



HAWKEYE INDIAN  
*Cultural Center*

*Strengthening Families  
and Communities*

**FINAL PRESENTATION**  
**UNC STAR PROJECT**  
**KENAN-FLAGLER BUSINESS SCHOOL**  
**SPRING 2011**

**STAR Team Advisor**

Nicholas M. Didow  
Nick\_didow@unc.edu  
919.962.3189

**STAR Team Leader**

Will Mendoza  
Will\_Mendoza@uncbusiness.net  
919.357.0062

**Team**

Laura Israel, Thomas Natale, Ashley Fiala, Matt Spano

# STAR PROJECT TEAM MEMBERS



**Will Mendoza**  
*Project Leader*

- 1<sup>st</sup> year MBA
- 3 years Economic Development research experience and 4 years IT consulting experience
- Master's degree in City and Regional Planning



**Nick Didow**  
*Faculty Advisor*

- S.T.A.R. Team Advisor
- Kenan Institute Faculty Fellow
- KFBS Associate Professor of Marketing, Entrepreneurship & Economic Development



**Matt Spano**  
*MBA Team Member*

- 1<sup>st</sup> year MBA
- 5 years corporate finance and accounting
- Certified Public Accountant (CPA)



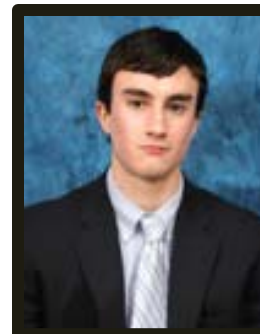
**Ashley Fiala**  
*BSBA Team Member*

- Junior BSBA
- Emphases in Marketing, Consulting, and Entrepreneurship



**Laura Israel**  
*MBA Team Member*

- 1<sup>st</sup> year MBA
- Registered Landscape Architect (RLA)
- 4 years professional design and planning experience



**Thomas Natale**  
*BSBA Team Member*

- Junior BSBA, Undergraduate
- Emphasis in Consulting

# PRESENTATION AGENDA



## Introduction

- HICC in Ten Years

## Situation

- Executive Summary

## Analysis

- Recommendations

## Conclusion

- Final Plan

## Appendix

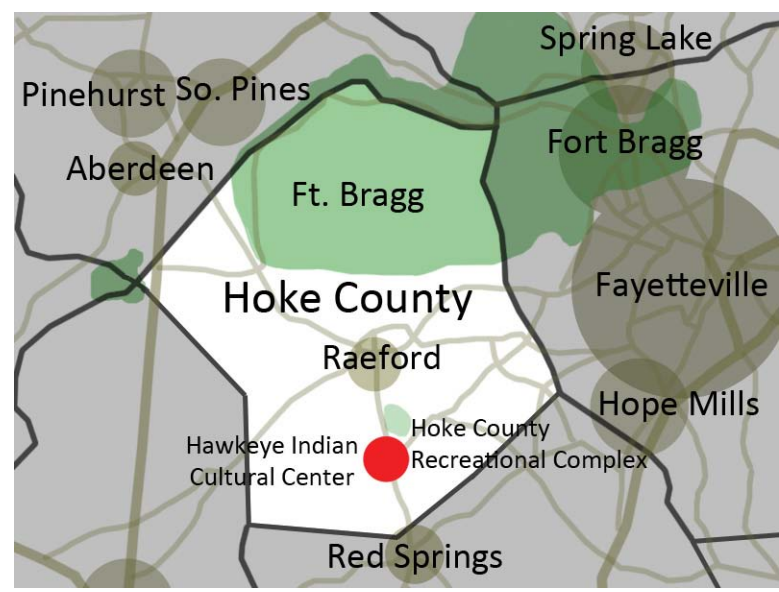
- Additional Information





# HICC TEN YEARS FROM NOW

- HICC should be the reference point for activities related to Native American Culture in the county.
- HICC should provide Education, Wellness and Economic Development opportunity to the entire community in Hoke County.



**Hoke County Map**

# REPRESENTATIVE SAMPLE DATA AND SECONDARY SOURCES WERE ANALYZED FOR HICC



## Primary Sources



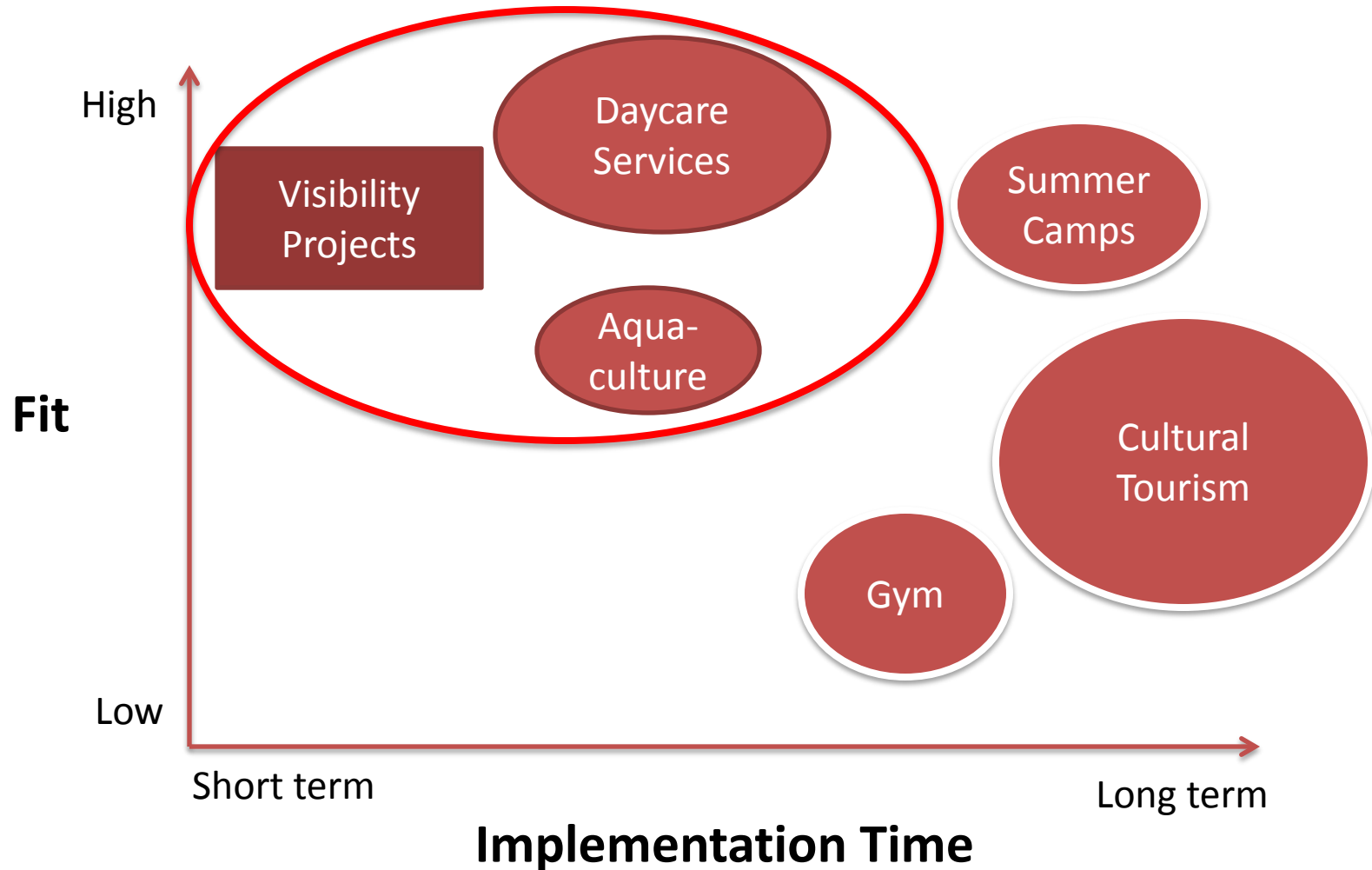
- Focus Group Interviews
  - Date: 03/28/2011
  - Number of Participants: 15
- Hoke County Community Survey
  - Date: 04/02/2011
  - Number of Participants: 60

## Secondary Sources



- Internet Databases
- Publications
- Reports
- Articles

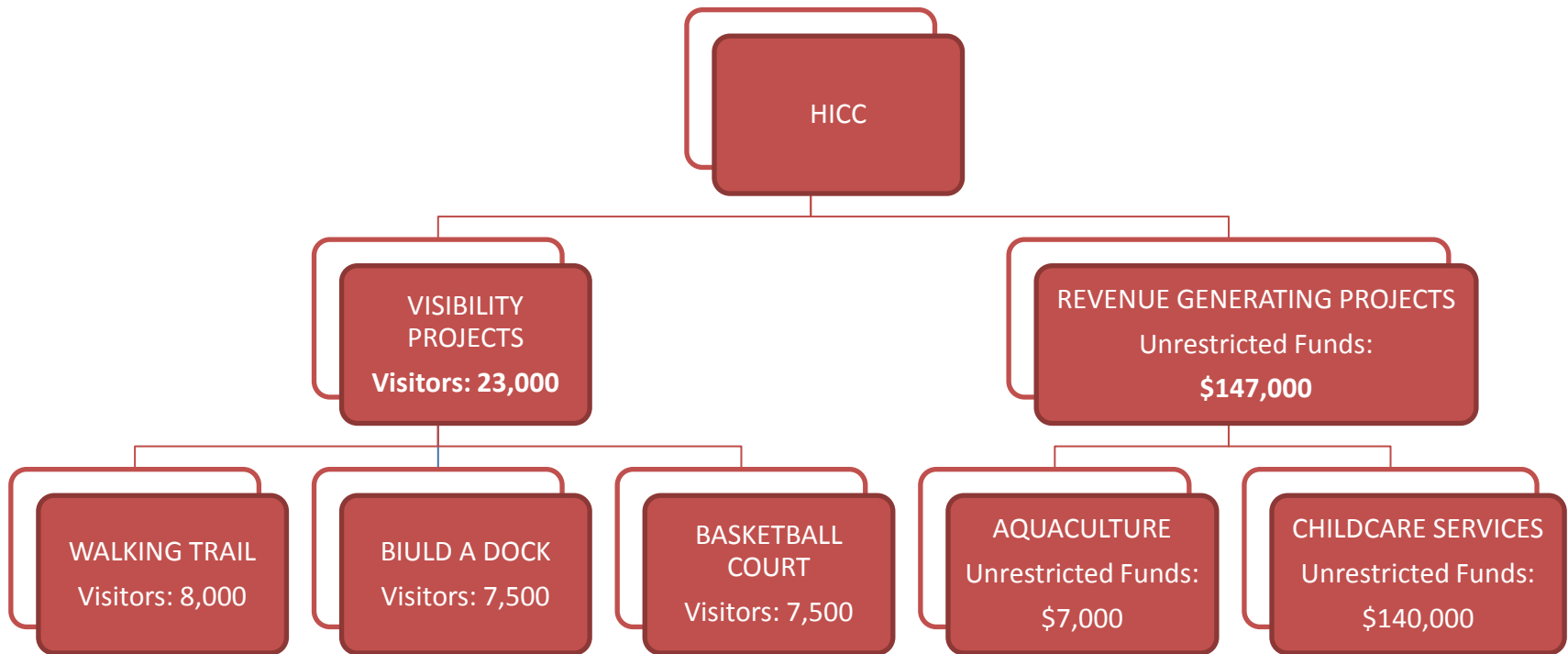
# OPPORTUNITY AREAS





# EXECUTIVE SUMMARY

Through the implementation of three visibility projects and 2 revenue generating projects, HICC will increase its number of visitors by 23,000 and its unrestricted funds to \$147,000 per year.

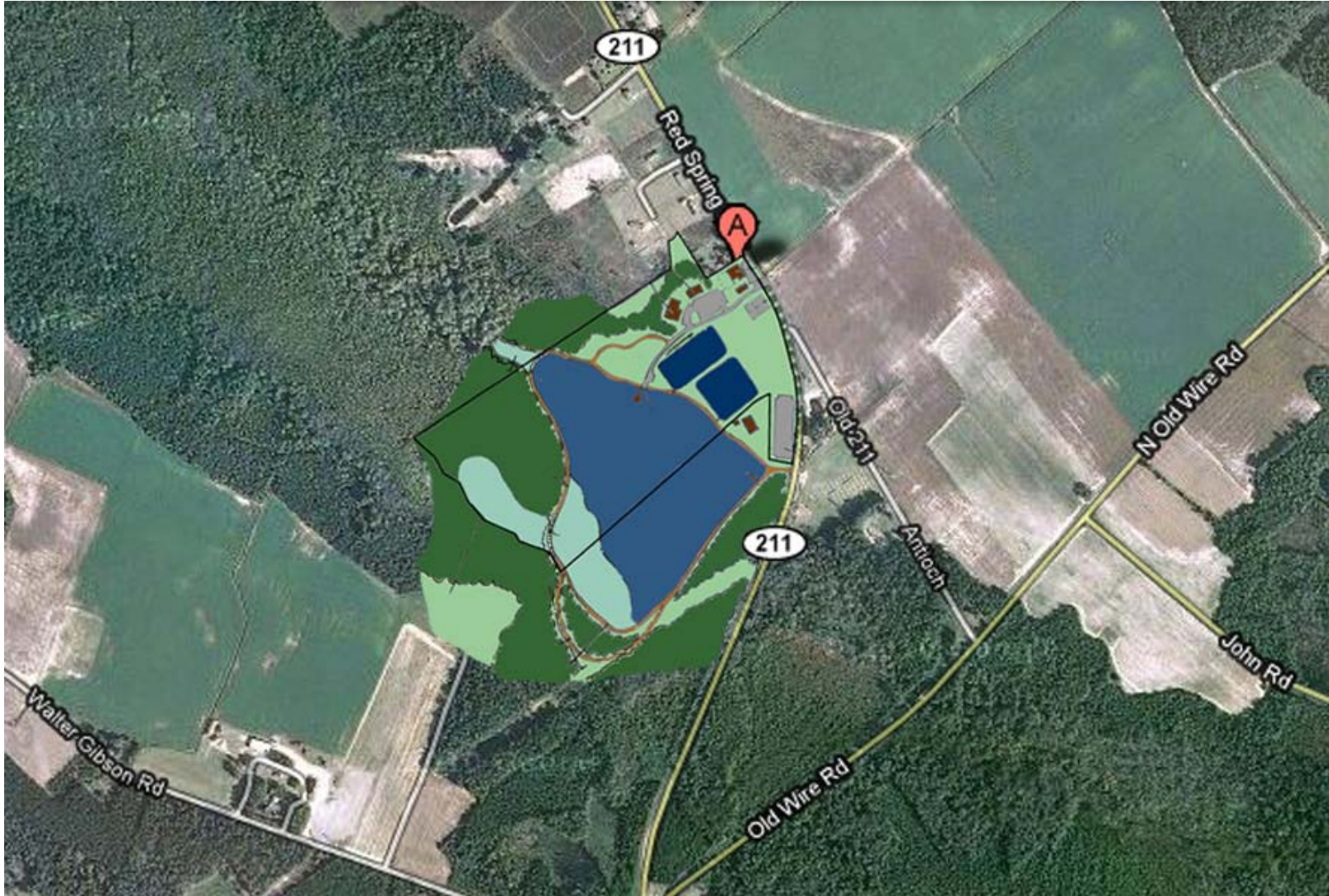




# RECOMMENDED MASTER PLAN OVERLAID ON MAP



Analysis





# RECOMMENDED MASTER PLAN



# RECOMMENDATION 1: HICC SHOULD BUILD VISIBILITY PROJECTS



# HICC SHOULD BUILD A WALKING/BIKING TRAIL



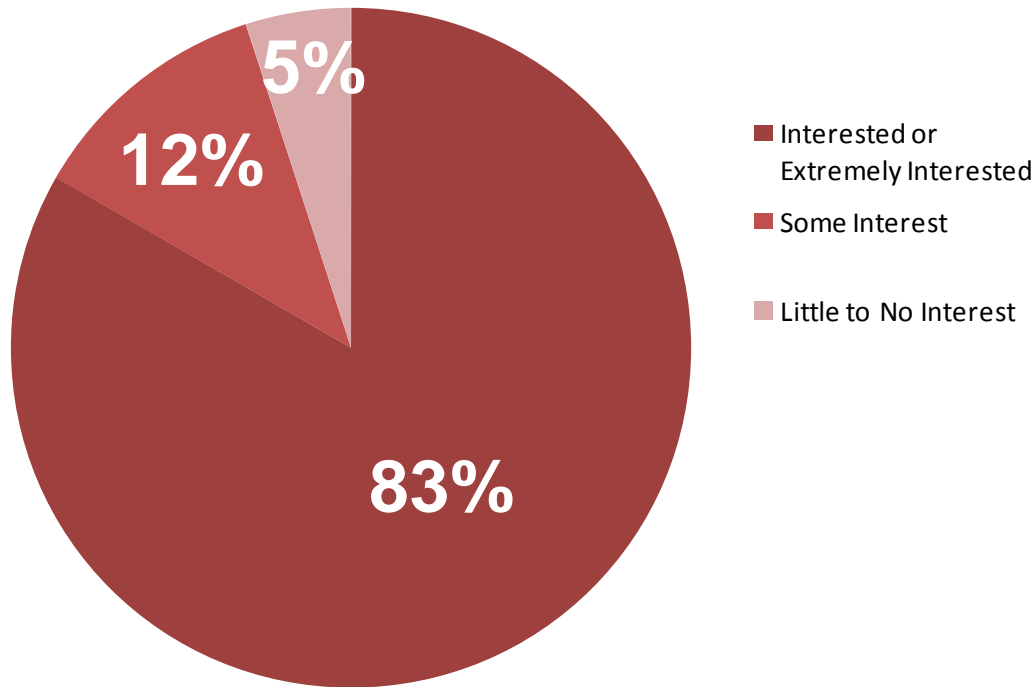
## A Walking/Biking Trail Will...

- Promote an active/healthy lifestyle
- Educate the public on Lumbee culture and local history
- Form the backbone of the future living village

# HOKE COUNTY RESIDENTS VIEW A WALKING TRAIL AS A KEY COMMUNITY NEED



## 83% of Survey Respondents are Interested in Walking Trail



### Highlights of Residents' Comments

“This is the biggest project that I want to see happen”

“There are not any other options for jogging/ biking in Southern Hoke County”

Native Americans and African Americans showed the highest preference for the trail.



# A TRAIL CAN BE ENGINEERED/CONSTRUCTED WITHIN 3 MONTHS (AFTER PERMITTING)



## Steps to build a trail:

1. Contact US Army Corps of Engineers, NC Department of Environment and Natural Resources, and Hoke County for permitting process. See appendix for details.

2. Design trail. Agreement with Ernie Maynor. Select features, materials, location, etc.

3. Establish financing (revenue from other projects, cash on hand, grant, loans, etc.).

4. Contact construction/service providers to schedule and build trail. Contact insurance company to add coverage.

A walking/biking trail will cost approximately **\$7,000 to \$11,000** per mile.



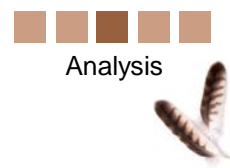
# HICC SHOULD BUILD A DOCK



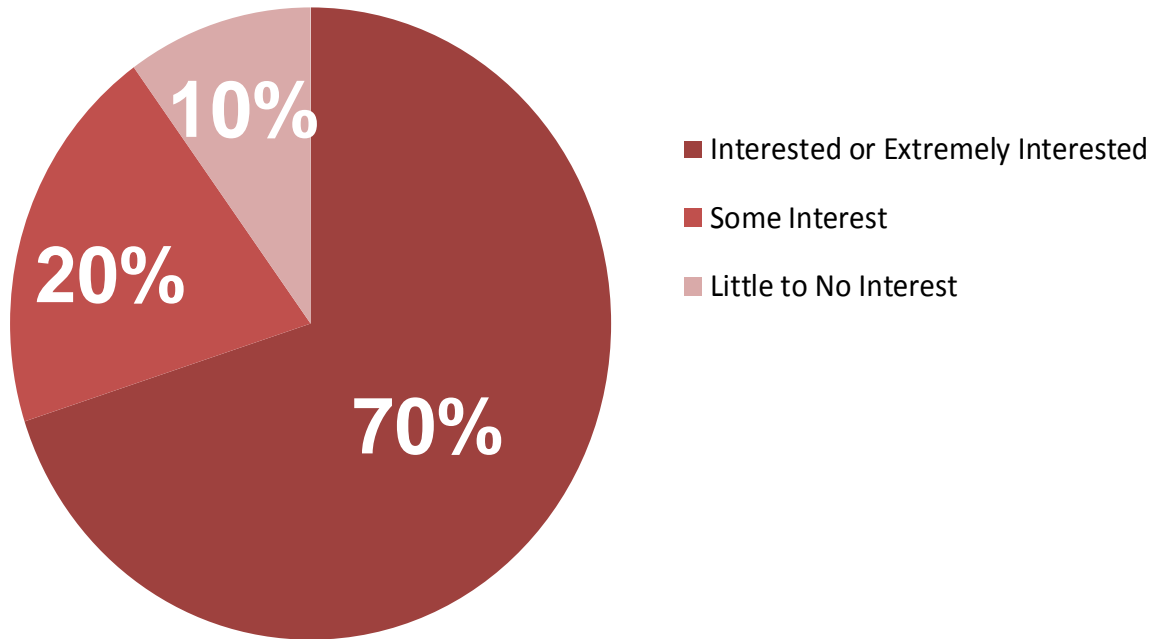
## A public dock will...

- Allow public access to recreational fishing/boating
- Promote nature and environmental awareness
- Provide educational opportunities

# HOKE COUNTY RESIDENTS VIEW A PUBLIC DOCK AS A KEY COMMUNITY NEED



## 70% of Survey Respondents are Interested in Dock



### Highlights of Residents' Comments

“There are few, if any, public dock offerings in Hoke”

“No plans for Parks & Recreation to provide fishing access in Southern Hoke”

Families with more children showed a higher preference for the dock.

# A DOCK CAN BE ENGINEERED/CONSTRUCTED WITHIN 2 MONTHS (AFTER PERMITTING)



## Steps to build a dock:

1. Contact US Army Corps of Engineers, NC Department of Environment and Natural Resources, and Hoke County for permitting process. (See appendix for details.)

2. Design dock. Work with contractor(s) to finalize design.

3. Establish financing (revenue from other projects, cash on hand, grant, loans, etc.).

4. Contact construction/service providers to schedule and build dock. Contact insurance company to add coverage.

**A dock will cost approximately \$8,000 to \$13,000.**



# HICC SHOULD BUILD A BASKETBALL COURT



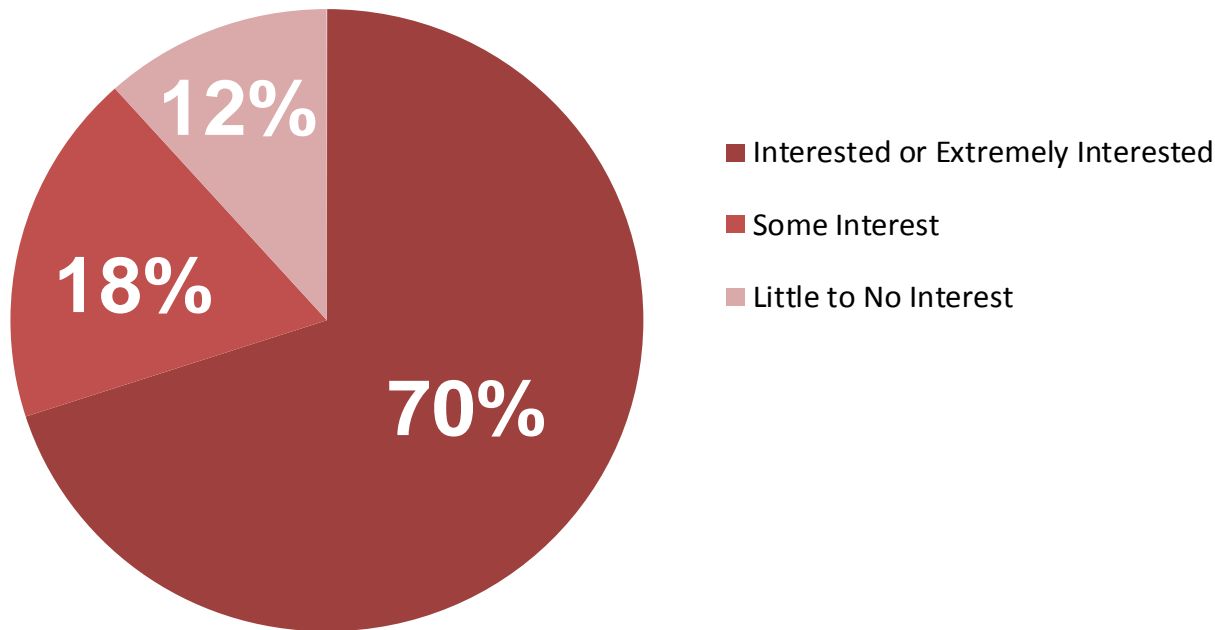
## A basketball court will...

- Promote physical recreation
- Form the backbone of future recreation offerings

# HOKE COUNTY RESIDENTS VIEW A BASKETBALL COURT AS A KEY COMMUNITY NEED



## 70% of Survey Respondents are Interested in Basketball Court



### Highlights of Residents' Comments

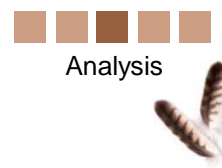
“Very high demand expected from youth in Hoke”

“Kids need more opportunities like this in our community”

Younger respondents preferred a basketball court.



# A BASKETBALL CAN BE CONSTRUCTED IN 2 WEEKS



## Steps to build a basketball court:

1. Establish financing (revenue from other projects, cash on hand, grant, loans, etc.).

2. Select/finalize location and design.

3. Contact construction/service providers to schedule and build court. Contact insurance company to add coverage.

**A basketball court will cost approximately \$14,000 to \$15,000.**

# HICC WILL HAVE TO ADDRESS RISKS INVOLVED WITH THE VISIBILITY PROJECTS



Risk	Risk Level	Mitigation
Permitting	<b>Medium-Low</b>	Show detailed information/ research to US Army Corps of Engineers and NC Department of Environmental and Natural Resources (DENR) when applying
Demand for new services may be less than expected	<b>Medium</b>	Use promotional activities to reach out to surrounding community in first year
Liability	<b>High</b>	Insurance will cover liability; long-term, HICC will need to hire more employees as services expand
Hunting	<b>Medium</b>	Establish agreement with adjacent neighbors regarding hunting activities; open communication lines during planning process
Vandalism	<b>Medium</b>	Increase insurance coverage to cover possible damages



# RECOMMENDED MASTER PLAN



## RECOMMENDATION 2: HICC SHOULD BEGIN AQUACULTURE



# HICC COULD EARN \$7000 PER YEAR IN UNRESTRICTED FUNDS IF IT BEGAN AQUACULTURE FARMING



Aquaculture could support HICC's mission

Crawfish are the best option for aquaculture at HICC

Construction of new pond(s) for aquaculture would yield the best results

Crawfish aquaculture could financially support HICC



# AQUACULTURE COULD SUPPORT HICC'S MISSION AND VISION



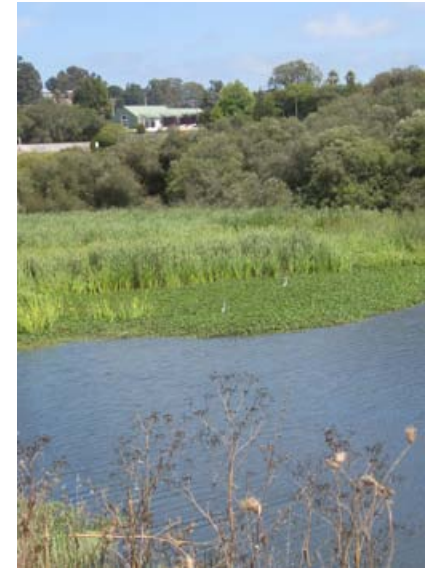
Local Healthy Food  
Production



Local Community Jobs



Cultural Awareness



Sustainability

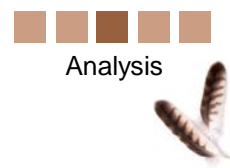
## Mission

... is to strengthen families, unite people and **enhance the self-sufficiency** of underserved and distressed communities, particularly among Native Americans in Hoke and surrounding counties.

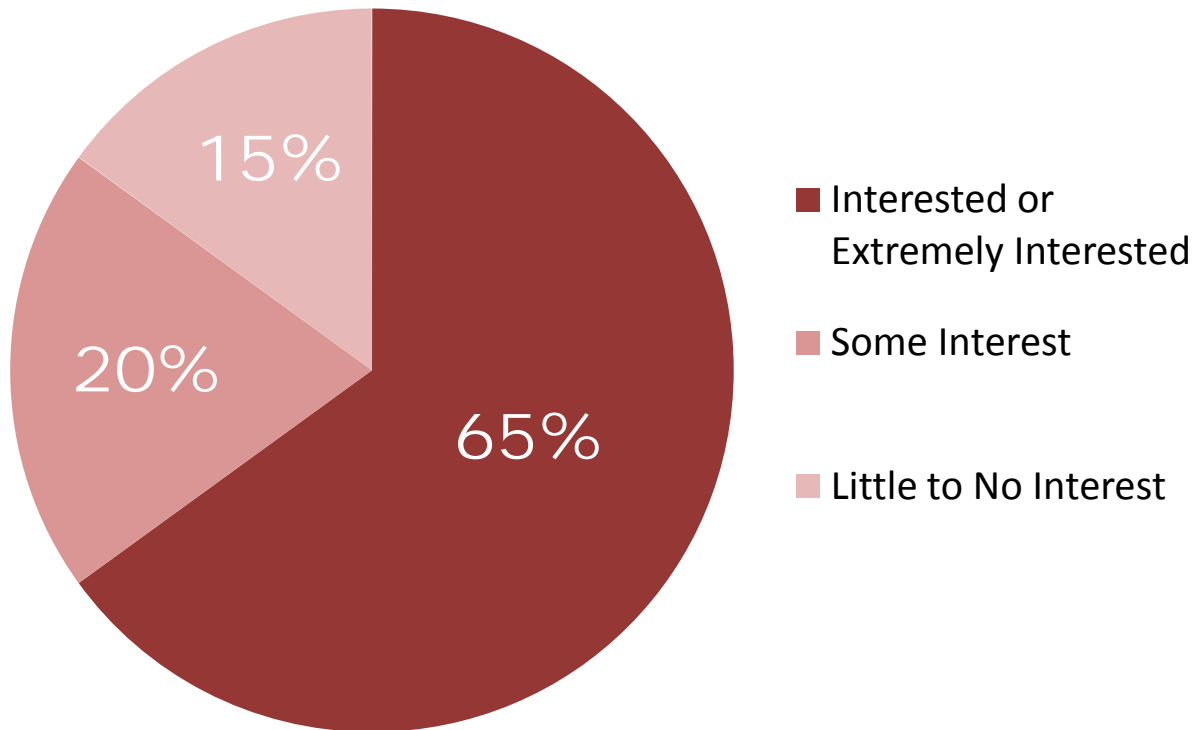
## Vision

... region's most valued asset for **health**, human services, **cultural enrichment**, housing, recreation, advocacy and **other community services** as a result of our excellent programs, caring services and ability to address community needs.

# 65% HOKE COUNTY RESIDENTS ARE INTERESTED IN AQUACULTURE AT HICC



## Interest in Aquaculture at Hawkeye



### Highlights of Residents' Comments

...fish is a food source and also for kids to learn

...[I'm a] Girl Scout leader and **we need more things to do and learn** [in the community]

...eats crawfish once a week

...Fresh fish! Great!

...**good for school field trips**

# AQUACULTURE COULD TIE INTO HICC'S OTHER REVENUE INITIATIVES



Analysis



## Fishing

Fishing in the existing pond **with fish stocked or fed from the aquaculture pond**

Revenue Source: Fee for fishing permits



## Tours

**Agritourism field trips and tours** for local school children, tourists, and community members

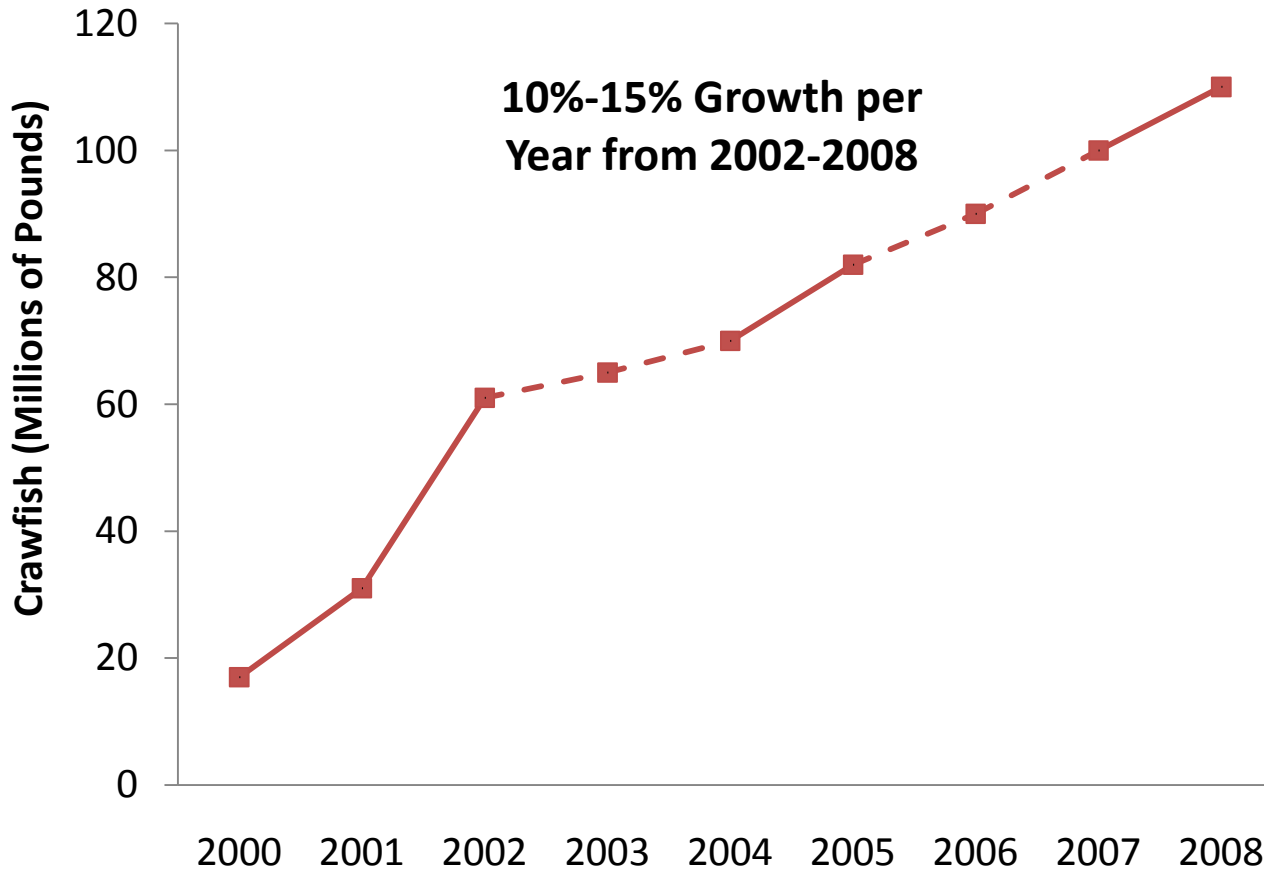
Revenue Source: School field trip fee per child and tour fees



# CRAWFISH ARE THE BEST OPTION FOR HAWKEYE BECAUSE OF HIGH DEMAND



## US Crawfish Production

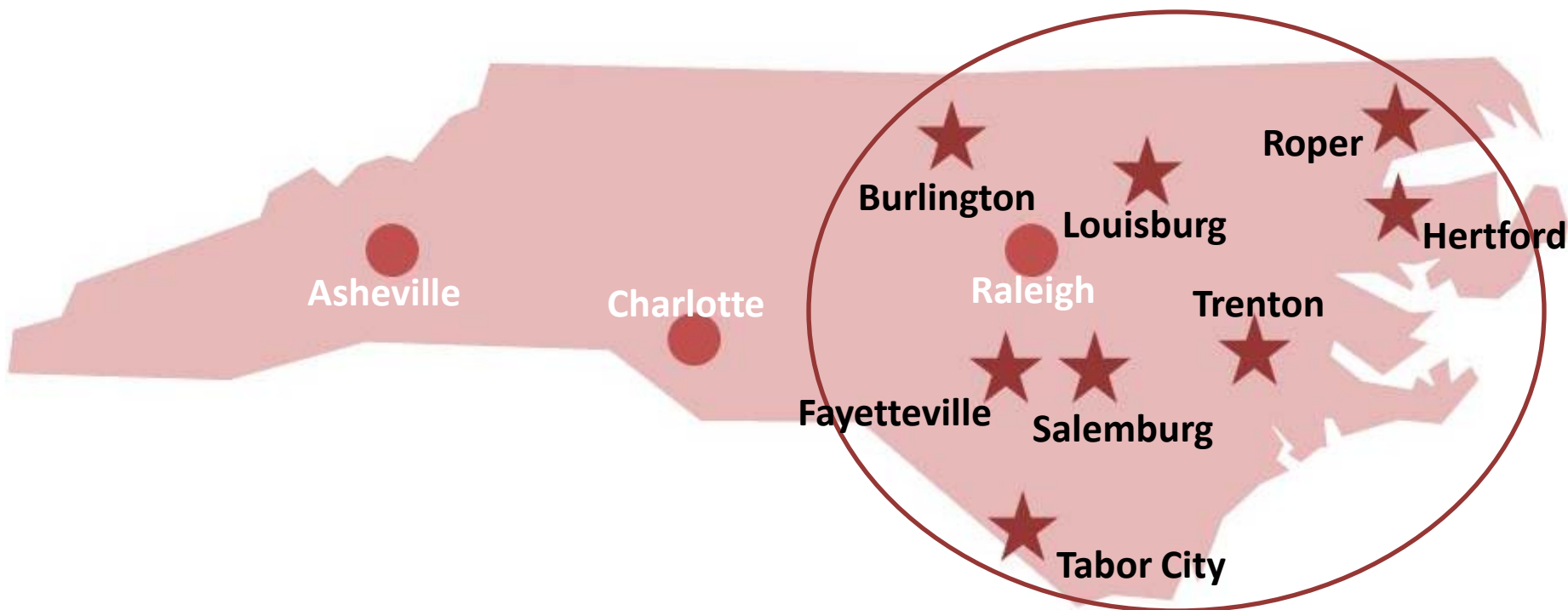


“Crawfish is probably the only U.S. farm product with **higher demand than supply.**”

- Mike Doguet, AGCOM International

Sources: [http://msucares.com/crec/marine\\_aquaculture/aquaculture\\_production/crawfish\\_production.html](http://msucares.com/crec/marine_aquaculture/aquaculture_production/crawfish_production.html),

# NORTH CAROLINA HAS A NETWORK OF CRAWFISH PRODUCERS AND SUPPLIERS



**“There’s no comparison to the demand five years ago”**

- Dwayne Greene, owner Capital Seafood, a seafood market with locations in Raleigh and Durham





# OTHER TYPES OF AQUACULTURE HAVE SERIOUS LIMITATIONS



## Tilapia

Tilapia need heated ponds during cold seasons

## Catfish

Commercial catfish farming requires very specialized deep and long channel ponds with heavy aeration

## Striped Bass

The commercial market for striped bass is limited

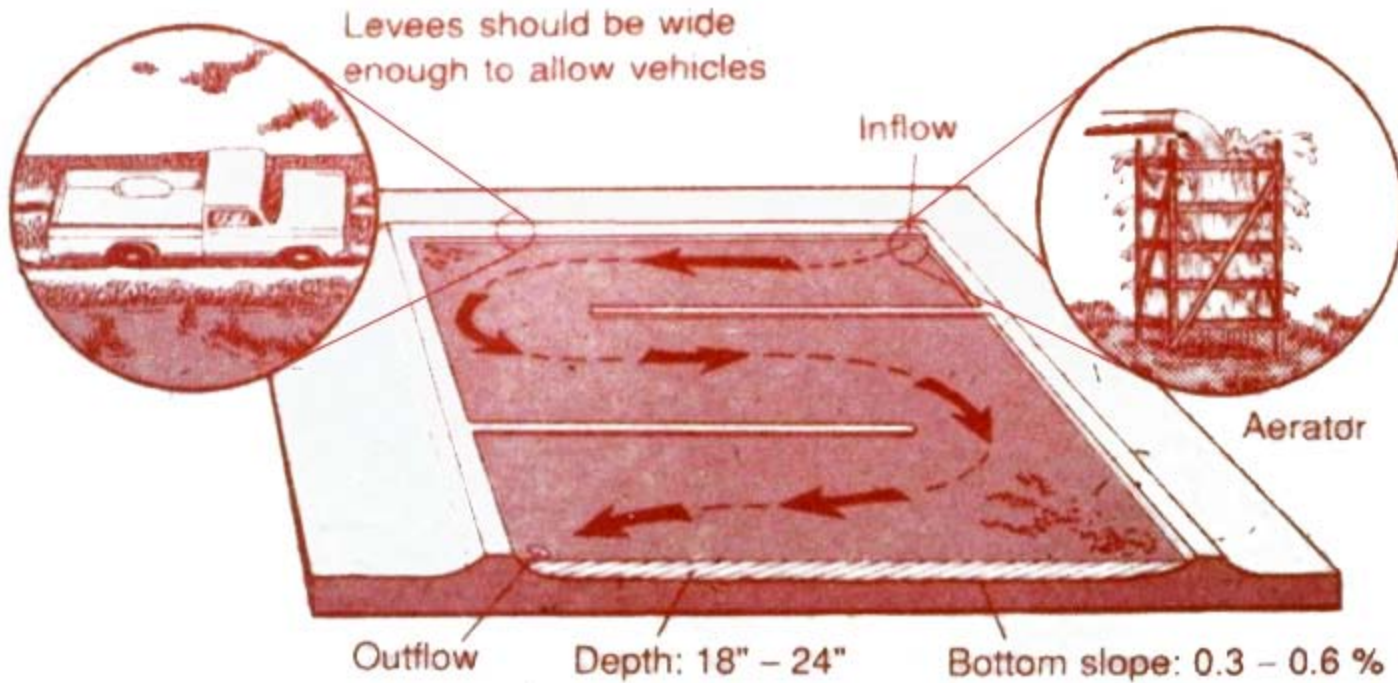
# THE EXISTING POND CANNOT SUPPORT CRAWFISH PRODUCTION



- Crawfish are the food of other fish
- Harvesting is less feasible in deep water
- Low oxygen levels would be a large concern



# CONSTRUCTION OF NEW POND(S) FOR AQUACULTURE WOULD YIELD THE BEST RESULTS



- Pond could be constructed without digging – 18"-24" levees would surround
- Volunteers and community members could help construct the pond
- Regional and state level support exists for aquaculture development

# CRAWFISH AQUACULTURE COULD FINANCIALLY SUPPORT HICC'S MISSION



Item	Amount
Revenue	\$8,400
Costs	\$1,440
<b>Profit</b>	<b>\$6,960</b>

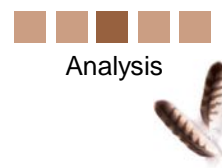
<b>Start Up Costs</b>	<b>\$1,760</b>
-----------------------	----------------

Profit Assumptions
4 Acre Crawfish Pond
Harvest 700 lb/acre of crawfish
Market Price of \$3.00/lb



- Profits could be large enough to sustain aquaculture
- Start-up costs would not be prohibitive
- Cost-Revenue analysis shows moderate profits

# RISKS WOULD BE MINIMAL AND COULD BE MITIGATED



Risk	Risk Level	Mitigation
Volunteer labor and backhoe can not be obtained for construction of the pond	<b>Medium</b>	Labor and backhoe rental can be obtained at the market rates – at a cost of \$1,000 to \$3,000
HICC can not afford construction of a 4 acre	<b>Medium</b>	Phased aquaculture entry could be possible with 2 two-acre ponds
Soils at HICC are too sandy to hold pond water	<b>Medium-Low</b>	2” thick clay soil can line the pond – at cost of \$5,000 to \$10,000
HICC no long wishes to run an aquaculture farm	<b>Low</b>	Exiting aquaculture would be simple and inexpensive – levee walls could be flattened for a cost of \$0 if volunteer labor and equipment



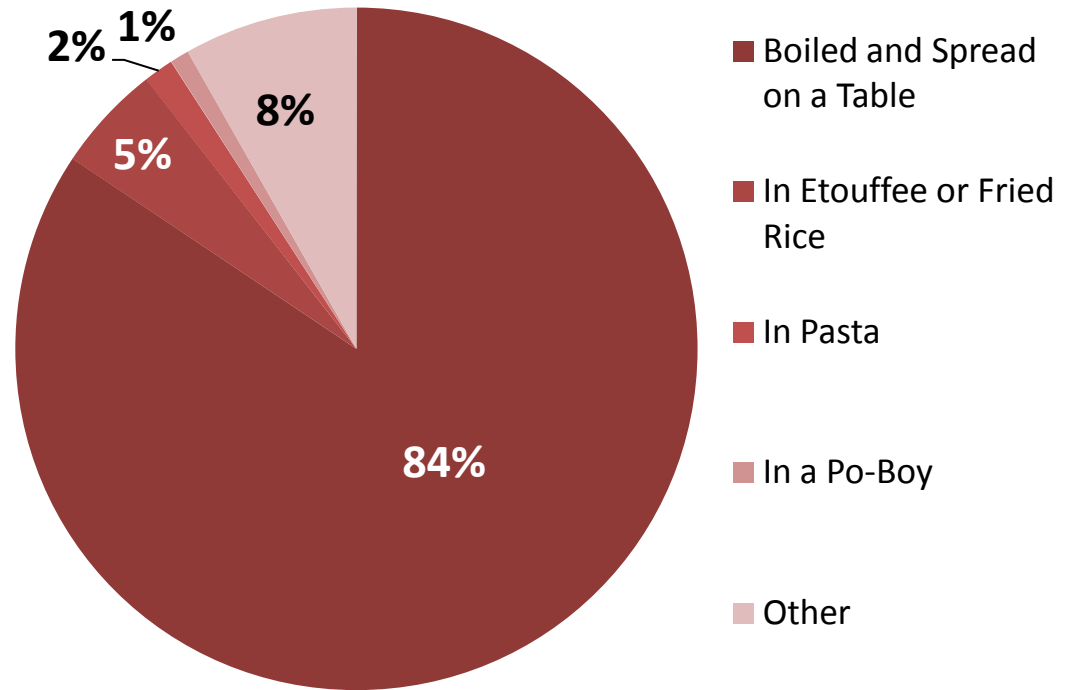
# CRAWFISH BOILS COULD BRING \$1,200 IN UNRESTRICTED FUNDS PER COMMUNITY EVENT



Analysis



## What is Your Favorite Way to Eat Crawfish?



# RECOMMENDED MASTER PLAN



# RECOMMENDATION 3: HICC SHOULD EXPAND CHILDCARE SERVICES



# HICC SHOULD EXPAND CHILDCARE SERVICES



Hoke County has unfulfilled need for childcare

HICC has excess capacity for childcare

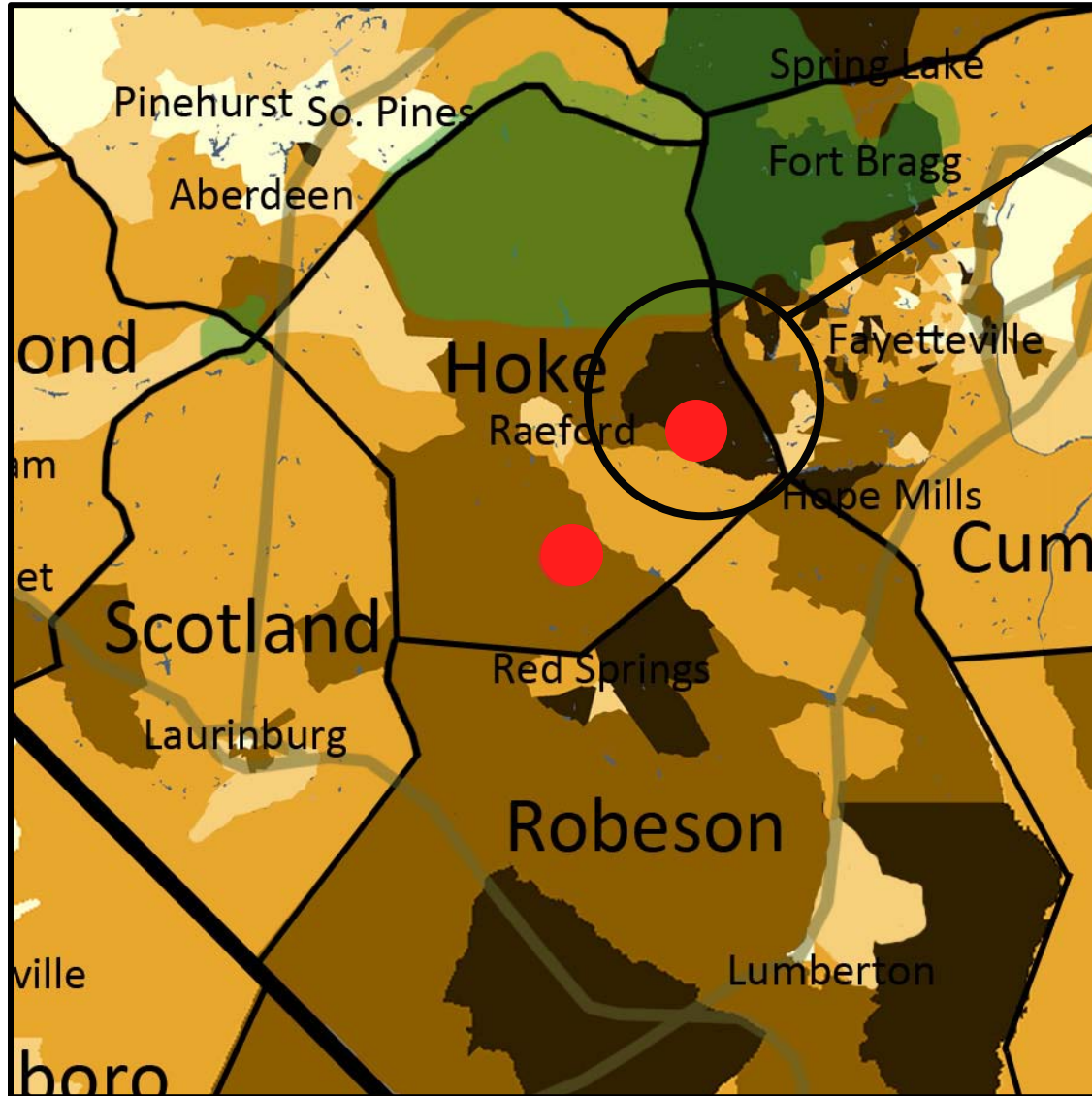
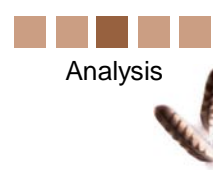
Rockfish I and II should obtain 4-star status

HICC should promote Rockfish I and II

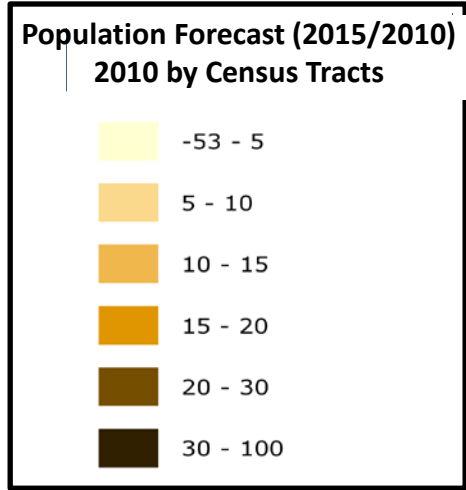
Expanding Rockfish I and II is financially beneficial



# HICC'S ROCKFISH CENTERS ARE LOCATED IN THE PART OF HOKE EXPERIENCING THE MOST POPULATION GROWTH



15% of Rockfish area's population is under 5 years old



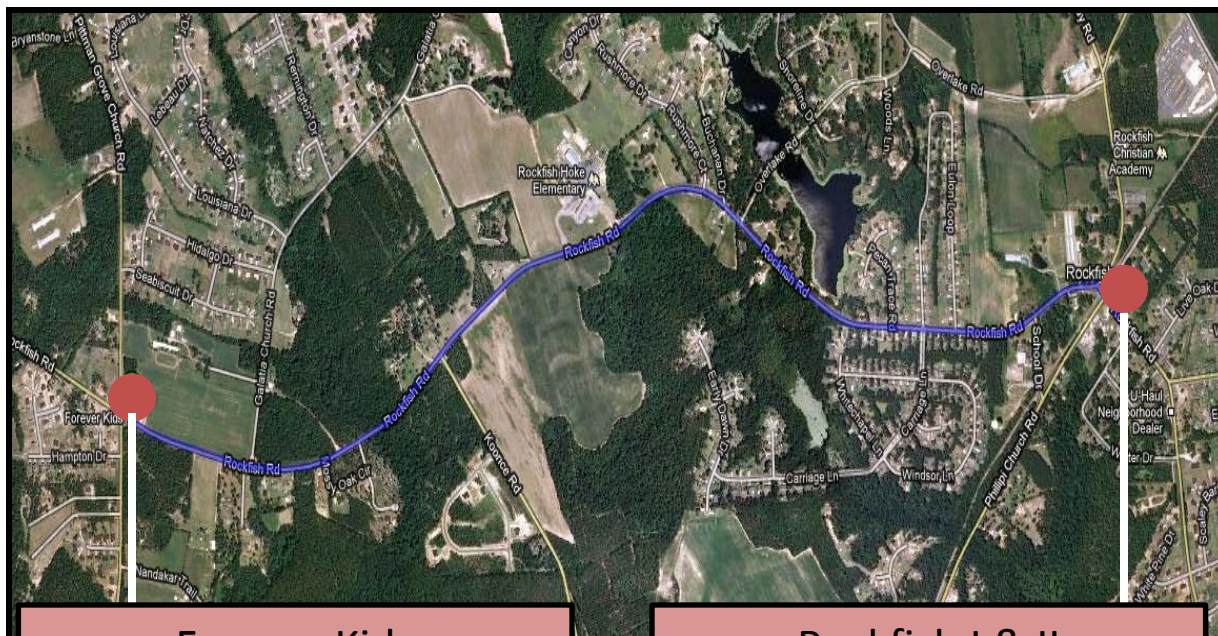
Source: OSBM NC Facts Growth Estimates



# NEARBY CENTERS ARE UNABLE TO HANDLE LOCAL DEMAND FOR 4-STAR CHILDCARE



Analysis



Forever Kids

Rockfish I & II

## Forever Kids

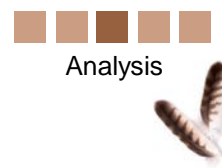
4 Star Center

Preschool and school age program with long waitlist

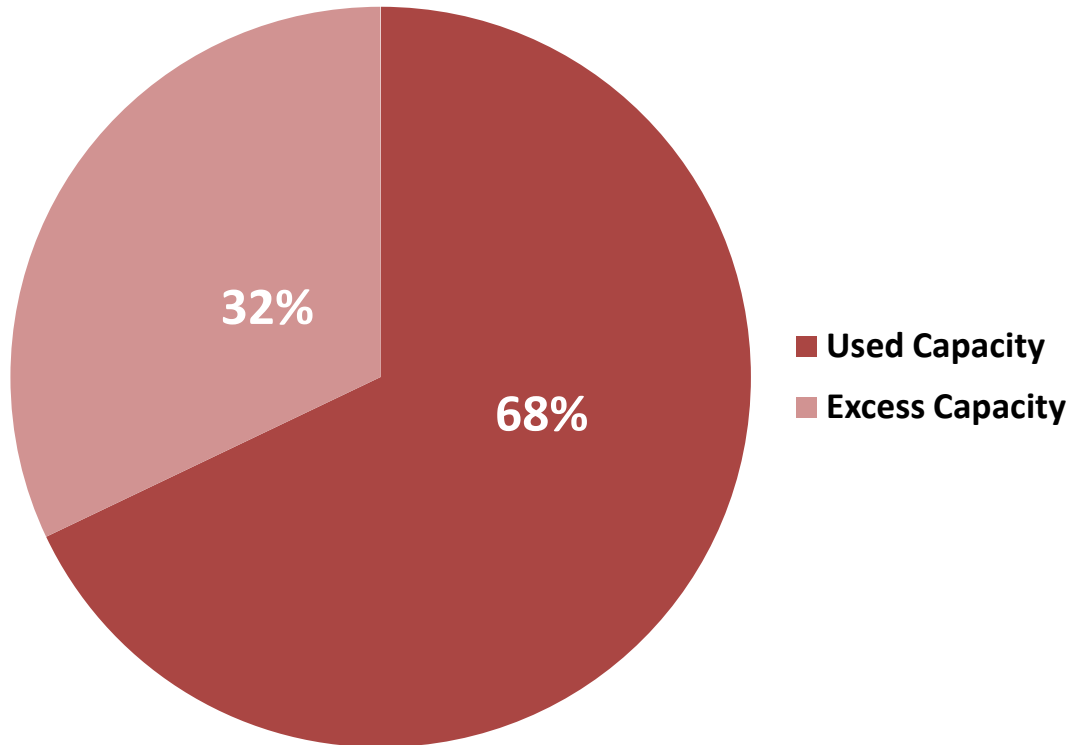
Offers child care services from infants to 10 years of age

Total distance between center: 2.5 miles  
Total travel time: 5 minutes

# ROCKFISH I AND II HAVE EXCESS CAPACITY



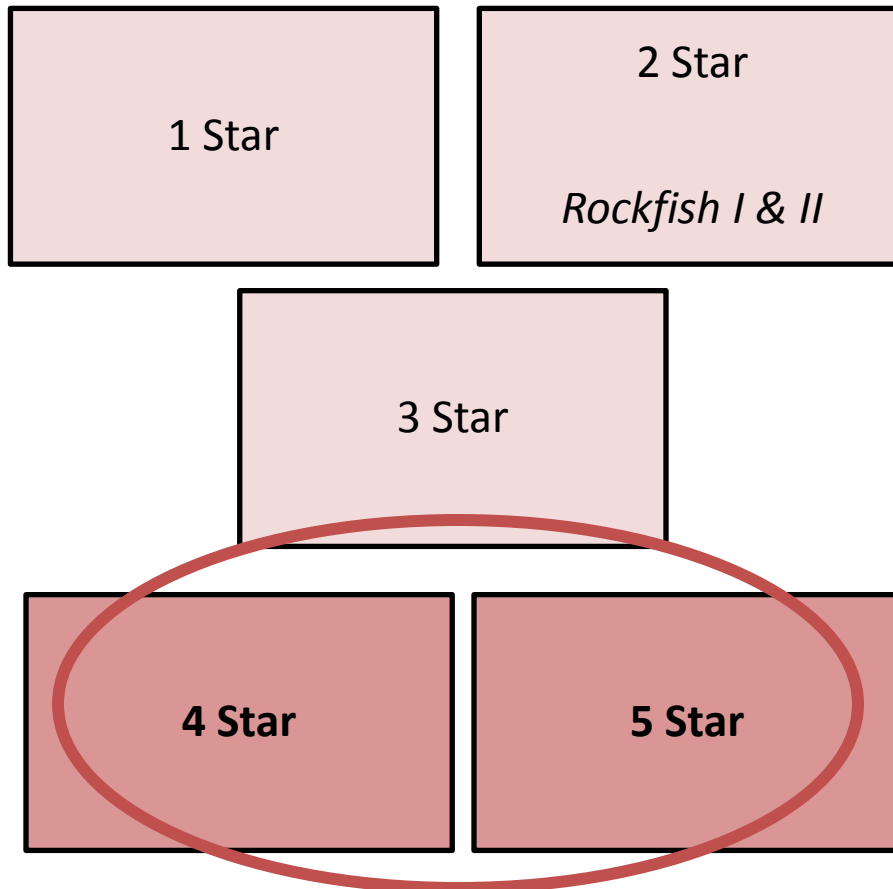
## Utilization of Rockfish I and II



Rockfish I currently serves 75 children  
Capacity is 104

Rockfish II currently serves 35 children  
Capacity is 58

# HOKE COUNTY PARENTS SHOW PREFERENCE FOR 4- AND 5-STAR CHILD CARE CENTERS



## Resident Comments on Child Care:

“Price is less of a factor for military who wants higher quality care and education, will call ahead before moving into area.”

“Military care more about star ratings.”

Demand is highest in the Rockfish area for 4 and 5 star services.

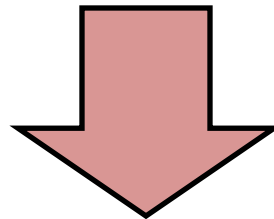
# WITH A 4-STAR RATING, HICC COULD RESTRUCTURE CURRENT CHILD CARE FEES TO ALIGN WITH NEARBY CENTERS

## Current Prices

	<u>Weekly Rate</u>
Infants	\$120
1 year olds	\$115
2 year olds	\$110
3 to 12 year olds	\$65

## Suggested Prices:

	<u>Weekly Rate</u>
Infants	\$135
1 year olds	\$135
2 year olds	\$125
3 year olds	\$125
4 and 5 year olds	\$115
6 and up	\$75



HICC has the opportunity to charge higher and more structured rates to generate \$140,000 more in unrestricted funds per year.

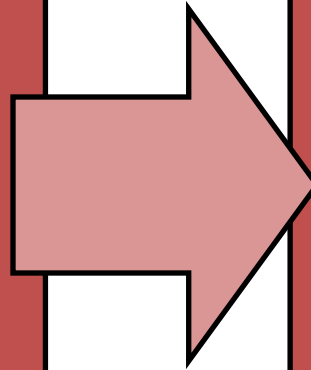
# HICC SHOULD RESOLVE ITS CURRENT ISSUES BEFORE OBTAINING A 4-STAR RATING



## Current Situation

*Consultant visits from 6/1/2010 to 3/23/2011 indicate several violations in certain categories:*

- Environmental issues related to safety of play areas and sanitation
- Proper upkeep of records for staff and children
- Up to date activity plans for children



## Issues to Consider

1. Ensure that all historical issues are addressed prior to annual compliance visits, as well as unannounced visits
2. Hire staff with education and experience that meet the NC standards for 4-Star rating
3. Purchase materials that will enable the center to achieve higher program standard



# PROMOTIONS SHOULD BE USED TO FUEL DEMAND FOR ROCKFISH CENTERS



Analysis



**ROCKFISH CHILD CARE  
DEVELOPMENT CENTER**

4 STAR QUALITY CHILD CARE CENTER  
We value your service.

910.904.0093

7604 Rockfish Rd. Raeford, NC 28376

---

**ROCKFISH CHILD CARE  
DEVELOPMENT CENTER**

4 STAR QUALITY CHILD CARE CENTER

- *Educated and experienced staff*
- *Excellent program curriculum*
- *Safe, clean, and enjoyable environment*
- CPR Certified
- Meals Included
- Great references upon request!

**CHECK US OUT!**

---

910.904.0093

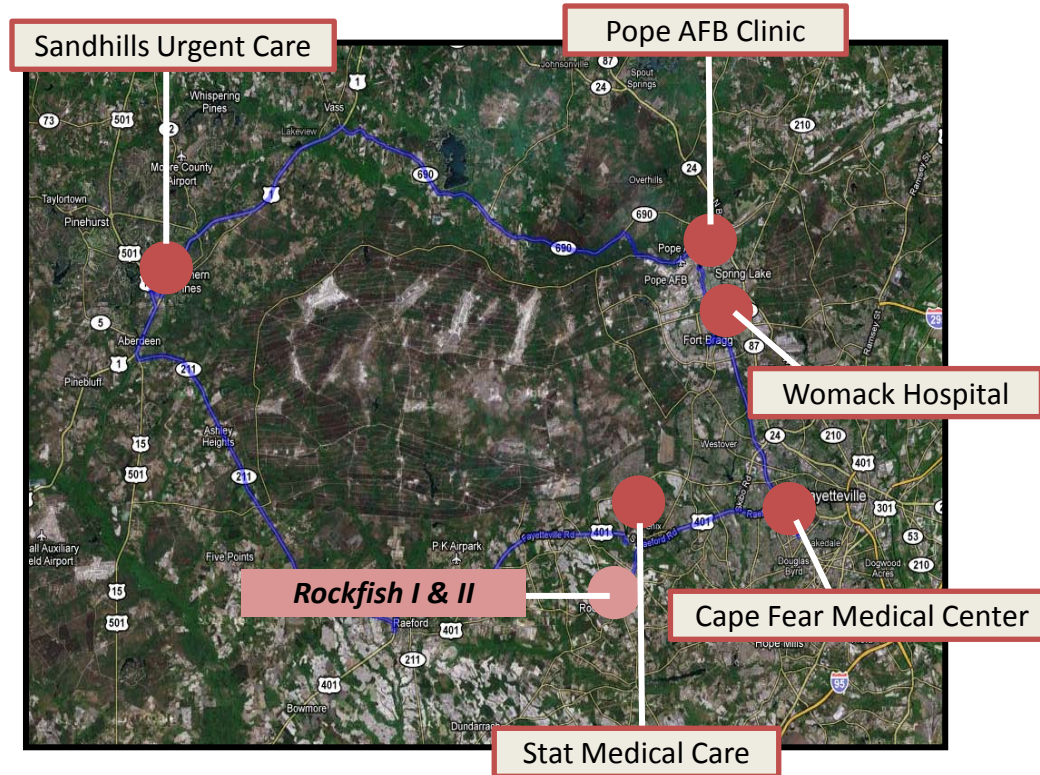
---

7604 Rockfish Rd.  
Raeford, NC 28376

## Promotions

- Increase awareness
- Build visibility
- Lead to higher demand
- More children served
- Charge higher prices

# PROMOTIONAL ITEMS SHOULD BE DISTRIBUTED IN STRATEGIC LOCATIONS



Above locations are specific to medical services.  
Other locations could be in churches and schools in  
the Rockfish and Raeford areas.

# IT WOULD BE FINANCIALLY BENEFICIAL FOR HICC TO OBTAIN 4-STAR STATUS



Profits vary based on star level and number of children served

Number of Children Served	If HICC is 2-Star	If HICC is 3-Star	If HICC is 4-Star
100 children	\$175,000	\$161,000	\$178,000
125 children	\$233,000	\$221,000	\$246,000
150 children	\$292,000	\$281,000	<b>\$313,000</b>

HICC should pursue full capacity to obtain the highest profits

# RISKS WOULD BE MEDIUM AND COULD BE MITIGATED



Risk	Risk Level	Mitigation
More 4- and 5- more star centers open in the area	<b>Medium-High</b>	Use promotion and marketing of the center to establish good reputation in the community
A 4-star center rating can not be achieved due to limited resources	<b>Medium</b>	Understand the issues resulting in unmet requirements
HICC could have a high staff to child ratio resulting in inefficient costs	<b>Medium</b>	Target full capacity to reduce costs



# HICC IN TEN YEARS FROM NOW







# APPENDIX

---



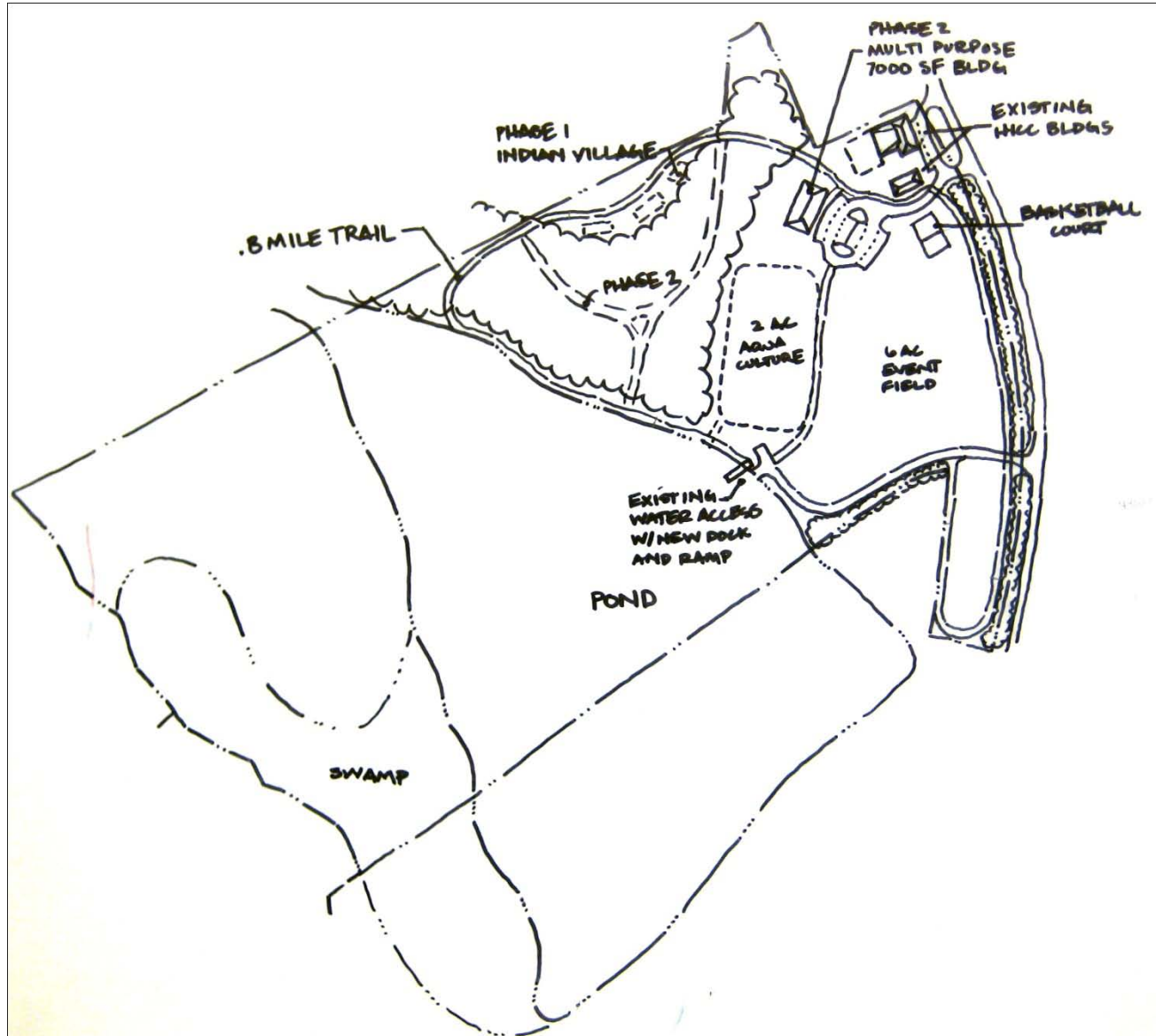
# APPENDIX: OTHER MASTER PLAN OPTIONS



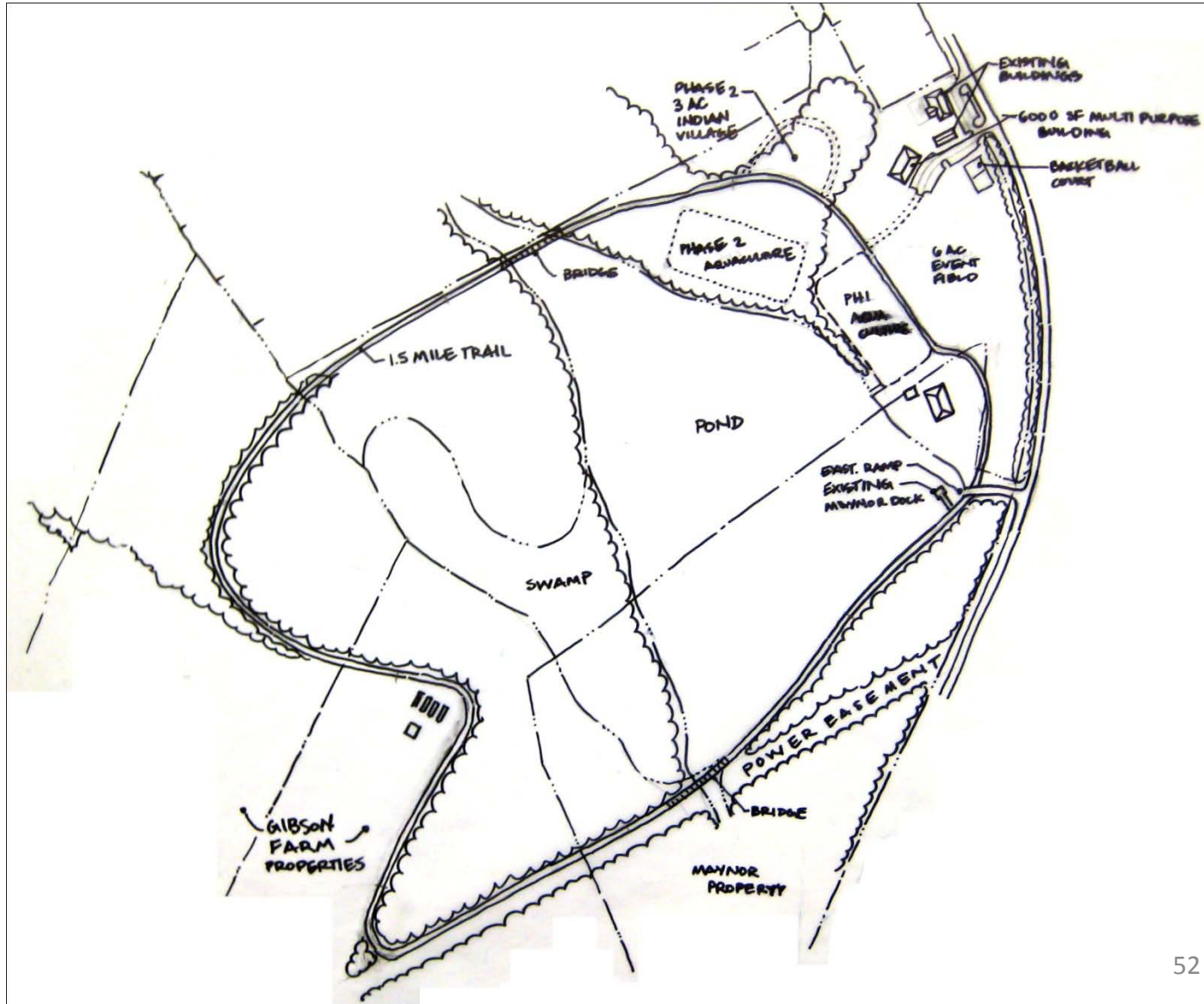
Appendix



# MASTER PLAN OPTION 2: SMALL SCALE CONCEPT



# MASTER PLAN OPTION 3: LARGE SCALE CONCEPT





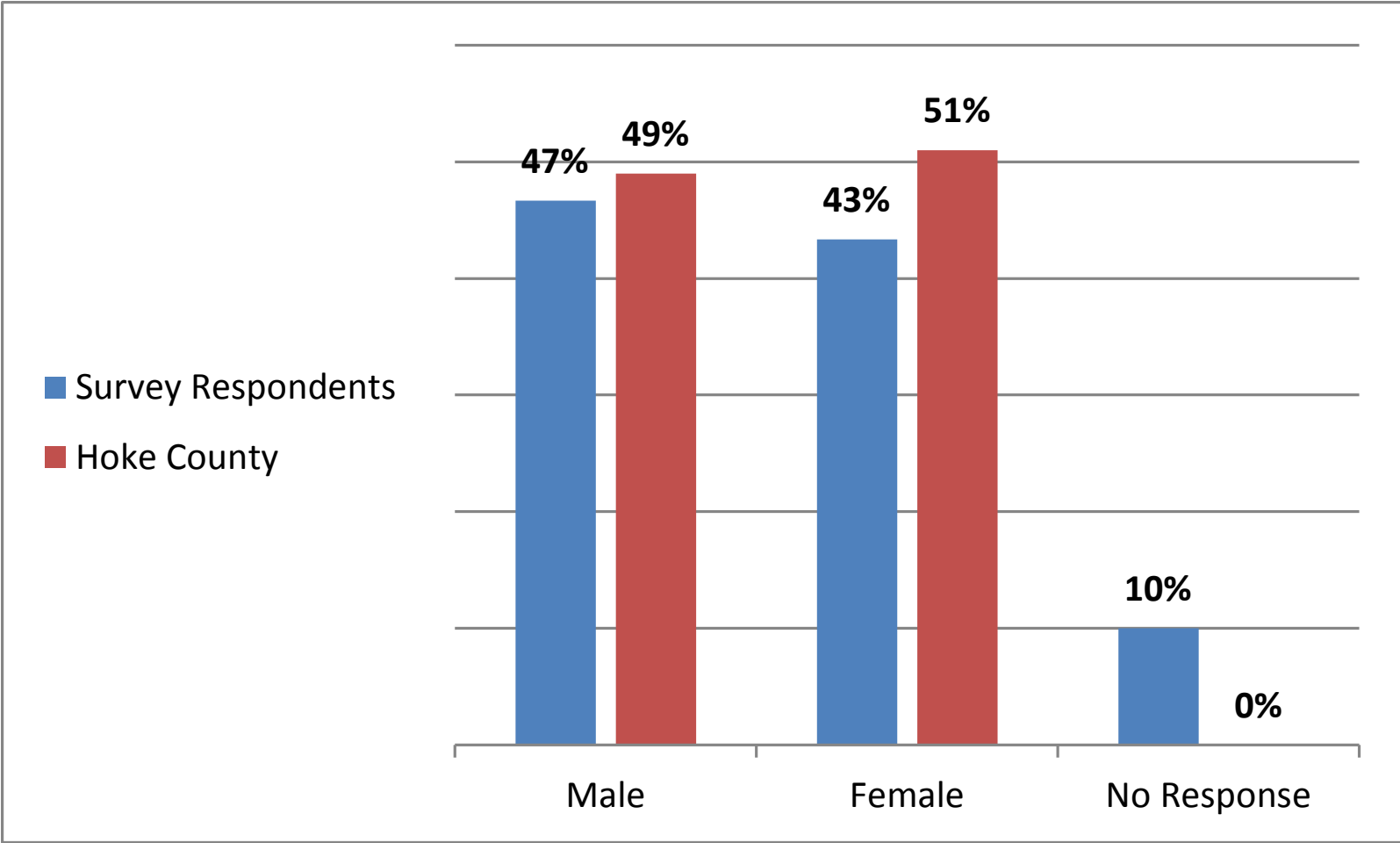
# APPENDIX: SURVEY AND FOCUS GROUP RESULTS



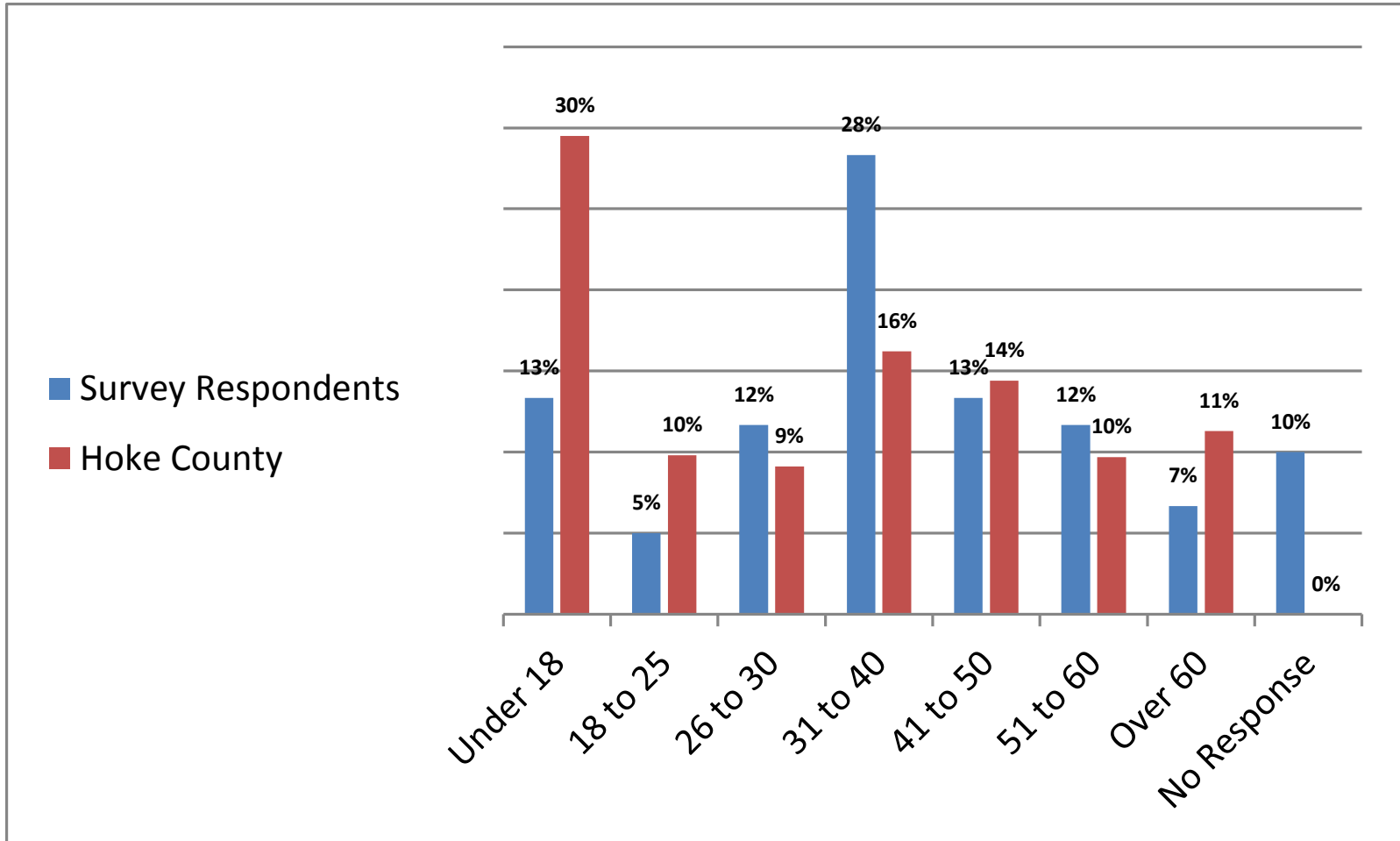
Appendix



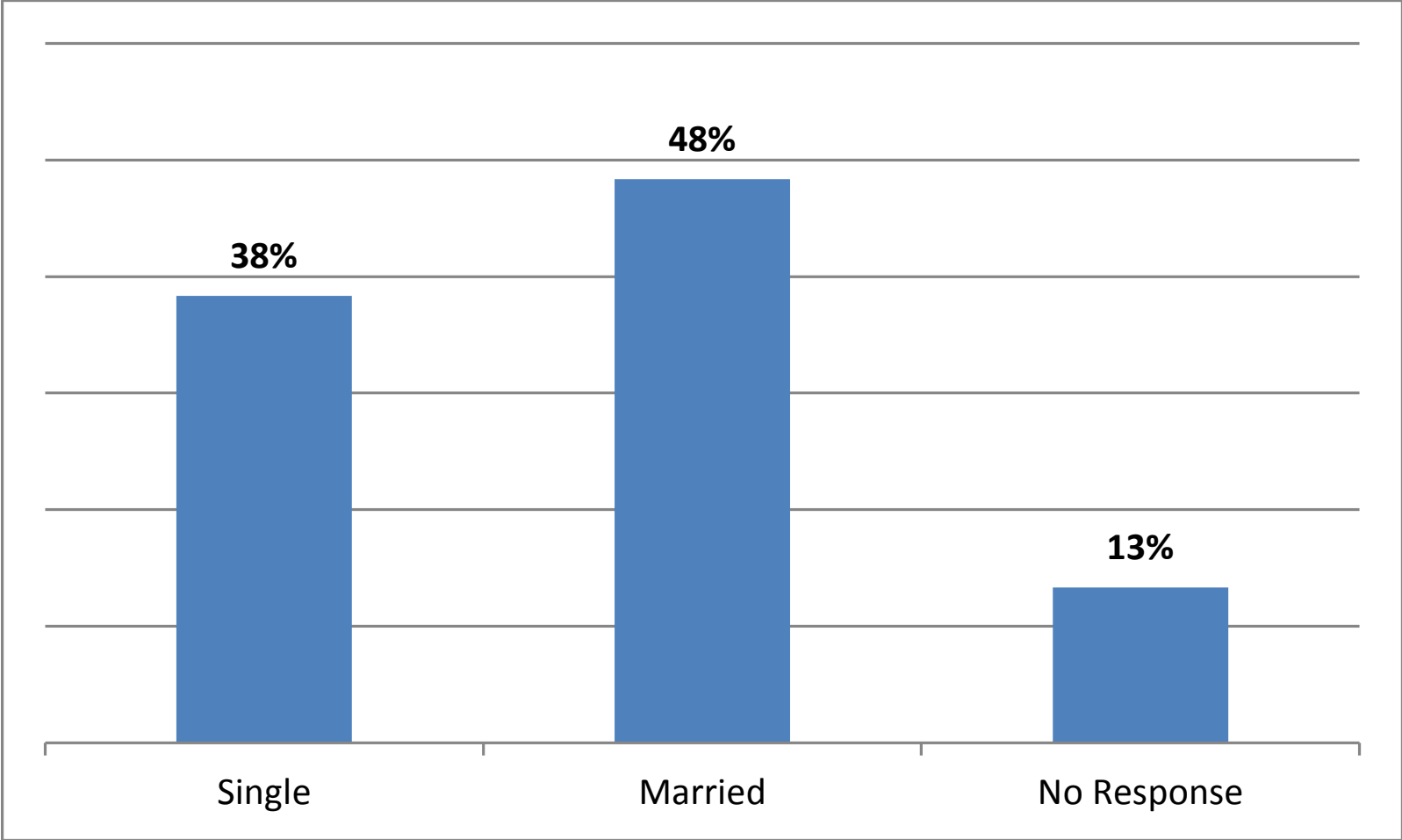
# TOTAL SURVEY RESPONDENT DEMOGRAPHICS COMPARED TO HOKE COUNTY - SEX



# TOTAL SURVEY RESPONDENT DEMOGRAPHICS COMPARED TO HOKE COUNTY - AGE



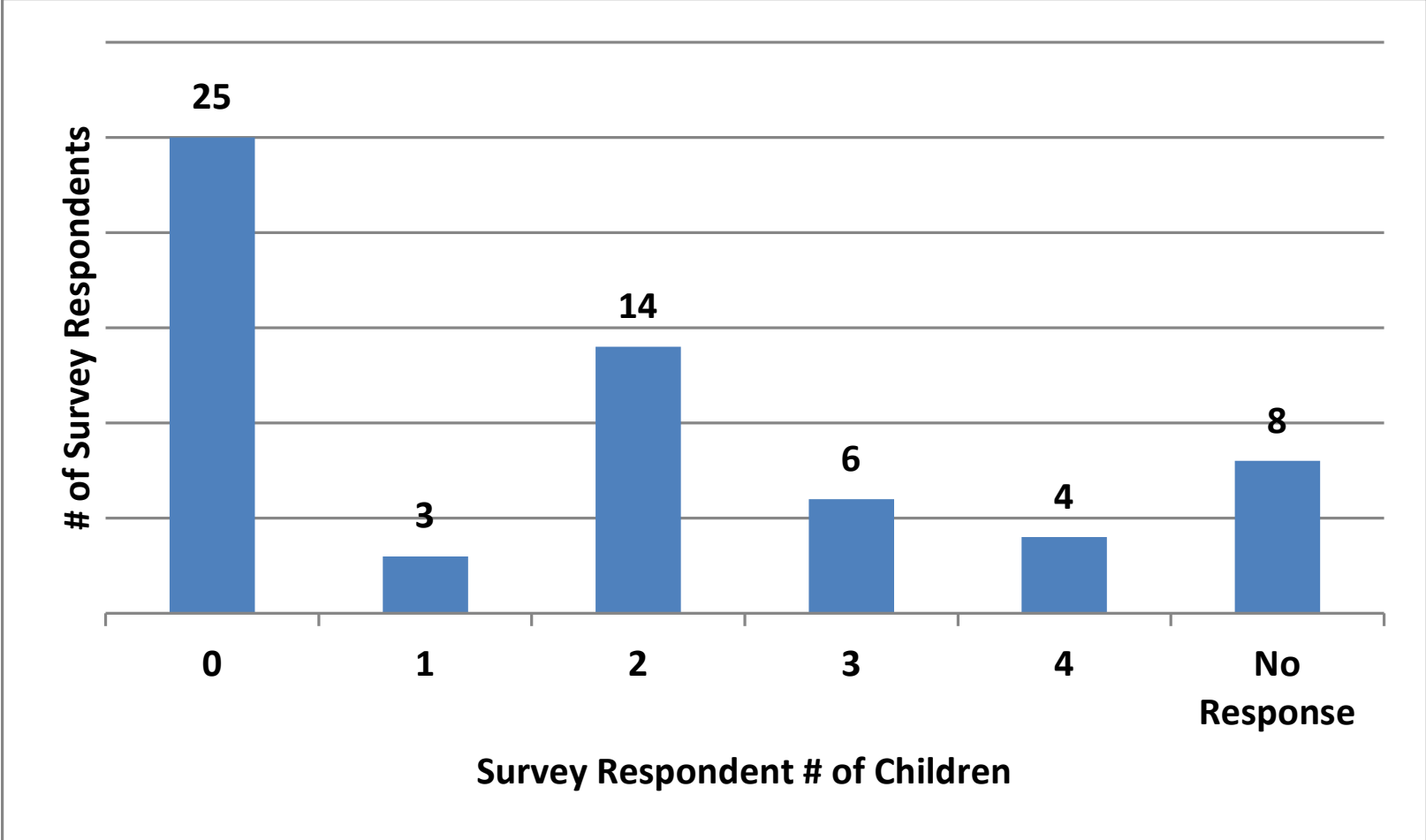
# TOTAL SURVEY RESPONDENT DEMOGRAPHICS - MARITAL STATUS



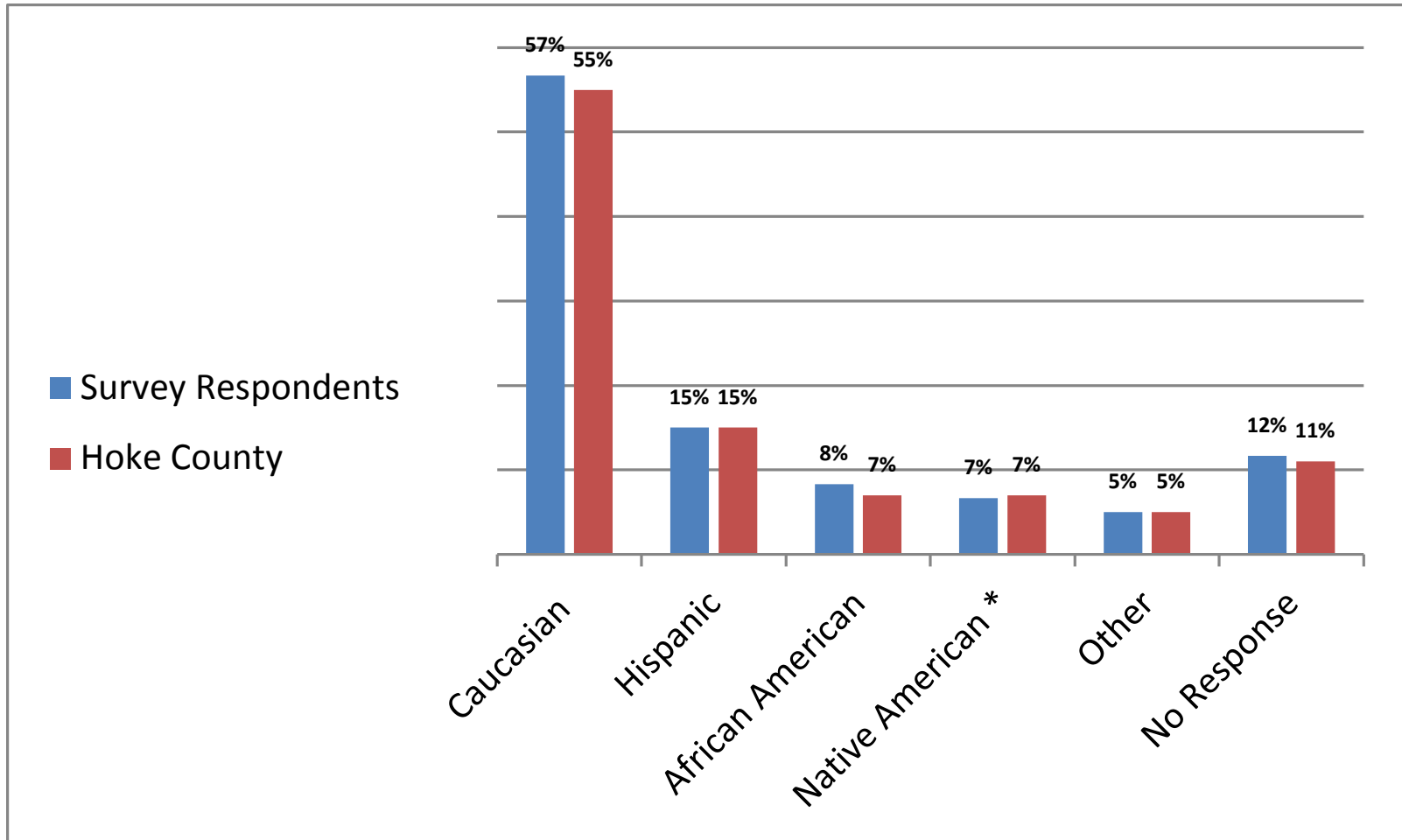
Note: Responses total greater than 100% due to rounding.



# TOTAL SURVEY RESPONDENT DEMOGRAPHICS – NUMBER OF CHILDREN



# TOTAL SURVEY RESPONDENT DEMOGRAPHICS – ETHNICITY



\* Includes 2 respondents identified as Lumbee and two respondents identified as other Native American.

Note: Responses total greater than 100% due to respondents identifying as more than one ethnicity.





# SURVEY COMMENTS

## Walking/Biking Trail

- “It is important for people in small towns to experience nature too, especially children”
- “We need more [activities] for our kids to take part in”
- “Should provide option of renting bikes for trail”
- “More outdoor activities would be great for school fieldtrips”
- “Not enough walking trails in Hoke”

## Dock

- “I would pay \$5 for public fishing”
- “More outdoor activities are always a plus”
- “I love fishing”



# SURVEY COMMENTS, CONTINUED

## Basketball Court

- “Distance is too far for a basketball court”
- “Basketball is a fun sport and I’m sure a lot of people would appreciate having it”
- “Kids need more of this”
- “Basketball courts can become a hangout”

## Aquaculture

- “I enjoy fishing”
- “Fresh fish! Great!”
- “I would only go if you could buy fish at HICC”
- “I eat crawfish once a week”
- “Fish is a food source and also great for kids to learn about things of nature”



# FOCUS GROUP FEEDBACK

## Walking/Biking Trail

- Group agreed on need for trail in southern part of Hoke County
- Parking could be a concern: potential risks
- Competition: All-American Trail used for walking and biking, is about 20 miles long, well-know around Hoke County
- Educational signs response:
  - Would be helpful in connecting Lumbee to rest of county
  - Fine line between gentrification and watering down
- Trail correlates with mission of healthy eating, fitness, and diet change
  - Youth currently not active: video games, potato chips
- Many Hoke residents currently go to the new park and jog around, but an actual trail would be much more attractive
- One participant: “this is the biggest thing I want to see happen”

## Aquaculture

- A local farmer’s market is starting up for the first time in Raeford
  - Possible buyer of fish farm products
- Demand would be very high for catfish
  - Especially from blacks and Indians





# FOCUS GROUP FEEDBACK, CONTINUED

## Dock and Boat Ramp

- “Water facility is very dangerous and would have to be highly maintained and highly supervised.”
- There is no other public dock offering in Southern Hoke
- No plans for Parks & Rec. to provide pond/ water access in Southern Hoke

## Basketball Court

- No other courts in Southern Hoke (including tennis courts)
- Nearest courts in Raeford
- Opportunity to expose Southern Hoke to sports they’ve never seen such as tennis and volleyball
- Very high demand projected from youth in Hoke County
- Vandalism should not be an issue at all
  - Parking should not be an issue either (just use grass)

# APPENDIX: PERMITTING INFORMATION



Appendix



## WHAT IS THE ARMY CORPS OF ENGINEERS

The mission of the Corps of Engineers Regulatory Program is to protect the nation's aquatic resources, while allowing reasonable development through fair, flexible and balanced permit decisions. The Corps evaluates permit applications for essentially all construction activities that occur in the nation's waters, including **wetlands**.

## WETLANDS

The term "wetlands" means those areas that are inundated or saturated by surface or ground water at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include tundra, permafrost areas, swamps, marshes, bogs, and similar areas.

The goal is to avoid or minimize impacts to wetlands or waters of the US, as required under the Clean Water Act.

Section 404 of the Clean Water Act of 1972 regulates activities in waters of the US. A major aspect of the regulatory program under Section 404 of the Clean Water Act is determining which areas qualify for protection as wetlands.

# US ARMY CORPS OF ENGINEERS PERMITTING INFORMATION



## PERMITTING

The permit process is not automatic. Applicants for Corps permits must demonstrate that there are no practical alternatives that will avoid adverse impacts to these environments. Corps permits issued for activities that cannot avoid impacts to streams or wetlands must minimize adverse environmental effects. Whether a permit will be issued, the requirements attached to the permit, and the type of permit issued, are all determined by the type of activity, the extent of the impacts, and the specific environment impacted. Even for minor, unavoidable impacts to waters, the Corps will consider attaching mitigation requirements to the permit for compensating for any environmental impacts.

## COST OF A PERMIT

Most permits issued by the Corps of Engineers such as Letters of Permission, Nationwide, and General Permits do not have a permit fee. Individual Permits have fees of \$10 for individuals and \$100 for businesses, once the permit has been issued and accepted by the applicant. There are no fees charged to other governmental bodies.

## TIMING

Two to three months is normally required to process a routine application involving a public notice.

**Nationwide, only three percent of all requests for permits are denied.**

## PERMITTING

The N.C. Department of Environment and Natural Resources (DENR) is the lead stewardship agency for the preservation and protection of North Carolina's outstanding natural resources. The organization, which has offices from the mountains to the coast, administers regulatory programs designed to protect air quality, water quality, and the public's health. DENR also offers technical assistance to businesses, farmers, local governments, and the public and encourages responsible behavior with respect to the environment through education programs provided at DENR facilities and through the state's school system. Through its natural resource divisions, DENR works to protect fish, wildlife and wilderness areas. The agency's activities range from helping to make sure drinking water is safe to managing state parks and forests for safe and enjoyable outdoor recreation experiences. From A (aquariums on the coast) to Z (the N.C. Zoological Park), DENR touches the lives of all North Carolinians and our guests in many ways to enhance and ensure our quality of life.



## ONE-STOP PERMIT ASSISTANCE AND COORDINATION

One-Stop Permit Coordinators are located in regional offices throughout the state and serve as a single point of contact to help businesses; local governments, citizens and others identify potential environmental requirements and guide applicants through the permitting process. The services of a coordinator are optional, and the applicant may choose to deal directly with the appropriate state permitting agencies.

Services of the coordinator include:

- Identifying early in the process which environmental permits may be needed
- Coordinating activities among DENR permitting agencies
- Developing a project action plan, including timelines for projected permit decisions
- Arranging pre-application meetings
- Tracking permit review times
- Coordinating express permitting, when appropriate

# AGENCIES' CONTACT INFORMATION



<b>US Army Corps of Engineers Wilmington District</b>	<b>North Carolina Department of Environment and Natural Resources Fayetteville Regional Office</b>
USAED, Wilmington 69 Darlington Avenue Wilmington, NC 28403 (910) 251-4633	225 Green Street, Suite 714 Fayetteville, NC 28301 (910) 433-3300
<a href="http://www.saw.usace.army.mil">www.saw.usace.army.mil</a>	<a href="http://portal.ncdenr.org/web/guest">portal.ncdenr.org/web/guest</a>
<u>Hoke County Contact:</u> Crystal Amschler <a href="mailto:Crystal.C.Amschler@usace.army.mil">Crystal.C.Amschler@usace.army.mil</a> (910) 251-4170	<u>Fayetteville Permit Coordinator:</u> David Lee 3800 Barrett Drive Raleigh, NC 27609 <a href="mailto:david.lee@ncmail.net">david.lee@ncmail.net</a> (919) 791-4203

# APPENDIX: VISIBILITY PROJECTS



Appendix





# VISITOR TRAFFIC INCREASE FROM VISIBILITY PROJECTS:

## Estimate of visitor traffic increase from visibility projects:

	<u>Walking Trail</u>	<u>Dock</u>	<u>Basketball Court</u>
Extremely interested	26	23	23
Adjusted %	90%	90%	90%
Interested	24	19	19
Adjusted %	70%	70%	70%
Some interest	7	12	11
Adjusted %	50%	50%	50%
<b>Adjusted sum</b>	<b>72.83%</b>	<b>66.67%</b>	<b>65.83%</b>
Population within 3 miles of HICC	5,778	5,778	5,778
Population within 5 miles of HICC	11,247	11,247	11,247
Population of entire Hoke County	45,148	45,148	45,148
Low visitor increase estimate (3 mile radius)	4208	3852	3804
Medium visitor increase estimate (5 mile radius)	8192	7498	7404
High visitor increase estimate (Hoke County)	32883	30099	29722

# HICC CAN LOOK TO COMPARABLE BASKETBALL COURTS TO ENVISION THE FUTURE



## FirstHealth Basketball Court

- Located in Raeford, NC
- Concrete court is fenced-in

## Lake Rim Park Court

NO  
IMAGE  
AVAILABLE

- Located in Fayetteville, NC
- Offers “Back to the Basics” basketball lessons for kids



# TOTAL COST OF BASKETBALL COURT (INTERNET RESEARCH ESTIMATE):

## Cost estimate of asphalt and concrete courts:

Estimates by: Internet research		
	<u>Asphalt court</u> <u>(low estimate)</u>	<u>Asphalt court</u> <u>(high estimate)</u>
<b>Initial costs:</b>		
Material cost per sq. ft.	\$3.00	\$3.00
Number of sq. ft. of court	\$4,700.00	\$4,700.00
Paving materials cost	\$9,400.00	\$9,400.00
Labor cost	\$4,700.00	\$4,700.00
Basketball goals cost (2 goals)	\$799.98	\$5,999.98
Total initial cost:	\$14,899.98	\$20,099.98
<b>Annual maintenance costs:</b>		
Pressure washing costs	\$376.00	\$376.00
<b>Long-term (4-5 years) costs:</b>		
Repaving costs	\$2,150.00	\$2,150.00
<b>Total costs (first 5 years):</b>	<b>\$18,929.98</b>	<b>\$24,129.98</b>

Estimates by: Internet research		
	<u>Concrete court</u> <u>(low estimate)</u>	<u>Concrete court</u> <u>(high estimate)</u>
<b>Initial costs:</b>		
Material cost per sq. ft.	\$6.00	\$8.00
Number of sq. ft. of court	\$4,700.00	\$4,700.00
Paving materials cost	\$9,400.00	\$25,067.00
Labor cost	\$18,800.00	\$12,533.00
Basketball goals cost (2 goals)	\$799.98	\$5,999.98
Total initial cost:	\$19,599.98	\$43,599.98
<b>Annual maintenance costs:</b>		
Pressure washing costs	\$376.00	\$376.00
<b>Long-term (4-5 years) costs:</b>		
Repaving costs	\$5,000.00	\$5,000.00
<b>Total costs (first 5 years):</b>	<b>\$26,479.98</b>	<b>\$50,479.98</b>

# TOTAL COST OF BASKETBALL COURT (REAL WORLD ESTIMATE BY DIAMOND CONSTRUCTORS):

## Cost estimate of asphalt court:

Estimates by: Diamond Constructors Fayetteville, NC		
	<u>Asphalt court (low estimate)</u>	<u>Asphalt court (high estimate)</u>
<b>Initial costs:</b>		
Paving materials cost	\$5,333.33	\$6,000.00
Labor cost	\$2,666.67	\$3,000.00
Basketball goals cost (2 goals)	\$799.98	\$5,999.98
Total initial cost	\$8,799.98	\$14,999.98
<b>Annual maintenance costs:</b>		
Pressure washing costs	\$376.00	\$376.00
<b>Long-term (4-5 years) costs:</b>		
Repaving costs	\$2,150.00	\$2,150.00
<b>Total costs (first 5 years):</b>	<b>\$12,829.98</b>	<b>\$19,029.98</b>



# SIZE OPTIONS FOR BASKETBALL COURT

## Popular choices for basketball court sizes:

Half court options	Full court options
30' x 30'	50' x 94' (official size for NBA, college)
30' x 40'	35' x 55'
30' x 50'	30' x 60'
	35' x 65'
	46' x 75'
	50' x 80'
	56' x 104'

\*Court thickness: 2 – 6 inches

# OTHER “FAMILY RECREATION” OPTIONS TO GO ALONG WITH BASKETBALL COURT:

## Picnic Tables

- Cost per picnic table: \$100 to \$600

## Children’s Playground Equipment

- Swing-set cost: \$1,000 to \$4,000
- Modular system cost: \$5,000 to \$30,000
- Where to buy equipment:
  - Carolina Play Structures in Lumberton, NC
  - Complete Playgrounds, Inc. in Wilmington, NC



# IN-GROUND BASKETBALL GOAL COSTS:



\$399.99  
MADE IN USA



\$2,999.99



\$799.99



\$1,699.99



# POSSIBLE RESOURCES FOR BUILDING BASKETBALL COURT



## Resources for constructing court:

- Blaylock Builders of Fayetteville
  - Contact information: (910) 864-3323
- Bentley Construction of Fayetteville
  - Contact information: (910) 484-3439
- Atkinson Builders Inc. of Fayetteville
  - Contact information: (910) 480-1547



# HICC CAN LOOK TO COMPARABLE DOCKS TO ENVISION THE FUTURE



## Hoggins Pond Dock

- Built by Ernie Maynor
- Visitors can purchase fishing rights from Maynor



## Southern Pines Dock

- Located in Southern Pines
- Provides public access to fishing for residents

# TOTAL COST OF DOCK (INTERNET RESEARCH ESTIMATE):

## Cost estimate of building a dock:

Estimates by: Internet research		
	<u>TREX wood dock (low estimate)</u>	<u>TREX wood dock (high estimate)</u>
<b>Initial costs:</b>		
Material cost per 5/4", 6", 16' board	\$39.97	\$39.97
Number of boards needed	\$90.00	\$120.00
Total material cost	\$3,597.30	\$4,796.40
Total labor cost	\$3,597.30	\$4,796.40
Railing package cost	\$1,000.00	\$2,000.00
Total initial dock cost	\$8,194.60	\$11,592.80
<b>Long-term costs (every 2 years):</b>		
Staining and waterproofing	N/A	N/A
<b>Replacement costs (every 10-15 years):</b>		
Total replacement cost	N/A	N/A
<b><u>Total cost (first 10-15 years):</u></b>	<b>\$8,194.60</b>	<b>\$11,592.80</b>

# TOTAL COST OF DOCK (INTERNET RESEARCH ESTIMATE):

## Cost estimate of building a dock:

Estimates by: Internet research		
	<u>Generic wood dock (low estimate)</u>	<u>Generic wood dock (high estimate)</u>
<b>Initial costs:</b>		
Material cost per 5/4", 6", 16' board	\$19.97	\$19.97
Number of boards needed	\$90.00	\$120.00
Total material cost	\$1,797.30	\$2,396.40
Total labor cost	\$1,797.30	\$2,396.40
Railing package cost	\$1,000.00	\$2,000.00
Total initial dock cost	\$4,594.60	\$6,792.80
<b>Long-term costs (every 2 years):</b>		
Staining and waterproofing	\$1,440.00	\$2,400.00
<b>Replacement costs (every 10-15 years):</b>		
Total replacement cost	\$4,594.60	\$6,792.80
<b>Total cost (first 10-15 years):</b>	<b>\$19,269.20</b>	<b>\$30,385.60</b>

# TOTAL COST OF DOCK (INTERNET RESEARCH ESTIMATE):

## Cost estimate of building a dock:

Estimates by: Internet research		
	<u>Pre-made dock (low estimate)</u>	<u>Pre-made dock (high estimate)</u>
<b>Initial costs:</b>		
Material cost per 5/4", 6", 16' board	N/A	N/A
Number of boards needed	N/A	N/A
Total material cost	N/A	N/A
Total labor cost	N/A	N/A
Railing package cost	N/A	N/A
Total initial dock cost	\$4,000.00	\$12,000.00
<b>Long-term costs (every 2 years):</b>		
Staining and waterproofing	N/A	N/A
<b>Replacement costs (every 10-15 years):</b>		
Total replacement cost	N/A	N/A
<b>Total cost (first 10-15 years):</b>	<b>\$4,000.00</b>	<b>\$12,000.00</b>



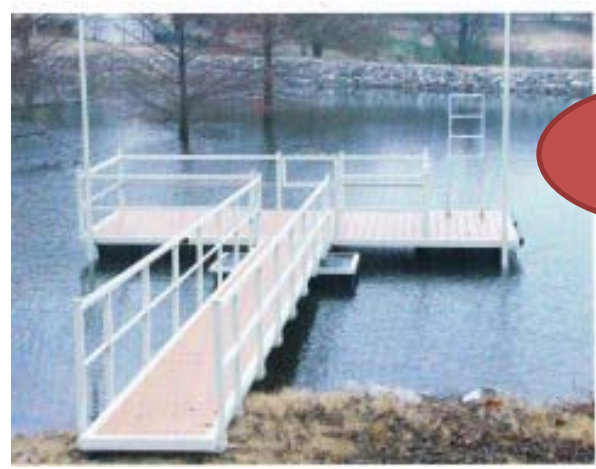
# TOTAL COST OF DOCK (REAL WORLD ESTIMATE):

## Cost estimate of buying a TREX dock:

Estimates by: dock builder Henry Hicks in Hoke county, NC		
	TREX wood dock (low estimate)	TREX wood dock (high estimate)
<b>Initial costs:</b>		
Material cost per 5/4", 6", 16' board	\$45.00	\$45.00
Number of boards needed	90	120
Total material cost	\$4,050.00	\$5,400.00
Total labor cost	\$4,050.00	\$5,400.00
Railing package cost	\$1,000.00	\$2,000.00
Total initial dock cost	\$9,100.00	\$12,800.00
<b>Long-term costs (every 2 years):</b>		
Staining and waterproofing	N/A	N/A
<b>Replacement costs (every 10-15 years):</b>		
Total replacement cost	N/A	N/A
<b>Total cost (first 10-15 years):</b>	<b>\$9,100.00</b>	<b>\$12,800.00</b>



# PRE-MADE DOCK COSTS:



\$8,900



\$3,700



\$6,500



\$11,900



# CANOE INFORMATION

## Costs

- Cost per canoe: \$300 - \$700
- Accessory costs:
  - Paddles: \$60 - \$300 per paddle
  - Life jackets: \$50 - \$100 per jacket
  - Throwing PDF (Personal Flotation Device)

## Aluminum Canoes:

- Ideal for sitting outside year-round
- Weather resistant: can tolerate extreme hot and cold
- Best for using on a flat, calm lake (as opposed to a river)

## Ideal Canoe Features:

- Capacity: at least 1,000 pounds
- Width: more than 32"
- Depth: around 13"

## Canoe accessories:

Bailer: used to bail water (could be as simple as a cut-out milk jug)

Signaling device: required (usually just a whistle)

Life jacket: Upgrade from the standard jacket

Painters: used to tie canoe to dock

Paddles: bent-shaft better for flat water (good length: 52" to 58")





# POSSIBLE RESOURCES FOR BUILDING DOCK

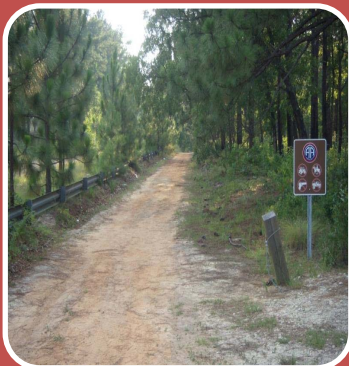
- Resources for engineering plans:
  - Wetherill Engineering of Raleigh, NC: (919) 851-8077
- Resource for constructing the dock:
  - Bridge Engineering of Hoke County
  - Contact Henry Hicks of Hoke County

# HICC CAN LOOK TO COMPARABLE WALKING TRAILS TO ENVISION THE FUTURE



## Cape Fear River Trail

- Located in Fayetteville, NC
- Asphalt trail is 4.2 miles long



## All-American Trail

- Located in northern Hoke County
- Sand trail is 10+ miles long

# COSTS PER MILE ASSOCIATED WITH POTENTIAL MATERIALS FOR WALKING TRAIL (INTERNET RESEARCH ESTIMATE):

## Sand is the lowest cost material for a walking trail:

	<b>Sand (\$24)</b>		<b>(\$34)</b>		<b>Sawdust (\$45)</b>		<b>(\$55)</b>		<b>Gravel (\$18)</b>		<b>(\$27)</b>		<b>Asphalt (\$24)</b>		<b>(\$90)</b>	
Price per ton (\$ US)	\$ 24.00	\$ 34.00	\$ 45.00	\$ 55.00	\$ 18.00	\$ 27.00	\$ 24.00	\$ 90.00								
Length of mile (ft.)	5280	5280	5280	5280	5280	5280	5280	5280	5280	5280	5280	5280	5280	5280	5280	5280
Width of trail (ft.)	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
Square feet of trail mile	31680	31680	31680	31680	31680	31680	31680	31680	31680	31680	31680	31680	31680	31680	31680	31680
Depth of trail (in.)	1	1	1	1	4	4	4	4	4	4	4	4	4	4	4	4
Cubic yards of trail mile	97.78	97.78	97.78	97.78	97.78	97.78	97.78	97.78	97.78	97.78	97.78	97.78	97.78	97.78	97.78	97.78
Cubic yards of trail mile (factor in depth)	97.78	97.78	97.78	97.78	97.78	97.78	391.11	391.11	391.11	391.11	391.11	391.11	391.11	391.11	391.11	391.11
Number of tons for trail mile	122.22	122.22	122.22	122.22	488.89	488.89	488.89	488.89	488.89	488.89	488.89	488.89	488.89	488.89	488.89	488.89
<b>Total cost of trail mile</b>	<b>\$ 2,933.33</b>	<b>\$ 4,155.56</b>	<b>\$ 5,500.00</b>	<b>\$ 6,722.22</b>	<b>\$ 8,800.00</b>	<b>\$ 13,200.00</b>	<b>\$ 11,733.33</b>	<b>\$ 44,000.00</b>								

Source: [www.dshs.state.tx.us/wellness/resource/trail.pdf](http://www.dshs.state.tx.us/wellness/resource/trail.pdf)



# TOTAL COST PER MILE OF WALKING TRAIL (INTERNET RESEARCH ESTIMATE):

## Cost estimate of building trail:

Estimates by: Metrolina Landscapes in Charlotte, NC

Initial costs:	<u>Sand</u>	<u>Sand</u>
	<u>(low estimate)</u>	(high estimate)
Cost of permitting	\$100.00	\$100.00
Cost of clearing land for trail	\$1,000.00	\$2,000.00
Material cost per mile	\$2,933.33	\$4,155.56
Labor cost per mile	\$2,933.33	\$4,155.56
<b><u>Total initial trail cost per mile</u></b>	<b>\$6,966.66</b>	<b>\$10,411.12</b>

# TOTAL COST PER MILE OF WALKING TRAIL (REAL WORLD ESTIMATE BY METROLINA LANDSCAPES IN CHARLOTTE):



## Cost estimate of building trail:

Estimates by: Internet research		
Initial costs:	<u>Sand</u> (low estimate)	<u>Sand</u> (high estimate)
Cost of permitting	\$100.00	\$100.00
Cost of clearing land for trial	\$1,000.00	\$2,000.00
Material cost per mile	\$3,000.00	\$4,000.00
Labor cost per mile	\$3,000.00	\$4,000.00
<b><u>Total initial trail cost per mile</u></b>	<b>\$7,100.00</b>	<b>\$10,100.00</b>



# POSSIBLE RESOURCES FOR BUILDING WALKING TRAIL:

- Resources for permitting:
  - Army Corps of Engineers
    - Contact Crystal Amschler of Hoke: (910) 251-4170
  - NC Dept. of Environment and Natural Resources
    - Contact David Lee of Fayetteville: (919) 791-4203
- Resource for clearing land for trail:
  - 7 Tree Service
    - Contact Jerry Goins of Hoke: (910) 843-8495
- Resources for building trail:
  - 7 Tree Service
  - Any landscape construction company near Hoke



# COST AND FEATURES OF EDUCATIONAL SIGNS



**Aluminum is the best material choice because it is much more durable:**

Item	Aluminum signs	Core plywood signs
Cost per 12" x 18" Sign	\$75	\$40
Durability Outdoors	High	Low
Mounting	Can be done by J. Signs and Graphics	Need to go to Lowes for mounts

## **Sign Should Feature:**

- Use maximum of 150-200 words per sign
- Utilize text blocking/ short paragraphs
- Recommended: Screen printing is recommended
  - Low expense
  - Fewer colors can be used in printing
  - Best method for outdoor signs

# TOTAL INSURANCE IMPLICATIONS ASSOCIATED WITH VISIBILITY PROJECTS:

## Insurance implication estimates given by Dial Insurance:

Annual increase in HICC insurance costs: **\$1,260**

Will HICC have to hire more employees?: no

### Walking trail implications:

Have Ernie Maynor sign a “Hold Harmless Agreement” to eliminate his liability

# APPENDIX: AQUACULTURE



Appendix





# AQUACULTURE IMAGES



Crawfish Burrowing



NC Crawfish Pond



Ideal Crawfish Trap



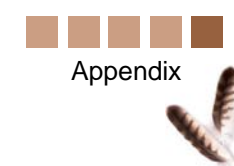
Stock Crawfish Pond



Setting Crawfish Traps



# CRAWFISH SUPPLY AND DEMAND QUOTES



Location	Quotes
<b>United States</b>	Crawfish is probably the <b>only U.S. farm product with higher demand than supply.</b>
	“If crawfish are available, wholesalers, distributors, retailers, and restaurant owners <b>will purchase every last one</b> , at any price, and there is never surplus.”
<b>North Carolina</b>	“It began as a trickle, really. Now there's <b>no comparison to the demand five years ago</b> ,” said Dwayne Greene, owner of Capital Seafood, a seafood market with locations in Raleigh and Durham. “People are crazy about them.” He expects to sell several thousand pounds of crawfish this spring, with many customers buying 40 or 50 pounds at a time. <b>“People want variety, and this is something new and something different,”</b>

# FULL PROFIT CALCULATIONS INCLUDING SENSITIVITY ANALYSIS FOR AQUACULTURE

Crawfish Production									
	Low			Med			High		
Harvest (lb/ac)	400	400	400	700	700	700	1000	1000	1000
Retail Price (\$/lb)	\$2.50	\$3.00	\$3.50	\$2.50	\$3.00	\$3.50	\$2.50	\$3.00	\$3.50
Revenue (\$/ac)	\$1,000	\$1,200	\$1,400	\$1,750	\$2,100	\$2,450	\$2,500	\$3,000	\$3,500
Costs (\$/ac)	\$450	\$450	\$450	\$360	\$360	\$360	\$300	\$300	\$300
Pond Size (acres)	4	4	4	4	4	4	4	4	4
Start Up Costs	\$1,760	\$1,760	\$1,760	\$1,760	\$1,760	\$1,760	\$1,760	\$1,760	\$1,760
Revenue (Med)	\$4,000	\$4,800	\$5,600	\$7,000	\$8,400	\$9,800	\$10,000	\$12,000	\$14,000
Costs (Med)	\$1,800	\$1,800	\$1,800	\$1,440	\$1,440	\$1,440	\$1,200	\$1,200	\$1,200
<b>1st Year Profit</b>	<b>\$440</b>	<b>\$1,240</b>	<b>\$2,040</b>	<b>\$3,800</b>	<b>\$5,200</b>	<b>\$6,600</b>	<b>\$7,040</b>	<b>\$9,040</b>	<b>\$11,040</b>
<b>Rest Years Profit</b>	<b>\$2,200</b>	<b>\$3,000</b>	<b>\$3,800</b>	<b>\$5,560</b>	<b>\$6,960</b>	<b>\$8,360</b>	<b>\$8,800</b>	<b>\$10,800</b>	<b>\$12,800</b>

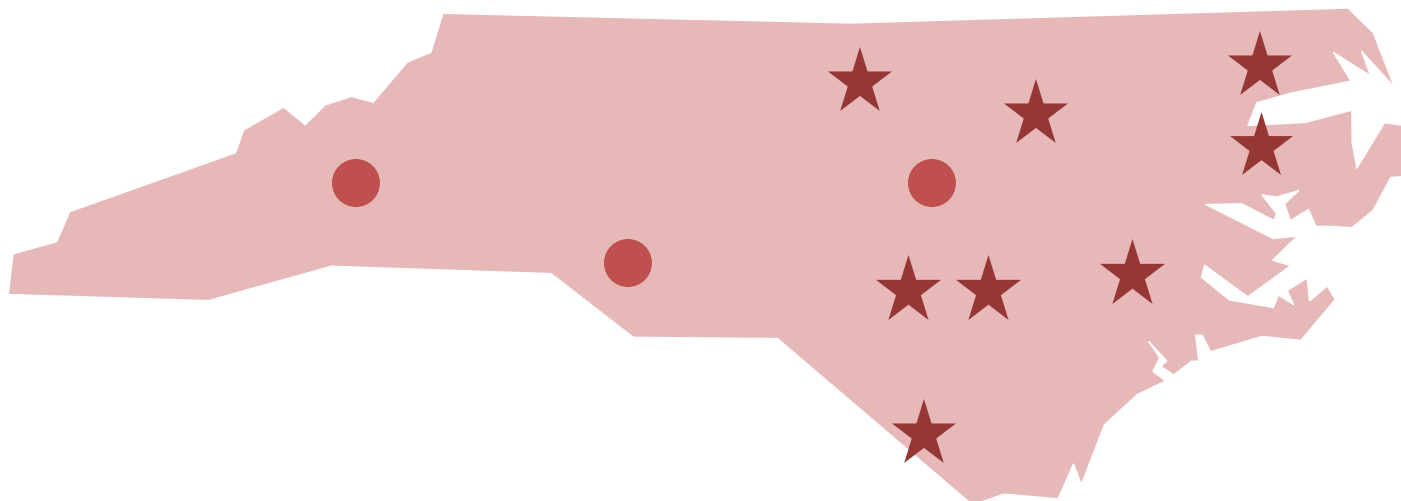
# PROFIT ASSUMPTIONS FOR AQUACULTURE

Cost Details		
Bait	\$105	Artificial or live bait
Labor	\$75	Several hrs/wk, 11 weeks per year
Sacks	\$12	Sacks to store crawfish after harvest
Fuel	\$4	Fuel for Jon Boat to monitor and harvest
Water Management	\$84	Miscellaneous items for management
Forage	\$44	Crops for crawfish to forage on
Repair/Maintenance	\$18	
Other	\$18	
Start Up Cost Details		
Backhoe Rental	\$0	Borrow a backhoe and volunteer labor to run
Clay lining?	\$2,700/ac	2" per acre at \$10 per cubic yard
200gpm Pump	\$500	200 gallon per minute pump
Cages	\$140/ac	\$10 per cage at 14 cages per acre
Jon Boat	\$0	Use a community member's Jon Boat
Crawfish Stock	\$175/ac	Buy at \$3.50/lb and stock at 50 lb per acre
Labor	\$0	Use volunteers and/or community members

# ASSUMPTIONS FOR CRAWFISH BOIL PROFIT

Crawfish Boil Items	Amount
Price Per Plate	\$10-\$20
Number of Guests	100
Revenue Generated	\$1000-\$2000
Cost of Supplies and Music	\$300
Profit Range	\$700-\$1700
Estimated Profit (Average)	\$1200

# NORTH CAROLINA PRODUCERS AND SUPPLIERS



<p><b>Millpond Crawfish</b> Sterling Davenport 2824 W. Millpond Road Roper NC 27970</p>	<p><b>The Crawfish Shack</b> Marty Hurdle 335 Swing Gate Rd. Hertford, NC 27944</p>	<p><b>James Bass</b> POB 2156 Fayetteville NC 28302</p>	<p><b>Trenton Aquaculture</b> CE Ballenger 714 Orento Rd Trenton, NC 28585</p>
<p><b>Farmer's Specialty Farm</b> Frankie Farmer 6525 Dothan Rd Tabor City, NC 28463</p>	<p><b>Wheeler's Crawfish Pond</b> Tony Wheeler 1546 Peach Orchard Rd Louisburg NC 27549</p>	<p><b>Bass Crawfish Farm</b> Lakewood School Rd Salemberg NC</p>	<p><b>Cripple Creek Crawfish Farm</b> Bruce Taylor 2141 Roney Lineberry Road Burlington, NC 27217</p>





# REGIONAL AND STATE LEVEL AQUACULTURE RESOURCES



- North Carolina Aquiculture Extension
  - <http://www.ces.ncsu.edu/nreos/wild/aquaculture/>
- North Carolina Crawfish Production Manual
  - <http://washington.ces.ncsu.edu/content/NC+Crawfish+Manual>
- Southern Regional Aquaculture Center – Crawfish Fact Sheets
  - <https://intranet.kenan-flagler.unc.edu/applications/courses/SectionDetail.aspx?id=6248>

# APPENDIX: CHILDCARE SERVICES



Appendix



# CHILDCARE SERVICES REVENUE ANALYSIS



## *Price Per Child Per Week*

	2 Star	3 Star	4 Star
No. of Children Served	78	88	98
100	\$390,000	\$440,000	\$490,000
125	\$487,500	\$550,000	\$612,500
150	\$585,000	\$660,000	\$735,000



# CHILDCARE SERVICES COST ANALYSIS

Cost Items	100 Children (low estimate)	125 Children (medium estimate)	150 Children (high estimate)
# children served (both Rockfish locations)	100	125	150
Total fixed cost	\$266,352.12	\$266,352.12	\$266,352.12
Variable cost per child	\$259.35	\$259.35	\$259.35
Total variable cost	\$25,934.64	\$32,418.30	\$38,901.97
Total current cost	\$292,286.77	\$298,770.43	\$305,254.09
Additional teachers needed	0	2	4
Cost per teacher	\$16,270.61	\$16,270.61	\$16,270.61
Total additional wage cost	\$0.00	\$32,541.23	\$65,082.46
Promotional costs	\$100.00	\$100.00	\$100.00
<b>Total cost at 2-Star level</b>	<b>\$292,386.77</b>	<b>\$331,411.66</b>	<b>\$370,436.55</b>
Total teachers	12	14	16
Cost of current teacher	\$16,270.61	\$16,270.61	\$16,270.61
Cost of higher educated teacher	\$27,000.00	\$27,000.00	\$27,000.00
% of higher educated teachers (3-Star)	50%	50%	50%
% of higher educated teachers (4-Star)	75%	75%	75%
Add'l cost of having 3-Star rating:	\$64,376.31	\$75,105.70	\$85,835.08
Add'l cost of having 4-Star rating:	\$96,564.47	\$112,658.55	\$128,752.62
<b>Total cost at 3-Star level</b>	<b>\$356,763.08</b>	<b>\$406,517.35</b>	<b>\$456,271.63</b>
<b>Total cost at 4-Star level</b>	<b>\$388,951.23</b>	<b>\$444,070.20</b>	<b>\$499,189.17</b>

# HICC MUST CONSIDER ALL PROGRAM AND EDUCATION STANDARDS TO MEET ALL REQUIREMENTS



## Program Standards

- Detailed outline of activity plans for children in all age groups
- Increase number of activity areas
- Reduce child to staff ratios
- Infant care must be taken into careful consideration
- Discipline of children must be appropriate
- Sufficient policy for handling medical needs of all children
- Managing time for homework in school age program
- Fluid communication between parents and staff

## Education Standards

- Education standards of staff must be sufficient
- A certain percentages of extra semester hours or additional child care experience
- Level III NC Administration Credential met for administer
- Ensure degrees for lead teacher and Early Childhood/Child Development are acceptable
- Half of teachers must complete NC Early Childhood Credential
- Consider continued education for all staff members

A range of 1 to 7 points are awarded to centers based on program and education standards

Rockfish I and II **must earn 10 to 12 points** to meet the 4 star requirement rating

# IMPLEMENTATION OF PROPOSED PROMOTIONAL CAMPAIGN COULD BE INEXPENSIVE

A total of 500 flyers will serve adequate for Raeford and surrounding areas

Black & White Printing (300 flyers) = \$60.00

Color Printing (200) = \$300

HICC will gain more exposure with minimal costs.  
***The proposed campaign will cost about \$360 dollars.***



# SUPPLY AND DEMAND INTERSECT WITH NEW MARKET OPPORTUNITIES



## Lack of Supply

- The Raeford area currently provides 64 home daycare and child care centers
- Population forecasts demonstrate an increase of about 2,000 children (0-12) by 2015
  - High growth areas will be in the Northeastern part of Hoke County, as a result of the Fayetteville spillover

## Unmet Demand

- Military parents focus on star ratings, resulting in the need to fill new consumer preferences.
  - Additional need for service is concluded by the number of children on a waitlist at a nearby centers.





# STAR RATING POINT SYSTEM

## How are the Stars Determined?

The two components of the star rated license have a range of one to seven points. Listed below is the breakdown for the number of stars received based on the total points earned .

Number of Stars Received	Total Points Earned on a Two Component License
	1 - 3 Points
	4 - 6 Points
	7 - 9 Points
	10 - 12 Points
	13 - 15 Points

## Three Star Example

A program scores 4 points in program standards and 4 points in education standards, and 1 quality point. The total is  $4 + 4 + 1 = 9$  points. The program would get a three-star rating under the two component system.

Three Star Example	
Program Standards	4 Points
Education Standards	4 Points
Quality Point	1 Points
Total Score	9 Points
Star Score	



# CHILD CARE CENTERS IN RAEFORD AND ROCKFISH AREAS



3 Star Center
ABC Learning Center
Barbara's Home Child Care
Building Blocks Early Education Center
Doodlebug Day Care
Emma's Day Care Home
Garden of Eden Childcare & Developmental Center
Kershaw In Home Day Care
Leapin' Lizard Playschool
Little Angels Child Care & Developmental Center
Little Doodle Bugs
MA Dear's Developmental Day Care Center
Precious Memories Christian Child Care
Rising Stars Daycare and Learning Center
Small World Early Education Preschool and Learning Center
Tasha's Child Care
The Sunshine House #148
Turner's Learning Center

4 Star Center
Children's Developmental Center
Day of Joy Child Care
Forever Kids Preschool & Daycare, Inc.
Forever Kids Preschool & School Age Program
Growth and Development Child Care Home
Hoke County Head Start
Kids of Character
Lil' Jumping Jacks Home Daycare
MAC's Child Development Center
Ms. P's In Home Child Care
Precious Gifts
Priscilla's Playroom
Scurlock Elementary After School Care Program
Scurlock Elementary Pre-K and EC Program
Shirletha's Creative Learning Playhouse
Upchurch Elementary Pre-K & EC Program
West Hoke Elementary After School Care

5 Star Center
Abundantly Love Child Care
Joy Christian Day Care
Robin's Nest Family Child Care Home
Rockfish-Hoke Elementary Pre-K Program
West Hoke Elementary Pre-K Program