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**CONSULTING EXPERIENCE 2003 - Present**

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*Construction Management Experience 1986 – 2003, McLean, Virginia Available upon request*

**Grant Solicitation, Writing, Administration and Reporting**

<b>USDA Rural Economic Development Loan/Grant (REDLG)</b>	July 2006
\$100,000	Awarded: Yes
Grant Admin Required:	Yes
Written By:	Tideland Electric Cooperative
Partner(s):	Ocracoke Foundation; Ocracoke Seafood Company; Hyde County Government
Grant Focus:	Rural Business Development
Funding Use:	Establish Revolving Loan Fund for Hyde County via Tideland EMC
<b>North Carolina Rural Economic Development Center</b>	September 2006
\$325,000	Awarded: Yes
Grant Admin Required:	Yes – Reporting for 5 years. Quarterly.
Written for:	Ocracoke Foundation
Partner(s):	Hyde County Government
Grant Focus:	Economic Development; Job Creation
Funding Use:	Purchase existing fish house operation and establish Ocracoke Seafood Company
<b>Golden LEAF Foundation</b>	December 2006
\$407,710	Awarded: Yes
Grant Admin Required:	Yes – Reporting for 3 years.
Written for:	Ocracoke Foundation
Partner(s):	Hyde County Government; NC Department of Commerce
Grant Focus:	Economic Development; Job Creation
Funding Use:	Renovate Ocracoke fish house, develop seafood brand and educational outreach
<b>Hyde County Economic Development Revolving Loan Fund</b>	May 2007
\$325,000	Awarded: Yes
Grant Admin Required:	No
Written for:	Ocracoke Seafood Company
Partner(s):	NC Rural Economic Development Center
Grant Focus:	Economic Development; Small Business Incubation
Funding Use:	Bridge Loan until NC Rural Economic Development Center Grant Received
<b>Outer Banks Community Foundation</b>	November 2008
\$9,750	Awarded: Yes
Grant Admin Required:	Yes/Reimbursement Terms
Written for:	Ocracoke Foundation
Partner(s):	Ocracoke Community Radio Group

Grant Focus: Strengthening Community  
Funding Use: Start-up operational expenses for radio station

**North Carolina Department of Commerce  
Small Business Entrepreneurial Assistance Grant (SBEA)**

June 2009

\$52,800                      Awarded: Yes  
Grant Admin Required: Yes  
Written for:                      Ocracoke Seafood Company  
Partner(s):                      Hyde County Government  
Grant Focus:                      Job Creation  
Funding Use:                      Value Added Development for seafood products

**U.S. Department of Homeland Security: American Recovery and Reinvestment Act Grant** July 2009

\$1,620,300                      Awarded: No. Approved in two of three reviews.  
"Additional funding sources available to applicant." "Funding can be requested through US Department of the Interior, Cape Hatteras National Seashore . . . as they are majority and riparian landowners".  
Written for:                      Ocracoke Volunteer Fire Department  
Partner(s):                      Hyde County Emergency Management; FEMA  
Grant Focus:                      Public Safety; Emergency Preparedness  
Funding Use:                      Construct fire station

**Z. Smith Reynolds Foundation**

August 2009

\$27,650                      Awarded: Yes  
Grant Admin Required: Yes – Reporting for 2 years.  
Written for:                      Ocracoke Foundation  
Partner(s):                      Self  
Grant Focus:                      Capacity Building  
Funding Use:                      Organizational expenses

**U.S. Department of Commerce: National Telecommunications & Information Admin.  
Public Telecommunications Facilities Program**

September 2009

\$67,098.00                      Awarded: Yes  
Grant Admin Required: Yes – Reimbursement Terms and Reporting for 3 years  
Written By:                      Ocracoke Foundation  
Partner(s):                      Ocracoke Community Radio Group  
Grant Focus:                      Non-Commercial Radio Station Development in Rural Communities  
Funding Use:                      Construction of radio station and tower

**Outer Banks Community Foundation**

September 2010

\$8,272                      Awarded: Yes  
Grant Admin Required: Yes/Reimbursement Terms  
Written:                      Ocracoke Foundation  
Partner(s):                      Ocracoke School  
Grant Focus:                      Outdoor Education  
Funding Use:                      Construction of classroom on porch and treed area of elementary school.

**Outer Banks Community Foundation** September 2011  
\$10,000 Awarded: yes  
Grant Admin Required: No  
Written for: Ocracoke Foundation  
Partner(s): Self  
Grant Focus: Community Revitalization  
Funding Use: Business Plan for Community Square Revitalization Project

**Outer Banks Community Foundation** November 2011  
\$28,253.13 Awarded: Yes  
Grant Admin Required: Yes/Reimbursement Terms  
Written for: Ocracoke Child Care  
Partner(s): Ocracoke Foundation  
Grant Focus: Strengthening Communities  
Funding Use: Playground and equipment

**Petsmart** November 2012  
\$21,480 Awarded: Yes  
Grant Admin Required: Yes/Reimbursement Terms  
Written for: Ocracoke Foundation  
Partner(s): Ocracats  
Grant Focus: Spay/Neuter Program for Feral Cats  
Funding Use: Spay/Neuter clinics

**Outer Banks Community Foundation** August 2012  
\$3,952.00 Awarded: Yes/Reimbursement Terms  
Written for: Ocracoke Preservation Society  
Grant Focus: Community Enrichment  
Funding Use: Purchase digital equipment for archives

**Z. Smith Reynolds Foundation** November 2014  
\$29,000 Awarded: Yes \$10,000 partial  
Grant Admin Required: Yes - Reporting for 18 months  
Written for: Ocracoke Foundation  
Partner(s): Self  
Grant Focus: Capacity Building  
Funding Use: Organizational expenses

**Golden LEAF Foundation** December 2015  
\$137,000 Awarded: Yes  
Grant Admin Required: Yes - Reporting for 18 months  
Written for: Ocracoke Foundation  
Partner(s): NC Wildlife Resources Commission, NC Coastal Federation, The Conservation Fund  
Grant Focus: Job Creation  
Funding Use: Wastewater Improvements

**M.S. Covington Foundation**

March 2016

\$15,000                      Awarded: Yes  
Written for:                      Ocracoke Foundation  
Partner(s):                      NC State Historic Preservation Office, Ocracoke Preservation Society  
Grant Focus:                      Historic Preservation  
Funding Use:                      Restoration of Will Willis Store & Fish House, ca. 1930 #24 National Register of  
Historic Places.

**Golden LEAF Foundation**

December 2017

\$175,820                      Awarded: Yes  
Written for:                      Ocracoke Foundation  
Partner(s):                      NC State Historic Preservation Office  
Grant Focus:                      Disaster Recovery  
Funding Use:                      Restoration of Will Willis Store & Fish House, ca. 1930 #24 National Register of  
Historic Places.

<b>NC PARTF</b>	<b><i>Grant package selected as example for 2021 Water Access Grant Writing Workshop Attendees</i></b>	October 2020
\$500,000	Awarded: Yes	
Grant Admin Required:	Yes	
Client:	Bertie County Government	
Grant Focus:	Outdoor Recreation	
Funding Use:	Phase I: TGOW Project	
<b>USDA Rural Development Technical Assistance</b>		August 2020
\$150,000	Awarded: Yes	
Grant Admin Required:	Yes	
Client:	Bertie County Government	
Grant Focus:	T/A; Planning	
Funding Use:	Architectural, Engineering, Survey, Branding. Phase I: TGOW Project	
<b>CAMA - Coastal Access Grant</b>		October 2020
\$147,000	Awarded: Yes	
Grant Admin Required:	Yes	
Client:	Bertie County Government	
Grant Focus:	Public Access to water	
Funding Use:	Phase I: TGOW Project	
<b>NC Attorney General Environmental Enhancement Grant</b>		October 2020
\$125,000	Awarded: Yes	
Grant Admin Required:	Yes	
Client:	Bertie County Government	
Grant Focus:	Environmental Enhancement	
Funding Use:	Phase I: TGOW Project Area ,10 - 15 acres and shoreline restoration	
<b>NC Office Resiliency and Recovery Coastal Communities Resiliency Planning</b>		May 2021
\$20,000	Awarded: Yes	
Grant Admin Required:	Yes	
Client:	Bertie County Government	
Grant Focus:	Resiliency Planning	
Funding Use:	Preparation of County-wide citizen input for Resiliency planning, priority & implementation	

**NC Attorney General's Environmental Enhancement Grant**

May 2021

\$75,000                      Awarded: Yes  
Grant Admin Provided: Yes  
Client: Grant                      The Hive 501(c)(3) Bertie County, NC  
Focus: Funding                      Environmental Enhancement  
Use:                                      Restoration of Lewiston-Woodville Greenspace

**NCDEQ Water Resources Development Grant**

July 2021

\$197,000                      Awarded: Yes  
Grant Admin Provided: Yes  
Client: Grant                      Bertie County Government  
Focus: Funding                      Water based Recreation  
Use:                                      Phase I Tall Glass of Water Project Water based activities for the public

**NCDEQ Water Resources Development Grant**

July 2021

\$115,000                      Awarded: Yes  
Grant Admin Provided: Yes  
Client: Grant                      Bertie County Government  
Focus: Funding                      Shoreline Stabilization Tall  
Use:                                      Glass of Water Project  
   Shoreline Stabilization

**NC Department of Commerce  
Rural Transformation Grant Fund/ Community  
Enhancement for Economic Growth**

July 2022

\$355,680                      Awarded: Yes  
Grant Admin Provided: Yes  
Client: Grant                      Garysburg, NC (Northampton County, NC)  
Focus: Funding                      Rural Downtown Transformation  
Use:                                      Garysburg Town Center Pre-Renovation: Abatement and Demolition

**Strategic Planning**  
**Regional Impact**

**21<sup>st</sup> Century Economic Development Strategic Plan**

May 2007

Hyde County, North Carolina

Role: Ocracoke representative

The North Carolina Department of Commerce began the 21st Century Communities initiative to partner with counties in planning and implementing economic development strategies. The Hyde County 21st Century Communities project will provide a customized economic development strategic plan that will improve the local economy during the next five to ten years. The Hyde County Board of Commissioners was unanimous in its decision to participate in the program. Hyde County 21st Century Communities will build upon other recent economic planning efforts, including the North Carolina Rural Center's selection of Swan Quarter to participate in the Small Towns Economic Prosperity (STEP) demonstration project.

**Asset Development Workshops**

2008 – 2009

Role: Facilitator

Held for: Ocracoke Civic and Business Association (OCBA)

Goals: Identify Ocracoke's assets for developing a comprehensive travel and tourism plan; production of advertising materials; build community consensus.

Activity: Two workshops were held and were open to the public. The logic model was created and used as a guideline; open discussion yielded over twenty-two assets. A grassroots designed brochure was printed as a stepping stone towards further asset awareness.

*Information available upon request*

**Outer Banks National Scenic Byway**

2010 – 2012

Role: Ocracoke Representative

Summary: Ocracoke lies midway along the Outer Banks Scenic Byway. The three county team comprised of Dare, Hyde and Carteret worked with a Byway planner to pursue federal designation as a National Scenic Byway thus further promoting the regions coastal assets.

*Information available upon request*

**Comprehensive Transportation Plan (CTP) for Hyde County NC**

2011

Role: Ocracoke Representative

Summary: The goal of the CTP is to produce a 10 year plan aimed at providing roadway improvements. The CTP had to be interfaced with other island projects: stormwater, wastewater, travel and tourism and bicycle and pedestrian needs.

*Information available upon request*

**Seminar "Dollars and Sense of Protecting Community Character"**

October 2014

Role: Facilitated seminar with permission by Mr. Ed McMahon  
**by Mr. Ed McMahon, Chair Sustainable Development, and Environmental Policy  
Urban Land Institute, Washington D.C.**

Held for: Ocracoke Community as requested by Hyde County, NC Ocracoke Planning Board

Goal: Awareness of other rural tourism-based economies that lost their community character AND then worked to reestablish their identity thus resulting in increased revenue. The slideshow presentation, handouts, and discussion provided case studies as well as financial statistics.

Update: July 2016, The Ocracoke Planning Board has requested another presentation to the newly appointed Board.

*Information available upon request*

**Designations and Business Plans**  
**Required for long-range planning and fund solicitation.**

**Preserve America Community Designation (Nomination)**

June 2005

**Ocracoke Historic Village, Ocracoke Island, NC**

Submitted to: Advisory Council on Historic Preservation (ACHP)

Written for: Ocracoke Preservation Society

Collaborators: Earl W. O'Neal, Jr. Historian

Summary: Preserve America is a federal initiative that encourages and supports community efforts to preserve and enjoy our priceless cultural and natural heritage. The goals of the program include a greater shared knowledge about the nation's past, strengthened regional identities and local pride, increased local participation in preserving the country's cultural and natural heritage assets, and support for the economic vitality of our communities

Nomination Awarded: November 9, 2005

**Ocracoke Cultural Center at the Berkley Manor (Business Plan)**

March 2007

**Ocracoke Island, NC**

Written for: Ocracoke Foundation

Collaborators: Dr. Lewis C. Forrest

NC Rural Economic Development Center; The Trust for Public Land; Berkley Manor Steering Committee; Ocracoke Civic & Business Association

Summary: Business Plan written as a tourism development proposal, management guideline and to support procurement of funding from various agencies in the purchase and restoration of The Berkley Manor on Ocracoke Island. The Manor and its three acres are listed on the National Register of Historic Places.

**Community Square Revitalization Project - CSRP (Business Plan)**

March 2012

**Ocracoke Island, NC**

Written for: Ocracoke Foundation

Collaborators: Anne Tambling Inc. Winston-Salem, NC

Summary: Business Plan written to detail the historical, cultural, environmental, economic and community benefits of the CSRP and provide a management guideline.



## Research

**In response to multiple community needs extensive research was necessary whereupon a combination of public, government and private sector input would merge to develop long-range plans, fund acquisition, objectives, and activities.**

### **Silver Lake Harbor Water Quality Improvement Project**

June 2010 - Present

Ocracoke Island, NC

Issue: Water quality in Silver Lake is degraded. Vintage waste systems, clogged ditches, over-development, and lack of stormwater catchment systems are all factors contributing to status.

Goal: Improve water quality in Silver Lake Harbor

Lead Organization: Ocracoke Foundation

Partners: Hyde County Extension Office & Soil and Water; North Carolina Coastal Federation; North Carolina State University – Soil Science Department

*Information available upon request*

### **Ocracoke Affordable Housing Study**

December 2010 – August 2012

Ocracoke Island, NC

Lead Organization: Ocracoke Foundation

Research: North Carolina Department of Commerce, Division of Community Assistance; Brian Pompeii, Research Fellow Arizona State University

Goal: Produce a Housing report for Ocracoke Island, NC. Which can be used to develop solutions to address the critical shortage of cost appropriate housing for the essential workforce.

*Information available upon request*

**Project Development**  
**Regional Impact, identified in Hyde County Strategic Plan.**

**The Ocracoke Fish House Project**

May 2006 – December 2009

Issue: Loss of Ocracoke's last fish house and the commercial fishing industry, over 25 jobs.

Goal: Sustain the commercial fishing industry for Ocracoke, NC

Note: Detailed history and press archives are available at [www.ocracokewatermen.org](http://www.ocracokewatermen.org) and <http://www.ocracokefoundation.org/saving-ocracoke-s-last-fish-house.html>

**International Project Recognition**

May 23, 2015, The Ocracoke Fish House Project was selected by the Food and Agriculture Organization (FAO) of the United Nations as a model for third world and developing countries for collective action in small-scale fisheries.

See full report: <http://www.ocracokefoundation.org/saving-ocracoke-s-last-fish-house.html>

June 2018 report: [Beyond the Cooperative – The Story of Collective Action in NC's Small Scale Fisheries](#)

**Ocracoke Homegrown-Handmade Market**

June 2012 to December 2014

Ocracoke Island, NC

Lead Organization: Ocracoke Foundation

Partners: Local artisans

Goals: The Market was created in the vacant Community Store, located at The Community Square. The goal was to bring together all artisans that resided on the island to show and share the diverse talents that are not represented in the local brick-and-mortar shops. Wares needed to be baked, grown or crafted on the island by full-time residents. During the three seasons the market was open, a number of cottage based businesses are now thriving such as Milk Street Soap Company. The Market also provided income to elderly residents who were carvers, painters, weavers and fig cake bakers! The Market paved the way for the Fig Cake Bake-Off now an annual festival.

*Information available upon request*

**Ocracoke Community Square Revitalization Project**

June 2008 to November 2013

Ocracoke Island, NC

Lead Organization: Ocracoke Foundation

Partners: The Conservation Fund

Goals: To purchase, protect and restore the Community Square and Docks. Primary goals include waste and storm water improvements for the benefit of small business growth and water quality improvements; restore five National Register historic properties; protect in perpetuity the waterfront for public and community use; establish a community fund from lease income.

*Information available upon request*

## Non-profit Management

### **The Ocracoke Foundation 501(c)(3)**

Established August 2003

Role: Founded the Ocracoke Foundation to foster the development of initiatives and projects on Ocracoke that benefit the community – economically, socially and environmentally.

*For more information visit:*

<http://www.ocracokefoundation.org/about-us.html>

### **The Ocracoke Working Watermen's Association (OWWA) 501(c)(3)**

Established June 2006

Role: Developed 1) the organizing structure for OWWA under the nonprofit umbrella of the Ocracoke Foundation 2) the for-profit subsidiary Ocracoke Seafood Company for the benefit of the Hyde County commercial fishing industry.

*For more information visit:*

<http://www.ocracokewatermen.org/aboutOWWA.aspx>

## Rural Economic Development Education Related to Outer and Inner Banks Region

### **Balancing Nature and Commerce in Communities that Border Public Lands**

March 2011

Harpers Ferry, WVA

Role: Representative from Ocracoke

The conference, which was offered by The Conservation Fund and the U.S. Fish & Wildlife Service at the National Conservation Training Center in Shepherdstown, West Virginia, encouraged corporate, community and government agency representatives to seek conservation solutions that benefit both the economy and the surrounding environment. Collaborative solutions often ensure sustainable community economies by identifying the link that enhances economic development while retaining community character and providing improved quality of life.

Five groups from all over the country attended and produced individual action plans for their communities. Members worked together to create an action plan for vibrant year-round communities where cultural heritage, environment, and economic development lay the groundwork for sustainable-driven economies to ensure long-term growth.

Significant topics covered were:

- Introduction to Gateway Communities
- Dollars and Sense of Protecting Community Character
- Understanding the Changing Community Economy
- Marketing and Branding
- Importance of Strategic Planning for Land Conservation
- Financing Strategies
- Placed-Based Education in Gateway Communities
- Role of Transportation

*Information available upon request*

### **1000/100 Cultural and Heritage Tourism Leadership Course**

2005 - 2009

Training for grassroots organizations in North Carolina's 100 Counties. Seven workshops.

- Creating Partnerships, Building Experiences Suellen McMillan,  
The G.I. Group Community Council for the Arts, Kinston NC
- Tourism In Your Community: Developing Community Involvement and Support.  
Linda Caldwell, Director Tennessee Overhill Heritage Center.  
Washington Civic Center, Washington NC
- Preservation, Quality and Authenticity.  
Myrick Howard, Preservation North Carolina.  
New Bern Convention Center, New Bern NC
- Visitor Services and Readiness  
Todd Morse, Chimney Rock Park Greene County Museum, Snow Hill NC
- Agricultural Tourism  
Tony Kleese, Carolina Farm Stewardship Association  
Jones County Civic Center
- Marketing and Tourism Technology  
Nancy Gottovi and Bill Medlin  
Train Depot, Morehead City NC
- Funding Panel with Representatives from the Golden LEAF, Progress Energy, Wachovia  
and Z.Smith Reynolds Foundations.  
Greenville Convention Center, Greenville NC

### **The Conservation Fund - Resourceful Communities Program**

- **Sustainable Community Economic Development** November 2007  
The Triple Bottom Line: Community, Environment & your Economy a partnership that  
works. Chapel Hill, NC
- **Creating New Economies** October, 2008  
Regional Leadership Workshop: Identifying Community Assets  
NC Global Transpark Kinston, NC

### **Albemarle-Pamlico Conservation and Communities Collaborative**

March 2009

- Implement collaborative, sustainable solutions for regional well-being.  
Elizabeth City State University