager Matt Livingston mlivingston@goldsboronc.gov (919) 580-4330 <i>We worked with Mayor Gaylor and the Goldsboro City Council to hire Manager Matt Livingston in 2025. We have also worked with the Mr. Livingston to hire their new Assistant City Manager and other key executives.</i>	City of Wilson Manager Rodger Lentz rlentz@wilsonnc.org (252) 296-3398 <i>DA has partnered with the City of Wilson to hire several department directors including Police Chiefs (3), Fire Chiefs (2) and the Director of Planning and Community Revitalization.</i>
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Submission Date:
December 22, 2025

Proposal for Executive Search Services

Submitted To:

James P. "Jim" Cauley III, City Attorney
City of Kinston, NC
Phone: 252-399-9536
Email: jcauley@cauleypridgen.com

Your Point of Contact:

Kenyatta Uzzell, Founder & CEO
Phone: 202-681-9343 (Office)
Phone: 202-821-2073 (Mobile)
Email: kenyatta@polihire.com
Website: polihire.com

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James P. "Jim" Cauley III, City Attorney
City of Kinston, NC
201 N Queen St, Ste 2A
Kinston, NC 28501

Dear Mr. Cauley,

POLIHIRE is pleased to present this response to your request for executive recruitment services for the position of City Manager for the City of Kinston, NC. Our response will describe our firm, its services, and our approach to conducting executive searches.

POLIHIRE is deeply committed to executive search as a specialized form of senior-level management consulting that is an indispensable service to public sector organizations in transition. Our recruitment team has experience relevant to the City's needs, comprising executive search professionals and former public-sector executives with expertise in government service delivery.

Along with our deep insights, our access to unparalleled national networks of professionals will enable us to present a diverse pool of highly qualified candidates whose leadership track records appeal to the wide range of stakeholders in public agencies. We understand the challenges and constraints public organizations face in hiring top talent, and the important role they play in shaping the quality of life in our communities. With this in mind, POLIHIRE is well-equipped to manage and lead your search.

Sincerely,



Kenyatta Uzzell, Founder & CEO
POLIHIRE
PO Box 3378
Oakton, VA 22124
202-681-9343 (office)
202-821-2073 (mobile)



City of Kinston, NC + POLIHIRE:
A Partnership Proposal for Executive Search Services

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Kinston, NC + POLIHIRE: A Partnership Proposal for Executive Search Services

We at POLIHIRE deeply appreciate the City of Kinston's critical work and the landscape in which it operates. We are pleased to offer information on our engagement process and demonstrate why POLIHIRE is the right firm to support your City Manager recruitment needs.

Our Firm Background

POLIHIRE is a retained executive search firm founded in 2006. In our 20 years, we have identified hundreds of leaders for our many clients. POLIHIRE has an unparalleled record of success in supporting organizations with clear missions of sustaining, strengthening, and serving their communities.

We are a team of 14 dedicated professionals supporting all functions of the organization. Our team has decades of experience in both the public and private sectors. Our consultants are strategically located across the country, including the District of Columbia; Northern Virginia; Detroit, MI; Durham, NC; Los Angeles, CA; Central Texas; Birmingham, AL; and the New York City area. We have conducted searches in all areas of local government and work closely with elected and appointed boards, commissions, and councils to fill their most critical executive roles. POLIHIRE is a NC HUB certified business.



For more details on
our placements,
please visit the
[Placed Candidates](#)
page on our website.

Our Commitment to Thriving Communities

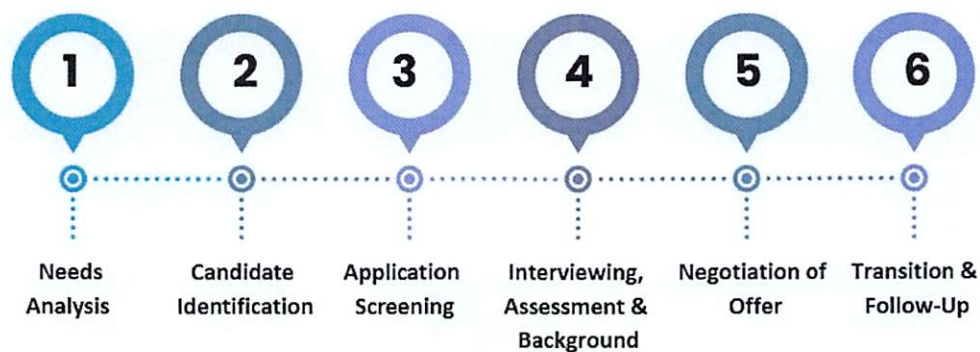
Leadership in service organizations requires more than technical or functional expertise. It requires a commitment to the idea that communities are best served when all residents, customers, and clients have an opportunity to thrive. From shared economic prosperity to affordable utilities to the assurance of public safety, effective public leaders believe that accessibility and fairness are essential. Not only will we identify leaders who bring the technical skills that this leadership role requires, we will conduct the search through a lens of inclusion and equity – ensuring that the next leader has a deep understanding of these critical issues and a demonstrated competence in and commitment to leading an organization with this as a value.

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Our Approach

If selected, POLIHIRE will lead the recruitment process and provide project management from start to finish. POLIHIRE will present our trusted recruitment process to the appropriate parties, offering an overview of core competencies and the proposed recruitment timeline. Additionally, POLIHIRE will keep the hiring team updated on the candidate search status by submitting summary reports that track all ongoing activities and completed tasks.

Our executive searches are guided by our AccuMatch® search process, which guarantees a thorough, professional, and timely search for our engagements. Our process is illustrated below and described in detail along with the corresponding phases of the City's scope of work.



1. Initial Conversations with Stakeholders

The engagement starts with aligning on who/which entities will be entrusted with certain decision-making authority, and along with which stages of the process. This includes whether a search subcommittee will be established and at what point others may be invited to weigh in and how. A clear and agreed-upon understanding from the beginning makes for a smooth process.

We engage various stakeholder groups to build our own understanding of the complexity of the organization. Among stakeholders who could be engaged are staff, strategic partners, and community organizations that represent the interests of those most impacted by the City's work. This information informs our subsequent activities, right up through candidate interviews. The process itself can go a long way toward establishing credibility, as community and organizational buy-in are supported by transparent and participatory processes. We are experienced in deploying a variety of engagement modes – one-on-one conversations, focus groups, and surveys – in ways that are most appropriate, accessible, and efficient given the stakeholder group targeted.

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2. Preparation of the Recruitment Profile and Sourcing for a Diverse Pool of Applicants

After engaging stakeholders to fully understand the position, organizational culture, reporting structure, compensation package, and profile of the desired candidate, we finalize the position profile. (Note: engaging with additional stakeholder groups may happen even after the position profile is approved and posted, but before in-depth conversations with candidates are concluded.)

POLIHIRE will use the position profile to execute a comprehensive nationwide recruitment effort to attract diverse candidates. Further, we will post the profile on our website and use key social media platforms such as LinkedIn to amplify it and reach active job seekers. The posting will remain active until the position is filled, but we can work with the City to establish a “first review of applicants” date. Additionally, the recruitment brochure will be posted on relevant municipal and specialized public-sector association job boards, such as the International City/County Management Association or the North Carolina League of Municipalities websites. Importantly, two decades of experience have shown us that the very best candidates are not always actively seeking employment. Thus, our goal as executive search experts is to identify strong talent and make them aware of, and excited about, this opportunity through proactive, unsolicited outreach.

3. Screening of Applications

Applications are first screened against the core criteria laid out in the position profile. Next, we conduct an initial conversation with all candidates who meet the minimum position criteria, even if the candidate is currently internal or external to your organization. Our recruiters are trained and highly experienced in screening candidates, ensuring that only the most qualified and suitable candidates are advanced.

All applicants receive written acknowledgment of their applications. Additionally, our team is dedicated to providing prompt and responsive support to candidates throughout the application process. At the end of the process, all non-selected applicants will be informed of their status. Our goal is always to follow a process that respects applicants, values their time, and maintains goodwill.

4. Candidate Interviewing, Assessment, and Background Investigation

During this step, the POLIHIRE team will conduct full interviews with the top candidates and provide written profiles for those being considered further. POLIHIRE will not present any candidate for a client interview until we have completed our full interview process to ensure they meet the predetermined qualifications. Our understanding of the target organizational values will shape interview questions that ensure that the top candidates not only have the necessary technical skills and professional experience but also possess the track record of organizational leadership necessary to be successful in the role.

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OPTIONAL: Prior to the final interviews, our Director of Search Assessment, Dr. Kamala Uzzell, administers an Emotional Intelligence Assessment (EQ-i 2.0). The results are shared with leadership to inform areas for further probing during the client-led interview process.

POLIHIRE will conduct background checks on up to two (2) final candidates. These checks will include contacting three (3) candidate-provided references and verification of previous employment, education, licensure, and professional certifications. We will also conduct social media checks. In consultation with the City and following State and Federal regulations, POLIHIRE will arrange for additional searches by third-party providers for additional social media checks, civil records checks, and criminal background checks. This very important process will ensure that we all know as much as possible about the final candidates being considered for this position.

5. Client Interviews and Offer Negotiation

As a strategic partner, we will support your decision-making around which of the presented candidates you would most like to meet with and offer guidance/suggestions as requested regarding the shape (e.g., panel, presentation, etc.) and content (e.g., prompts, key questions, etc.) of your interviews with select candidates. We will also support you in your post-interview final selection process. We will then work with you and the selected candidate to extend an offer of employment that satisfies both parties and further sets the stage for successful onboarding.

6. Transition and Follow-Up

Following a successful offer and acceptance of the position, we will continue working with both the candidate and the City to ensure a successful job transition. POLIHIRE will notify the final candidates not selected for the position at the close of the recruitment engagement.

Relevant Experience

We have partnered with various communities to help them fill similar city management positions. The following is a sample of these searches:

Client Partner	Position
City of Durham, NC	Deputy City Manager
City of Richmond, VA	Chief Administrative Officer
City of Charlottesville, VA	City Manager
Durham County	Deputy County Manager
Town of Chapel Hill, NC	Town Manager
Wake County, NC	Deputy County Manager (underway)

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Prince William County, VA	County Executive Deputy County Executive
City of Cincinnati, OH	City Manager
Prince George's County, MD	Deputy County Administrative Officer (2)
City of Alexandria, VA	City Manager
City of Eau Claire, WI	City Manager
Town of Leesburg, VA	Town Manager (underway)
Arlington County Government, VA	Executive Director

Additionally, we have experience working with elected officials and government agencies to fill executive and senior leadership positions in human resources, finance, economic development, public utilities, fire services, public safety, and more.

References

- 1) City of Durham, NC
Bo Ferguson, City Manager – 919-560-4222, Bo.Ferguson@durhamnc.gov
- 2) City of Richmond, VA
Danny Avula, Mayor – 804-646-7970, Danny.Avula@rva.gov
- 3) City of Charlottesville, VA
Juan Diego Wade, Mayor - 434-970-333, Wadej@charlottesville.gov

Project Team

A dedicated project manager will oversee all phases of the search process and be supported by other POLIHIRE staff as required. Our website contains bios of all our [team members](#).



Kenyatta Uzzell, Founder & CEO – Kenyatta will be responsible for the overall execution of this search. Specifically, he will leverage his extensive network and ensure that highly qualified candidates are made aware of and excited about this leadership opportunity. Kenyatta has more than 34 years of experience in recruitment, with over 25 years in executive search supporting local government and non-profit organizations. He has successfully led hundreds of searches throughout his career, partnering with mayors, governors, appointed executives, and boards and commissions to recruit cabinet-level officials, city administrators/managers, deputy mayors, inspectors general, and directors across the public sector.

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Kenyatta earned a Bachelor of Arts degree from the University of North Carolina at Chapel Hill and an MBA from Howard University's School of Business. Kenyatta is an active member of several civic and professional organizations. He serves on the Business Council of the African American Mayors Association and is a member of the International City/County Management Association. He is also an active Life Member of the General Alumni Association of the University of North Carolina.



Angie Viar, Director – Angie will be the primary contact between POLIHIRE and applicants. Angie has been a solid contributor to POLIHIRE since 2011. Before joining POLIHIRE, Angie served in several roles, from HR Manager to Senior Recruiter. She has become a leader with valuable organizational skills and the ability to authoritatively identify the strongest candidates based on experience, skill sets, qualifications, and interests. Angie has held board positions for several non-profit organizations. She is currently serving on the board of Survivors United, an organization dedicated to serving individuals who have been sexually assaulted by US military service members. Angie is a graduate of Radford University.



Kamala Uzzell Jones, Ph.D., LCMHCS, NCC, Director of Behavioral and Search Assessment – “Dr. Kamala” is a national board-certified counselor, licensed clinical mental health counselor supervisor, and certified clinical trauma professional with more than 20 years of clinical and higher education experience. Dr. Kamala will meet with each of the final candidates to conduct an emotional intelligence leadership assessment in collaboration with the lead consultant. Based in Durham and Goldsboro, North Carolina, she is the founder and practicing psychotherapist of SOLAY Counseling & Consulting, P.C. Dr. Kamala contributes her expertise to POLIHIRE’s process of leadership development and assessment.

Dr. Kamala has conducted several professional leadership development workshops and works often with city and town legislative bodies to help them operate more effectively. She is certified in administering the EQ-i 2.0 / EQ 360 Emotional Intelligence Assessment. Dr. Kamala attended the University of North Carolina at Chapel Hill where she earned a Bachelor of Arts degree in Communication Studies. She earned a Master of Arts degree in Agency Counseling from Campbell University and a Doctor of Philosophy degree in Counselor Education from North Carolina State University.

James Banks, Esq., Consultant and General Counsel – Jim will support the search process and leverage his connections in the public-sector community. He specializes in corporate law, executive coaching, legal ethics, public sector governance, and fostering collaboration. His experience includes being a partner at Seyfarth Shaw LLP and McGuireWoods LLP, a City Attorney for Alexandria, VA, and General Counsel at the Society for Human Resources Management. He has also held governance positions on the Boards of

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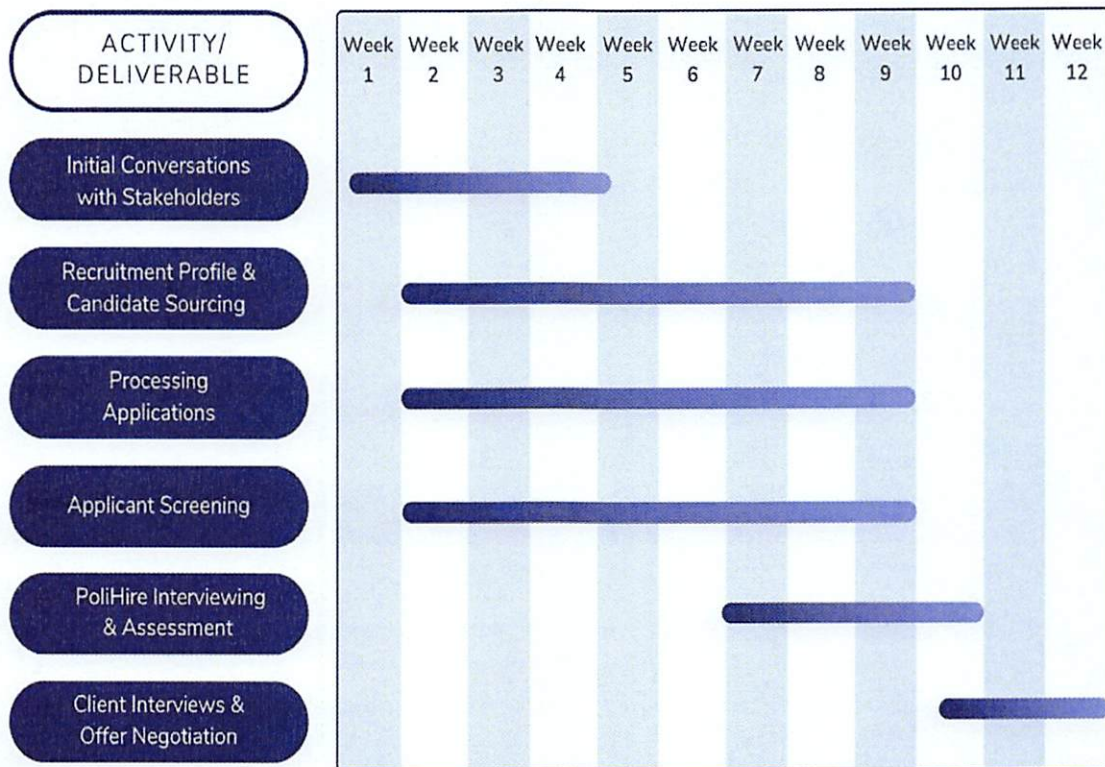


Trustees for Gettysburg College and the Science Museum of Virginia, and the Board of Directors for the Metropolitan Washington Airports Authority. Jim has extensive public-sector experience, having served on the city council and as vice mayor for the City of Richmond, Virginia, Sixth District.

Jim received his Juris Doctor from the University of Virginia School of Law, a Master of Arts in Public Policy from Walden University, and a Bachelor of Arts in Sociology from Gettysburg College. He is licensed to practice law in the District of Columbia and the Commonwealth of Virginia.

Timeline

POLIHIRE has built a strong reputation with our clients by (1) understanding their needs and identifying the right candidate and (2) consistently meeting tight deadlines. Our goal is to recruit a pool of highly qualified candidates for your consideration within 90 days. Due to the complexity of City Manager searches and the community stakeholder involvement, these searches may take up to 120 days.



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Cost

Consistent with the standards of the executive search profession, our retainer fee is non-contingent and non-refundable. Our fee for this engagement is **\$33,000**. This is an all-inclusive fee, but in the event candidate travel is required, such expenses will be billed separately. All other reasonable expenses are included in the quoted fee. Invoices are due and payable in 30 days.

Our fee is billed in four installments:

Summary of Fee Schedule		
First Installment	Initiation of the search	\$11,000
Second Installment	30 days after the start of the search	\$11,000
Third Installment	60 days after the start of the search	\$5,500
Fourth Installment	Conclusion of the search	\$5,500
TOTAL		\$33,000

Should you hire candidates presented by POLIHIRE from this search process for other positions within one year of the close of this search, a fee of \$25,000 for each candidate hired is due to POLIHIRE 30 days after the hire date of any such candidate.

Guarantee

If within one year of appointment, the applicant selected is terminated for cause or chooses to terminate his or her own employment – outside of a negotiated resignation in which dismissal is the alternative to resignation – POLIHIRE will, if requested, conduct another search at no cost other than direct expenses (i.e., no additional professional services fee but expenses such as advertising will be passed through). POLIHIRE must be notified in writing within 30 days of termination or resignation, and all invoices must have been paid within the agreed-upon terms to fulfill this guarantee.

Your POLIHIRE Contact

Kenyatta Uzzell
Founder & CEO
kenyatta@polihire.com
202-821-2073 (mobile)
202-681-9343 (office)