



## REQUEST FOR BOARD ACTION

ITEM NO. 11.

**DATE OF MEETING:** March 15, 2010

**REQUESTED BY:** Rick Benton, County Manager

**SHORT TITLE:** Resolution Adopting a 2010-2012 Board Priority Implementation Plan

**BACKGROUND:** The Board of Commissioners held a planning summit January 28 and 29, 2010. As a part of the summit, the Board members outlined values and priorities/strategies for 2010-2012. A formal statement of values and priorities/strategies for 2010-2012 was adopted by the BOCC on March 1, 2010. Subsequently, 72 specific action items are proposed to be undertaken in the next two years to implement the BOCC adopted priorities, along with a specific timeline. The BOCC is asked to consider adopting this action plan for implementation.

A copy of the proposed action plan is attached for your convenience.

**SPECIFIC ACTION REQUESTED:** To consider a resolution adopting a 2010-2012 Board Priority Implementation Plan as presented, or as amended by the Board after discussion.

**COUNTY MANAGER'S RECOMMENDATION**

Respectfully recommend approval.

RR  
Initial

**RESOLUTION**

**NOW, THEREFORE BE IT RESOLVED** by the Pender County Board of Commissioners that:

the Board hereby adopts the 2010-2012 Board Priority Implementation Plan. The Chairman/County Manager is authorized to execute any/all documents necessary to implement this resolution.

**AMENDMENTS:**

MOVED \_\_\_\_\_ SECONDED \_\_\_\_\_

APPROVED \_\_\_\_\_ DENIED \_\_\_\_\_ UNANIMOUS

YEA VOTES: Tate \_\_\_ Blanchard \_\_\_ Brown \_\_\_ Rivenbark \_\_\_ Williams \_\_\_

\_\_\_\_\_  
Jimmy T. Tate, Chairman                      Date

\_\_\_\_\_  
ATTEST    Date

**PENDER COUNTY  
BOARD OF COMMISSIONERS  
2010-2012 PRIORITY IMPLEMENTATION PLAN**

**VALUES**

- Govern with Common Sense & Fairness
- Foster United Support & Momentum for the County's Initiatives & Priorities
- Build Consensus in This Diverse Community & Foster High Levels of Community Involvement
- Proactively Manage Growth & Preserve/Leverage Historic Resources
- Create a Livable Community with Balanced Residential, Commercial and Industrial Growth
- Maintain a Competitive Tax Rate and Cost of Living in Pender County

**PRIORITIES and STRATEGIES**

***Economic Development:***

- **Evaluate Implementing a Small Business Incentive Program**
  1. Research small business incentives programs in NC; develop draft incentive policy appropriate for Pender County and present recommendations to BOCC for consideration no later than August 31, 2010.
- **Continue to Develop Industrial Product & Sites to Attract Industrial Clients**
  1. Facilitate public and private acquisition of land that is deemed appropriate for future industrial development based on location, availability of infrastructure, surrounding land uses, environmental suitability, access, and so forth.
  2. Finalize site certification of Pender Commerce Park to the extent feasible no later than September 30, 2010; and conclude certification within 30 days once public sewer and water treatment plant permits are in hand (anticipated in August, 2011) .
  3. Facilitate site certification process for County and privately acquired industrial sites.
  4. Appropriate \$100,000 annually in the annual budget ordinance to the Industrial Development Fund to sustain funding for developing industrial product, marketing, site certification, site assessments, etc.
  5. Appropriate \$240,000 from fund balance in FY 10/11 to be used to fund acquisition of additional industrial development property.
  6. Appropriate \$195,000 annually for five years, beginning in FY 10/11, for industrial development property acquisition.
  7. Establish performance measures no later than August 31, 2010 to be effective with the 2010 Calendar Year for measuring industrial and economic development progress and success. Those performance measures will include but not be limited to Number of "W-2" Jobs Created Annually, Reduction in the County's Unemployment Rate Annually, Value of New Wages Resulting from New Job Creation Annually, Increase in Per Capital and Household Income Annually, and Value of Private Investment in Real Estate and Business Property Annually.

- **Sustain an Industrial Shell Building Program**
  1. Roll-over profits from sale of the Burgaw Shell building, combined with the re-appropriation of \$300,000 in County seed money as required, into a second shell building project. A second shell building will be located in an existing industrial park, or in a location suitable to stimulate further industrial development.
  2. Foster the partnership with WID, Pender Progress Corporation, Four County EMC (or Progress Energy), and municipalities for developing future industrial shell building product.
  3. Secure grant and other outside resources for sustaining shell building product, including but not limited to CDBG-ED funds, Four County EMC and other private utility economic development funds, Golden Leaf Foundation funds, Rural Center funds, EDA funds, and private investment.
  
- **Focus Industrial and Economic Development Marketing and Incentives on "W-2" Job Creation**
  1. Industrial incentive grants considered under the County's Industrial Incentive Grant Program shall be based on "W-2" jobs (in addition to level of investment); Industry "W-2" jobs shall be defined as those that are permanent (not temporary or contracted), that pay competitive wages compared to prevailing Pender County industry wages for that sector, and that offer employee benefits in addition to wages.
  2. A small business incentive grant program, if and when adopted by the BOCC, will provide incentives for "W-2" jobs that pay competitive wages compared to the prevailing Pender County wages comparable to the particular sector under consideration.
  
- **Foster Economic Development Partnerships**
  1. The County will continue to foster positive relationships and opportunities to partner with the towns, adjacent counties, non-profits, Cape Fear Community College, WID, the Pender County Public School System, private utilities, the Southeast Regional Commission, and others when a partnership can enhance or facilitate an economic development project or objective.

**Infrastructure:**

- **Develop and Adopt a Long-Term Financial Plan to Sustain Utility System Financial Integrity**
  1. Employ an independent consultant to perform an analysis of the Rocky Point-Topsail Water and Sewer System and the Maple Hill Water System for developing recommended five-year rate and fee schedule necessary to maintain system integrity, including providing adequate funding for operations, maintenance and capital improvements. Funding for this task will be included in the FY 10/11 water and sewer fund budget, and the task will be completed and report presented to the BOCC for consideration no later than December 31, 2010.
  2. A mandatory utility connection policy for "new" development will be prepared by the Utilities Director and presented to the BOCC for adoption no later than August 31, 2010. The Utilities Director will collaborate with the Planning Director to ensure the policy is also incorporated into the UDO as an amendment.
  3. Establish Performance measures no later than August 31, 2010 to measure the financial strength and sustainability of the water and sewer utility systems and enterprise fund on an annual basis. These measures shall include the following: Charge to Expense Ratio, Debt Service Ratio, % Change in Net Assets, Quick Ratio, Net Assets Ratio, and Debt to Assets Ratio. The measures will be determined for the past two fiscal years (FY 07/08 and FY 08/09) and annually thereafter.

- **Evaluate the Expansion of Water-Sewer Infrastructure in Unserved and Underserved Areas, Including Reconfiguring Districts to Facilitate System Expansions**
  1. An assessment of the population distribution and density will be completed by the Planning Department for the Columbia-Union, Central Pender and Moores Creek districts no later than September 30, 2010.
  2. Upon completion of the assessment, Pender County Utilities will develop a water system expansion feasibility report to be presented to the BOCC no later than March 31, 2011. Included in this report will be recommendations for reconfiguring the districts to serve the population in the most cost-effective and economically feasible manner possible, procedures for doing so, and will also include an assessment of water availability necessary to serve these districts.
  3. The BOCC will review the report and adopt recommendations for a water system expansion and district reconfigurations no later than June 30, 2011.
  4. The BOCC will employ a consulting engineering firm to design a water system expansion based on the BOCC's directives and funding availability, no later than July 31, 2011, to be completed within 180 days of hire.
  5. The Utilities Director and Finance Director will prepare a financial plan and project schedule to construct the water system expansion and present to the BOCC no later than December 31, 2011. The plans shall be undertaken within the \$45 million in General Obligation Bond financing that has been voter approved for the Moores Creek District, and the \$27 million in General Obligation Bond financing that has been voter approved in the Central Pender District, in addition to future bond funds that may be voter approved in the Columbia-Union district area.
  6. Pender County Utilities will present recommendations to the BOCC no later than June 30, 2010 to complete the construction of the Phase V water system expansion. Projects to be included are: two water interconnections with Surf City; a 12-inch parallel water main to Wallace from the Hwy 117 Booster Pump Station to increase water supply by 300,000 gpd; secondary road water line extensions; and water interconnection with ONWASA .
  7. The Utilities Director will conduct an assessment of the feasibility of Pender County acquiring the waste treatment plant owned by the Town of Burgaw, which will be abandoned by the Town once the US 117 Sewer Transmission Line construction is completed, anticipated to be by the end of 2011. The plant may provide economical sewer treatment capacity for future developing service areas along the US 117 corridor between Rocky Point and Burgaw, in association with and as an alternative to the capacity available through the Cape Fear PUA. The report will be presented to the BOCC no later than March 31, 2011.
  8. The Maple Hill Wastewater System had been funded with \$4.2 million in grant funds from the Rural Center and CWMTF, and the target completion date is September 30, 2011.
- **Foster Regional Utility Partnerships**
  1. The Public Utilities Director serves on a regional Water/Wastewater Resource Group consisting of members from the City of Jacksonville, ONWASA, and Marine Corps Base Camp Lejeune. In addition, infrastructure and supply/capacity relationships currently exist with the Town of Wallace (water purchase and wastewater treatment capacity), Town of Burgaw (wastewater transmission line capacity), Cape Fear PUA (Rocky Point Wastewater Capacity, US 421 Sewer Plant planning, Scott's Hill water purchase), ONWASA (future US 17 supply and emergency interconnection), and Town of Surf City (water purchase agreement), and Lower Cape Fear PUA (raw water purchase agreement). Pender County, central to the regional providers noted, is in an enviable position to facilitate and foster such relationships and partnerships.

- **Develop a Plan to Construct and Finance a Sewer Plant in Pender Commerce Park**
  1. The County and Cape Fear PUA are jointly funding an Environmental Assessment and Engineering Alternatives Analysis for a future waste treatment plant to serve the US 421 corridor in Pender and New Hanover counties. The study includes preservation of a 4 mgd discharge permit formerly approved for New Hanover County, which is set to expire in November, 2011. A team of County and CFPUA staff have been meeting monthly with McKim & Creed on the project, and discussions include evaluation of issues such as ownership and financing. The goal is to have the NPDES permit in hand no later than August 2011. Cape Fear PUA has no plans or funding in place for construction, however upon the availability of industrial property along the corridor, this project will likely be expedited. An ownership structure for the facility and permit is expected to be agreed upon between CFPUA and the County this summer before the permit application is submitted in October. Subsequently, the Pender County Utilities Director will develop a construction and finance plan to present to the BOCC no later than December 31, 2010.
  
- **Facilitate County Ownership/Control of County Utilities**
  1. In developing utility infrastructure projects with regional public utility partners, the County's policy is to have ownership and control of facilities and infrastructure under its jurisdiction.
  2. Pender County will endeavor to be the owner of a public waste treatment facility (and permit) planned in partnership with Cape Fear PUA, to be located in the Pender Commerce Park. The County will establish a policy for the purchase of capacity by the Authority or others.
  3. In partnerships that may involve private entities, the County will ensure that agreements or contracts provide for adequate performance standards and measures or controls necessary to protect the interest of the County and county residents with respect to rates and fees, public safety, availability and access to utilities, quality of drinking water, environmental protection, and so forth.
  
- **Develop a Framework for Private Partnerships**
  1. The County is currently working to develop a public/private partnership model with Integra Water, LLC for the provision of a wastewater treatment plant and transmission line to serve the Topsail Township area. There is no model framework for a venture of this type in North Carolina. The County is consulting with the School of Government and others to develop a framework that will withstand legal challenges while providing for the availability of wastewater services in an area of the County where it is not financially feasible for the County to serve at this time. The target date to have an acceptable framework and agreements in place is no later than June 30, 2010. This model when completed can serve as a framework for other public-private ventures, and certain public-public ventures as well.
  
- **Utilize Political Resources and Strategies for Resource Development/Procurement**
  1. The County will continue to partner with the USDA-Rural Development staff in our region to seek grant and low interest loan funds for infrastructure projects. This is the major source of funding for infrastructure development and expansion.
  2. The County will evaluate and pursue other funding sources as appropriate for projects. The County already has positive relationships with those sources. For infrastructure projects related to economic development projects, the Rural Center, CDBG-ED, Clean Water Management Trust Fund, NC Commerce and Golden Leaf Foundation can provide direct project funding. EDA can also provide economic development funding; however, the time frame is generally longer. EDA funds may be appropriate for the construction of infrastructure within the Pender Commerce Park, or for a major outfall or service line.

3. For projects related to new industry announcements, funding can also be secured in addition to those listed above through the Governor's One North Carolina Fund.
4. The County Manager and staff will be responsible for evaluating funding needs for infrastructure expansion and development projects, and for identifying and recommending appropriate sources of funding from the various agencies. The County Manager and staff will be responsible for contacting and collaborating with funding agency officials and staff on potential project funding resources. The Chairman and Board of Commissioner members are responsible for visiting and contacting state and federal elected and appointed officials for support of funding requests.

***Growth Management:***

- **Facilitate Balanced and Compatible Growth with Proactive Planning**
  1. The BOCC implemented a comprehensive growth management initiative in 2008 to rewrite the County's land use ordinances and plans. The Planning Board and several committees are finalizing several new growth management documents including a Unified Development Ordinance, Comprehensive Land Use Plan, and Comprehensive Parks and Recreation Master Plan, with implementation planned for July 1, 2010. This process has allowed the County to proactively put quality growth management plans in place during a time of slow growth, but in anticipation of high growth rates projected in the coming decade. Both the land use plan and parks and recreation plan have provided a baseline for more detailed complimentary plans in the future such as Small Area Plans for various rural communities, a Transportation Plan, Bicycle and Pedestrian Plans and Detailed Master Plans for individual park facilities.
  2. The Planning Board and BOCC will consider amendments to the UDO and Comprehensive Plan on a regular basis to ensure these documents remain facilitative for new development, practical in their application, and in the best interest of balanced and quality growth of Pender County.
  3. An assessment of the effectiveness of the UDO and Comprehensive Plan in proactively managing growth and development will be undertaken in 2015 and presented to the BOCC for consideration.
  4. A program to provide public and County input into the State's Transportation Improvement Program for projects within or impacting Pender County will be developed by the Planning Department and presented to the BOCC for adoption no later than December 31, 2010. In addition, planning staff will be an active participant when NCDOT begins the process to update the County's Transportation Plan in the near future.
  5. The BOCC will ensure the County's Planning Department is funded sufficiently to provide for proactive long-range planning activities, whether through in-house staff or contractual.
- **Use Adopted Planning Policies to Support Land Use Decision-Making**
  1. Effective with adoption of the new UDO and Comprehensive Plan, planning reports in response to rezoning or special use permit applications, interpretation of policy or decisions, and so forth to the Planning Board, Board of Adjustment and BOCC will clearly reference adopted policy statements and language that apply to the specific issue. The Boards shall reference the policy statements in making findings and decisions relative to the land use application or request.
- **Evaluate the County's Capital Facility Needs Relative to Location and Timing**
  1. Employ a qualified local government financial consultant in July, 2010 to assess the County's current debt structure and financial condition for developing a multi-year capital facilities financial plan. The plan will incorporate the Capital Facilities Plan for County facility needs presented to the BOCC in

January, 2010, and the Pender County Schools Five-Year Capital Facilities Plan (or as amended) presented to the BOCC in 2009. Funding for this will be provided for in the FY 10/11 budget. The report will be presented to the BOCC no later than December 31, 2010.

- **Evaluate Opportunities with State/Federal/Other Agencies in Capital Facility Development**
  1. Upon completion and approval of the BOCC of the multi-year capital facilities financial plan, the County Manager and Department Heads will initiate research to identify opportunities to offset local capital investment requirements. Opportunities may include but not be limited to securing capital funds for construction costs related to state and federal space needs; securing space lease arrangements from state, federal and others; and securing grants, low interest loans and other resources to assist in reducing the county's investment in capital facilities. These efforts will be coordinated with the timing of facilities as recommended in the financial plan.
  
- **Evaluate Fund Balance Policy and Opportunities to Benefit from the Economic Recession in Addressing Capital Needs**
  1. The County Manager and Finance Director will collaborate with the Local Government Commission to develop and recommend a new fund balance policy no later than June 30, 2010.
  
  2. Appropriate one-time fund balance funding in FY 10/11 to provide funds for grant match requirements for Parks and Recreation Capital Fund-\$250,000; Drainage Management Capital Fund-\$150,000; Emergency Operations Center County Participation-\$350,000; Industrial Property Acquisition- \$240,000
  
  3. Evaluate additional capital priorities and opportunities to earmark available fund balance based on the result of the financial assessment and multi-year capital facilities financial plan to be presented to the BOCC no later than December 31, 2010.

### **Education:**

- **Implement a Funding Formula for Funding Public School Current Expense and Capital Outlay**
  1. Funding formula options were reviewed by the Priority One Committee in 2009 prior to adoption of the FY 09/10 budget. The Committee discussed a formula using student population growth for current expenses and capital outlay, and treating funding for new facilities outside of the formula. The committee agreed to reconsider a formula issue once the General Assembly funding issues were settled after the FY 09 state budget, which may also impact the FY 10 state budget. A target date of January, 2011 is established for the Priority One Committee to recommend a formula to the BOCC and School Board to be instituted for FY 11/12.
  
- **Facilitate Accountability on Public School Construction Projects**
  1. The BOCC will award all public school construction projects for financing through bond referendums or other county issued financing arrangements.
  
  2. The Pender County Schools will comply with all Pender County government procedures for County financed construction projects, including but not limited to obtaining BOCC approval for purchase orders for contracts or purchases over \$5,000, and BOCC approval of all change orders over \$5,000.
  
  3. Beginning in FY 10/11, the School Board shall provide a monthly report to the County documenting all expenses funded through the County's Public School Capital Outlay appropriation.

4. The School Board shall present no less than quarterly oral reports to the BOCC on the status of and plans for public school construction projects financed or funded with County funds beginning July, 2010.
- **Conduct a Community College Needs Assessment for Pender County Followed by Community Input for Addressing Issues Brought Forward in the Assessment**
    1. A request to Cape Fear Community College for a needs assessment for Pender County was submitted to Dr. McKeithan on February 8, 2010. The County Manager will collaborate with Dr. McKeithan on the completion of the assessment. Opportunities for public input on the assessment and recommendations will be evaluated and presented as recommendations to the BOCC no later than 60 days after receipt of the assessment.
    2. The BOCC will review the recommendations and public input related to community college facilities for Pender County, and will incorporate a community college facilities and finance plan into the County's overall capital improvement plan to be presented to the BOCC no later than September 30, 2010.

### ***Quality of Life:***

- **Prioritize Capital Resources for Law Enforcement, Jail, and DSS**
  1. A qualified local government financial consultant will be employed in July, 2010 to assess the County's current debt structure and financial condition for developing a multi-year capital facilities financial plan. The plan will incorporate the Capital Facilities Plan for County facility needs presented to the BOCC in January, 2010, which includes facilities for Law Enforcement, a Jail, and DSS. These specific facility needs will be prioritized in the study and recommendations that result. The report will be presented to the BOCC no later than December 31, 2010.
- **Continue Aggressive Strategies to Expedite Construction of the US 17 Hampstead By-Pass**
  1. The County representatives to the Wilmington Metropolitan Planning Organization, Rural Planning Organization, and US 17 Corridor Association will continue to advocate for the project as projects are prioritized for funding. The representatives will inform and request Board members respond when letters, phone calls and other communications are necessary to support the project in any way.
  2. The County will support efforts of other parties such as the Greater Hampstead Homeowners Association to advocate for the project, and elected officials will attend and voice support for the project at local and regional meetings where the project will be discussed.
  3. Informal and formal meeting opportunities with the new NCDOT Board member for Division Three, Mike Alford, and Division Engineer Allen Pope, will be scheduled periodically for project status reports.
  4. The US 17 Hampstead By-Pass project will be the number one County transportation priority in the annual Pender County Transportation Improvement Plan Recommendations.
- **Implement a Parks and Recreation Plan by Prioritizing Projects/Timing/Financing Methods**
  1. The Parks and Recreation Plan will be adopted and made effective July 1, 2010 by the Board of Commissioners.
  2. The Parks and Recreation Advisory Board will use citizen surveys and other public input methods to develop a ranking or priority system for the projects identified in the plan in a manner to ensure equitable development of parks and recreational facilities throughout the county, to be accomplished no later than June 30, 2010.

3. For each project identified in the plan, the Advisory Board will develop an implementation plan which will include but not be limited to a site plan, ownership, operational and programming opportunities, estimated budget, potential community or other partners, and potential funding/financing resources. This will be accomplished no later than June 30, 2011. This plan will serve as a basis securing resources and grant funds, and partnership development as opportunities for implementation of a project come about.
- **Facilitate Development of Affordable Housing in Pender County**
    1. The Pender Housing Initiative Board will assess and identify each surplus county property that is appropriate for conveyance to non-profit agencies to construct housing to benefit low to moderate income persons by June 30, 2010.
    2. The Initiative Board will proactively collaborate with the USDA, Housing Finance Agency, non-profits and other agencies/firms involved in the development of single and multi-family affordable housing development to explore and identify opportunities for affordable housing projects development.
  - **Facilitate Preservation and Reuse of Historic Structures for Housing and Other Needs**
    1. The Department of Planning and Development will collaborate with the Public Library staff, NC Department of Cultural Resources and others to develop a listing and mapping of historic properties and structures in the county to be completed no later than December 31, 2010.
    2. Beginning immediately, every review of development projects and master plans by the Department of Planning and Development shall include a screening for potential impacts to historic properties and structures identified by the county. The County staff shall collaborate with the property owners, developers, others with interests in identified resources to facilitate preservation while encouraging use or reuse of those resources where appropriate and feasible.
    3. The County will collaborate with community and non-profit groups to seek resources, grant funds, and other opportunities to preserve and put to use where appropriate historic community resources such as the Rosenwald Schools, Penderlea Homestead, Holt Hosierey Mill, and others.
  - **Evaluate Opportunities to Develop Adequate Meeting Facilities for County/Public Use**
    1. The Pender County Tourism Development Authority is in the process of planning for a future location for a tourism/visitors center for Pender County. Combining a central county visitor's center with adequate public meeting and event facilities would provide for a cost effective and practical way to meet the needs of both facilities. Capital facilities such as restrooms, meeting space, parking, vending and so forth could be shared, as well as taking advantage of operational and staffing efficiencies.
    2. Funds will be appropriated in FY 10/11 to expand the scope of the tourism/visitor's center schematic design to include public meeting and event facilities. The Tourism Development Authority will oversee plan development, and will make a presentation to the BOCC no later than December 31, 2010. The presentation shall include but not be limited to schematic drawings, budget information, resource development plans, possible sites, and financing options.

**Organization:**

- **Incorporate Outcome-Based Planning into Budget Development & Performance Evaluation Processes**  
The County Manager will incorporate outcome-based performance measures and planning into the budget development process and performance evaluation process for FY 11/12. To accomplish that, the County will undertake the following steps:

1. The County Manager will facilitate the conduct of a county-wide Environmental Scan (i.e. SWOT Analysis). The Manager will employ a professional local government organizational consultant to assist the County in facilitating and organizing citizen involvement. Funding for this work will be appropriated in the FY 10/11 budget, and recommendations will be presented to the BOCC no later than March 31, 2011.
  2. During the Environmental Scan citizens will be asked to identify measures for evaluating County services.
  3. The County Manager will also facilitate the development of meaningful outcome-based and results-based performance measures and benchmarks within each department, function or service as appropriate. The measures will be used to compare progress from year to year, as well as against benchmarks. Measures for each department will be developed and adopted no later than March 31, 2011 and will be incorporated into the budget development and approval process for FY 11/12.
  4. Following this initial benchmarking, an environmental scan, and establishing outcome-based performance measures the Board will consider initiating a county-wide Strategic Planning Initiative involving all county communities for FY 11/12.
- **Develop Action Plans Based on Priorities Outlined in 2010 Board Summit**
    1. The County Manager will develop and present to the BOCC specific implementation plans for each adopted priority on March, 15, 2010 in order to assure implementation of these priorities stated herein.

## TIMELINE

<u>Date</u>	<u>Action</u>	<u>Responsibility</u>
June 30, 2010	Present New Fund Balance Policy to BOCC	Finance Director
June 30, 2010	Present Recommendations for Phase V Water Projects	Utilities Director
June 30, 2010	Finalize Public-Private Arrangement for Integra Water, LLC	County Manager
June 30, 2010	Complete Evaluation of Surplus Properties for Housing	Housing Director
July 1, 2010	Implementation of UDO, Comprehensive Plan, P&R Plan	Planning Director
July 1, 2010	Complete ranking system for P&R Plan Projects.	Planning Director
July 1, 2010	Submit Monthly Capital Outlay Reports to County	School Board
July 1, 2010	Present Quarterly Oral Reports on School Construction Projects	School Board
August 31, 2010	Establish Economic Development Performance Measures	County Manager
August 31, 2010	Present Mandatory Utility Connection Policy to BOCC	Utilities Director
August 31, 2010	Establish Utility System Performance Measures	Utilities Director
June 30, 2010	Finalize Pender Commerce Park Certification to Commerce	County Manager
September 30, 2010	Complete Assessment of Population Density in W/S Districts	Planning Director
September 30, 2010	Complete Community College Needs Assessment Report	Cape Fear CC
December 31, 2010	Present US 421 Wastewater Plant Finance Plan to BOCC	Utilities Director
December 31, 2010	Present Five Year Utility Rate Analysis to BOCC	Utilities Director
December 31, 2010	Present Multi-Year Capital Facilities Finance Plan to BOCC	C Manager/Finance Director
December 31, 2010	Complete Citizen/County Transportation Planning Policy	Planning Director
December 31, 2010	Complete Compilation of Historic Resources	Planning Director
December 31, 2010	Present Public Meeting/Event Facility Plan to BOCC	Tourism Director
March 31, 2011	Present W/S District Expansion Feasibility Report to BOCC	Utilities Director
March 31, 2011	Present Analysis of Burgaw Wastewater Plant to BOCC	Utilities Director
March 31, 2011	Complete and Present Environmental Scan Report to BOCC	County Manager
March 31, 2011	BOCC Adopt Performance Benchmarks and Performance Measures	County Manager
June 30, 2011	Complete P&R Plan Project Implementation Assessment	Planning Director
July 1, 2011	Present Public School Funding Formula to BOCC for FY 11/12	County Manager
July 1, 2011	Implement Performance Measures into Budget/Evaluation Process	County Manager

June 30, 2011	BOCC Adopt W/S District Reconfiguration and Expansion Plan	Board of Commissioners
July 31, 2011	Award Professional Design for W/S District Expansion	Board of Commissioners
September 30, 2011	Complete Maple Hill Wastewater System Project	Utilities Director
December 31, 2011	Present W/S District Financial Plan and Schedule to BOCC	Utilities/Finance Directors
July 1, 2011	BOCC Authorize a County-Wide Strategic Planning Initiative	Board of Commissioners