



**MAJOR COUNTY ACTIVITIES AND INITIATIVES**  
**January, 2012**

**Economic Development**

- i. Pender Commerce Park
  - a. Over 400 acres now available for industrial development
  - b. Is shovel ready, except for water/sewer availability which is underway
  - c. Proximity to Wilmington Port is major asset
  - d. Legislation created Port Enhancement Zone designation to provide Tier 1 tax credits to park effective 2013; to get designation approved by Secretary of Commerce; working with WID on requirements
  - e. Brownfields agreement with DENR for tracts acquired from BASF; will provide for redevelopment of property, tax incentives, liability protection; is approved and recorded.
  - f. FY 11-12 budget ordinance established \$3 million reserve fund for wastewater treatment facilities to serve park
  - g. The Land Management Group is facilitating possible permit authorization to construct a barge terminal on the Cape Fear River or NE Cape Fear River to serve the park; Rob Moul has conducted preliminary research on necessary tasks in advance of a potential barge terminal application
  - h. Opportunities to re-establish the abandoned rail corridor to the Park is being evaluated-will be about \$800,000/mile plus switching sites at industry
  - i. \$326,278 due to BASF for next 5 years-beginning in FY 11-12
  
- ii. Pender Progress Corporation Shell Building
  - a. \$1,437,500 project
  - b. Finances: \$500,000 zero interest Four County loan; \$655,250 CDBG loan; \$18,000 CDBG grant; up to \$300,00 County Loan
  - c. CDBG loan payment: \$13,105 for FY 11-12 and FY 12-13, then \$227,211 for 3 years
  - d. Four County loan payment: \$71,428 beginning in FY 15-16 for 11 years; must repay if lease building rather than sell
  - e. Construction awarded to Lee Cowper Construction for \$1,248,500
  - f. Groundbreaking held on September 7, 2010
  - g. Construction completed in November, 2011
  
- iii. Port Human Services Project
  - a. \$144,000 grant awarded by Rural Center (\$12,000/job)
  - b. Ribbon-Cutting held June 3, 2011
  
- iv. Regional Kitchen Incubator Project
  - a. Joint project in partnership with James Sprunt Community College
  - b. Funded by \$401,416 in CDBG and Cape Fear grants
  - c. Incubator Kitchen is operational
  
- v. Tier Status
  - a. Designated Tier 3 status by NC Commerce as of January 1, 2010 (Tier 3 designation means least economically distressed)
  - b. One of 20 in NC
  - c. Port Enhancement incentive legislative passed by GA in 2011; WID to assist in Commerce approval-will make tax credits for Pender more competitive with Tier 1

## Water-Sewer Infrastructure

- i. Pender Commerce Park Water Treatment Plant and 13 Mile Transmission Line
  - a. Capital budget of \$33.8 million approved by BOCC in August, 2010
  - b. Finances: \$17.5 million in GO bonds; \$4,955,000 in Revenue bonds; \$7,594,000 in grants, and \$3,751,000 in local funds
  - c. Water Treatment Plant construction awarded to Crowder Construction in September (\$21,507,000)
  - d. 13 mile Transmission Line construction awarded to RH Moore Company in September (\$7,249,179)
  - e. Groundbreaking held November 5, 2010
  - f. About 70% completed as of December, 2011
  - g. To be completed in fall of 2012
- ii. Parallel Water Line to US 17 and Storage Tank
  - a. Estimated \$11 million cost-to be funded by USDA-Rural Development loan/grant
  - b. BOCC approved EA in October, 2009
  - c. EA is complete; awaiting funding approval from USDA-Rural Development
- iii. Phase V Rocky Point-Topsail WSD Water System Expansion
  - a. BOCC adopted prioritization in June, 2010; 13-20 miles of line depending on costs
  - b. M. Mack to facilitate reconciliation of bond fund status with Finance Officer to assess available funds for extensions and secure USDA approvals
- iv. Parallel Water Line from Rocky Point to Wallace
  - a. USDA grant funds available but not yet released by USDA until Phase V expansion completed-and funds reconciled with USDA-the project is estimated \$1,000,000 project cost
  - b. 2012 construction completion target
- v. Scotts Hill Water Distribution System
  - a. \$3 million in funding by USDA Rural Development loan
  - b. Contract awarded to Herring-Rivenbark in August 2010 for \$1.94 million
  - c. Groundbreaking held September 17, 2010; Construction completion in June, 2011
  - d. System ready for customer connections beginning in October, 2011
- vi. Water Purchase Agreements
  - a. Town of Surf City-February 2010
  - b. Town of Wallace-extended to 30 year term in May 2010
  - c. Cape Fear Public Utilities Authority-negotiations underway
- vii. Surf City Water Supply Interconnection
  - a. Interconnection is complete
- viii. Water System Expansion Study for Columbia-Union, Moore's Creek and Central WSD
  - a. Population density assessment presented to BOCC October 18, 2010
  - b. District expansion feasibility report yet to be prepared-due to lack of resources and time to devote to it.
- ix. Pender Commerce Park Wastewater Treatment Facilities
  - a. Interlocal Agreement with CFPUA approved September 20, 2010 for 500,000 mgd plant
  - b. Plant is designed and permitted-shovel ready-awaiting client to help secure grant funds
- x. US 17 Wastewater Agreement with Integra
  - a. Agreements first approved by BOCC on October 18, 2010
  - b. Final agreement approved June 6, 2011
  - c. System design underway; developer agreements to be secured by Integra
  - d. 10 miles of transmission line in Phase I-to serve US 17 and NC 210
  - e. First phase (10 miles and Avondale) to be completed by November, 2012
  - f. Second phase (regional treatment plant) to be completed by October, 2013

- g. Initial Integra milestones approved with the agreement have not been met; have been working with major developer on developer agreement draft; Integra notified County on December 28 of intent to pursue Utility Commission route.
- xi. US 117 Wastewater Transmission Line Burgaw to Wallace
  - a. BOCC cost share is \$2,005,400; 33% lower than originally projected
  - b. Project is complete; Wallace sewer plant project is complete
- xii. Rocky Point Wastewater Capacity
  - a. Capacity increased to 125,000 gpd in 2010
  - b. Will increase to 250,000 gpd when CFPUA plant upgrade finalized
- xiii. Pender Packing Wastewater Project
  - a. \$453,386 project completed and on-line in August, 2010-grant and owner funding
- xiv. Maple Hill Wastewater Project
  - a. Grant funds restored by CWMTF; Rural Center Grant approved-project totals \$4,163,000
  - b. Project is underway
  - c. 172 customers signed up and paid
  - d. Project funding is very tight
  - e. Additional \$225,000 in funding approved by Rural Center in September, 2011. Need to amend budget once Mack finalizes details.
  - f. Project completion by March, 2012
- xv. Water System Financial Viability and Rate Analysis
  - a. Financial analysis presented to BOCC in January, 2011
  - b. Adopted a mandatory utility connection policy in June, 2010
  - c. FY 11-12 budget included rate adjustments to ensure systems remain financially viable
  - d. MM to update analysis for January, 2012 board planning session
- xvi. Jensen's Coastal Plantation Water System Conveyance to District
  - a. BOCC approved ownership transfer to District
  - b. Connections to District system is completed

## **Growth Management**

- i. 2010 Census
  - a. 52,217 population for the County (27% growth from 2000)
- ii. Unified Development Ordinance
  - a. Implemented July 1, 2010
- iii. Comprehensive Land Use Plan
  - a. Implemented July 1, 2010
- iv. Parks and Recreation Master Plan
  - a. Implemented July 1, 2010
  - b. Project ranking criteria to be developed by P&R Board and presented to BOCC
  - c. \$350,000 in CIP funding approved with FY 10-11 budget
  - d. \$5,000,000 is included in the multi-year CIP model for parks/recreation
  - e. BOCC approved concept of a community center in October, 2010; staff and Parks and Recreation Advisory Board are analyzing options for Rocky Point Regional Park-to include possible community center
  - f. BOCC approved submission of a PARTF grant for Miller's Pond in November, 2010-application was not funded; to reapply in January 2012

- v. CAMA Plan Update
  - a. The plan has been updated and submitted to DCM for review; hope to have approval by spring of 2012.
- vi. Historic and Cultural Resources Inventory
  - a. Completed December 31, 2010
- vii. Rail-to-Trail Project
  - a. Application submitted to National Parks Service in July, 2010 to assist in planning effort has been approved; County notified in late September
  - b. BOCC application for Federal Rails to Trail Grant for Pender Commerce Park-submitted and awarded: \$72,000
  - c. To hold off on using for Pender Commerce Park until evaluation of re-establishing rail to Park from Invista industry. Planning to evaluate other locations to use grant \$, perhaps near Moore's Creek Battleground, if State will approve.
- viii. FEMA Hazard Mitigation Plan
  - a. Update completed and approved by State and FEMA
- ix. US 17 Hampstead By-Pass
  - a. NCDOT is narrowing corridors for consideration; BOCC adopted resolution supporting MPO preservation of corridor on January 4, 2011
  - b. \$20 million included in recent NCDOT TIP for right-of-way acquisition-for 2017
  - c. No construction funding in TIP to date
  - d. NCDOT Public Hearing on EIS and alternatives held in October
  - e. WMPO filed official corridor map in November, 2011
  - f. NCDOT is working on location/design alternative for interchange
- x. US 17/NC 210 Corridor Safety Study
  - a. Plan completed by MPO and recommendations presented to BOCC on October 3, 2011
  - b. BOCC public hearing held on November 21
  - c. BOCC to consider adopting resolution endorsing study in January, 2012
- xi. County Transportation Planning Process
  - a. Transportation planning process presented to BOCC on January 4, 2011 for adoption
  - b. To coordinate with NCDOT TIP development process and timing
- xii. Capital Improvement Plans
  - a. Five year CIP's developed for general fund and enterprise funds updated annually
- xiii. Multi-Year Capital Facility Plan & Model
  - a. Presented multi-year plan and model to BOCC on October 18, 2010
  - b. Includes governmental campus plan, community college facilities, and public school facilities
  - c. Jail/LEC and DSS impact scenario projected in updated model as of November, 2011
- xiv. Drainage Management
  - a. \$150,000 in CIP funding approved with FY 10-11 budget
- xv. Voluntary Agricultural Districts
  - a. BOCC approved ordinance in December, 2010.
- xvi. Jail/Law Enforcement and DSS Capital Facility Planning
  - a. BOCC authorized space needs assessment and conceptual design work in May, 2011
  - b. Moseley Architects presented recommendations to BOCC October 17
  - c. BOCC approved \$1.1 million budgeted in FY 11-12 budget for initiating design and engineering for projects; additional planned for FY 12-13 to help with planning/debt. Financial models are complete and given to BOCC, but not discussed yet. BOCC still needs to determine which option of each to build.

- d. Sheriff/Manager have discussed with Board need to construct jail/LEC and future judicial center on new site to allow plenty of room for parking and future growth needs for these facilities (possible DSS and other county facilities can better fit on 20 acres at current campus).

## Quality of Life

- i. Topsail Regional Library
  - a. Architectural design for site on US 17 has been completed by Cherry Huffman Architect
  - b. Estimated cost of new Library, plus renovation of existing Library is \$6,000,000
  - c. Project is included in multi-year capital facilities plan; on hold until economy improves
  - d. Wetland mitigation remains an issue to resolve for the selected site
  - e. Delay in moving forward will allow staff to pursue other potential site opportunities along corridor to evaluate against limitations with current selected site
  - f. \$50,000 noted in budget info for FY 12-13 to complete site design, on whichever site selected
  - g. A draft long-term lease agreement between the Schools and County is prepared but not finalized yet until the site is definitive
- ii. Tourism Marketing Plan
  - a. TDA is to complete this during FY 11-12
- iii. Tourism Center and Events Center
  - a. TDA has completed schematic drawings for Center and Events Center
  - b. Drawings presented to BOCC on December 6, 2010
  - c. Project is included in multi-year CIP
- iv. Pender Memorial Park
  - a. PARTF grant projects completed in summer, 2010; increased acreage 70%
  - b. BOCC approved field lighting in August, 2010 for 3 fields
- v. Hampstead Kiwanis Park
  - a. PARTF grant projects completed in summer, 2010; increased acreage 70%
  - b. BOCC approved field lighting in August, 2010 for 3 fields
- vi. Central Pender Recreation Center
  - a. Concept and planning process for a central Pender Recreation Center was approved by the BOCC in September, 2010
  - b. The project will be facilitated within the Parks and Recreation Master Plan process, with citizen involvement
  - c. Parks and Recreation Advisory Committee is developing concept plans for Rocky Point Regional Park (behind Heide Trask High School) to include possible community-recreation center
- vii. Heide Trask Regional Park
  - a. Concept plan completed and presented to BOCC on November 7
- viii. Miller's Pond
  - a. Planning and engineering work completed in summer, 2010
  - b. Improvements including parking lot, signage, trails and pier are completed
  - c. Official opening held on November 18, 2011
- ix. Hampstead Intracoastal Waterway Public Access
  - a. State and WRC acquired property in March, 2010
  - b. Design and permitting completed
  - c. Construction began October 1 for spring 2012 opening
- x. Beach Nourishment
  - a. Appropriation increased by \$37,500 in FY 11-12 to \$262,500 for Topsail Beach and Surf City

- b. BOCC goal to achieve 1 penny on rate in 10 years; current 1 penny equals about \$600,000
  - c. Topsail Beach completed \$4 million nourishment project in March, 2011
  - d. BOCC approved \$25,000 for New Topsail Inlet dredging, to reimburse Topsail Beach when done
- xi. Housing
- a. BOCC approved donation of lot to Habitat for Humanity in March, 2010; has not occurred
  - b. Developed County surplus property listing that sets forth all properties available for housing opportunities
  - c. Pender Housing Initiatives Board is seeking additional affordable housing projects and desires to initiate a county wide housing development assessment; funded with developer fee owed via Seven Oaks project
  - d. \$500,000 CDBG Scattered Site grant-resulted in 2rehabilitation and 5 replacement homes
  - e. \$500,000 CDBG-ER grant submitted in October, 2010 to fund five new home construction and one rehabilitation
  - f. \$275,000 in HPRR (Homeless Prevention/Rapid Re-Housing) grant funds have been awarded and being administered-is also funding full-time staff for program
  - g. BOCC approved \$35,000 in FY 11-12 budget for housing development study, and a rehabilitation assessment for Country Court
  - h. County will secure new \$400,000 FY 11 CDBG scattered site grant in early 2012
- xii. Human Relations Commission
- a. BOCC adopted updated by-laws in September, 2010 and reactivated Commission
  - b. New title is Council on Community Affairs
  - c. Applications for appointment consideration are being sought; advertised in newspapers weekly; only two appointments made to date

## Education

- i. Public School 5-Year CIP
- a. Updated CIP prepared by School Board in September, 2010; included in multi-year CIP
  - b. Total cost is estimated at \$127 million next 10 years, depending on growth and timing of construction
  - c. School Board now makes quarterly bond project oral reports to BOCC
- ii. Public School Annual Funding
- a. Funding formulas have been created for BOCC and School Board discussion for use in future funding decisions when economy improves and state funding stabilizes
  - b. School Board now provides monthly capital outlay report to County Finance Officer monthly
  - c. FY 11-12 funding remained the same as FY 10-11 funding level
- iii. Heide Trask Auditorium-Gymnasium Project
- a. BOCC authorized \$4.3 million project in November, 2009
  - b. Project completed in May, 2011
- iv. Cape Fear CC Needs Assessment
- a. Dr. McKeithan presented the assessment to the BOCC November, 1 2010
  - b. \$3,000,000 to be allocated to Surf City Campus; \$19,000,000 to Burgaw-Rocky Point area in the multi-year capital facilities plan
  - c. BOCC has contributed \$100,000 to Surf City project to date; Surf City has paid \$334,000 of \$500,000 commitment
  - d. Dr. McKeithan presentation to BOCC on July 11 to initiate office/classroom building on Surf City campus as state funding for \$2-2.2 million facility is in hand
  - e. Site master plan will begin on 12/14/11, and completion on 3/29/12, awarding a design contract for the building itself on 3/16/12, and opening bids for construction of the building on 12/16/12.

## Administrative-Financial

- i. 2011 Revaluation
  - a. Schedule of Values adopted by BOCC on October 4, 2010
  - b. Revaluation took effect January, 2011
  - c. Tax base increased from \$4.7 m in 2003 to \$6.3 m in 2011 (excluding deducting final appeal values)
  - d. Board of E&R finalized appeals in July, 2011; about 60 appeals to State Property Tax Commission received
  
- ii. FY 11-12 County Budget
  - a. \$49.4 million general fund budget adopted by BOCC on June 27, 2011
  - b. Revenue-Neutral tax rate of 51.2 cents adopted; \$2.58m in general fund balance (excluding one-time FB use of \$1.1 million) appropriated to balance budget
  - c. \$2.4 million in required recurring and operational expenditure increases had to be appropriated
  - d. \$3 million of available fund balance reserved for new wastewater facilities for Pender Commerce Park
  - e. June 30, 2011 fund balance is 28.3%; BOCC policy is 30%
  
- iii. New EMS& Emergency Operations Center
  - a. Pender EMS accepted project bids for new Burgaw facility in September, 2010
  - b. Facility will house Pender County's EOC and EM offices
  - c. BOCC appropriated \$350,000 for the County's contribution in FY 10-11 CIP
  - d. Completed and opened in August, 2011
  
- iv. Historic Courthouse Renovation
  - a. Phase I renovation project completed in December, 2010
  - b. Total cost of Phase I was approximately \$625,000
  - c. Projected total cost of remaining renovation work (Phase 2 and 3) is approximately \$1 million
  
- v. Multi-Year Capital Facilities Plan & Model
  - a. Presented multi-year plan and model to BOCC October 18, 2010
  - b. Can use to develop multiple scenarios
  - c. Updated in Nov. 2011 to include updated jail/DSS numbers, and other updates
  
- vi. Bond Rating Upgrades
  - a. The County's bond ratings were upgraded in 2010 to: Moody's-Aa2; Standard & Poor's-A+
  
- vii. Update County Personnel Policy
  - a. Draft update reviewed by attorney, DH, and employees
  - b. Presented to the BOCC on September 19, 2011
  - c. Adopted by BOCC October 3, 2011 with November 1 effective date
  
- viii. Five-year Capital Plans
  - a. Five year plans developed and updated annually (Departmental, Facilities, Enterprise Funds)
  
- ix. Updated Fund Balance Policy
  - a. Policy was updated in June, 2010 by BOCC; contributed to subsequent upgrade of the County's bond ratings in August, 2010
  - b. Policy mandates 30% fund balance; and determination of future revenue sources for any expenditures of excess fund balance
  - c. June 30, 2011 number is 28.3% (after \$3 m reserve for WWTP); would be 34.39% if \$3 m not excluded. Also, new audit requirements (on reimbursements to County) takes funds normally accounted as undesignated, now required to be reserved. 28.3% provides for an \$831,144 shortfall below the 30% level.
  
- x. Employee Wellness Program
  - a. Employee Health Assessments held for first time in 2009 with 30% participation rate

- b. Wellness Committee was created in 2010, and a new wellness policy was adopted by BOCC October, 18 2010 providing for wellness participation incentive (County continues to pay 100% of health and dental insurance premiums if employee meets program participation criteria)
  - c. Annual Health Assessments are now conducted along with a multitude of wellness programs
  - d. Financial benefits and impacts presented to BOCC in December, 2011
- xi. Strategic Planning
- a. 5 SWOT Focus Groups held third week in October, 2010 in each district
  - b. BOCC meet October 22 and developed its strategic goals
  - c. Presented priority strategies and key effectiveness measures for County government to BOCC at January, 2011 planning summit; staff to continue to develop specific action plans
  - d. BOCC strategic goals are: A High Performing Organization, A Sustainable and Vibrant Economy, Excellence in Education, and A Diverse County with an Exceptional Quality of Life. Strategies for Excellence in Education and A Diverse County with an Exceptional Quality of Life are awaiting visioning sessions.
- xii. Public Health Department Assessments
- a. BOCC asked BOH to initiate comprehensive assessment of Health Department in April, 2010
  - b. Situational Assessment conducted by Wanda Sandele and presented in June, 2010
  - c. Conflict Resolution Assessment conducted by SOG John Stephens and presented in June, 2010.
  - d. Gillings School of Public Health Assessment conducted by Dr. Lesneski and presented in September, 2010.
  - e. Carolyn Moser was appointed Health Director in August, 2011 and is continuing organizational changes and enhancements.
- xiii. DSS Staffing & Assessment
- a. State Mandated Child Support Program transition to DSS effective July 1, 2010
  - b. BOCC approved 7 new positions in July (after budget adoption) at County cost of \$126,000 (104 total employees for FY 11-12)
  - c. DSS budget for FY 11-12 increased \$453,500 for funding new mandated financial responsibilities placed on the County
  - d. Board discussed analysis of DSS programs, budget, mandates and county discretion on October 17, 2011 but did not approve moving ahead
- xiv. Voting District Redistricting
- a. The 2010 Census reflects a large variance in the district populations
  - b. BOCC has authorized moving ahead with drawing new districts
  - c. Five concepts developed and put out for public comment in November, 2011. Public hearings scheduled in January/February 2012.

**PENDER COUNTY  
BOARD OF COMMISSIONERS  
2010-2012 PRIORITY IMPLEMENTATION PLAN  
*Adopted March 15, 2010***

**Blue=Status Report  
December, 2011**

**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.

Research on statewide policies was completed in July 2010; most apply only to industrial projects except for downtown or municipal tax districts. A retail-commercial incentive policy has been developed for larger commercial projects, with incentives based on investment and W-2 job creation. The Manager suggested the policy not be officially adopted, but be used on a case by case basis as warranted and desired for competitiveness.

- **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.

The BOCC authorized the acquisition of 396 acres of BASF property adjacent to the Pender Commerce Park for further industrial development, and the closing took place December 7, 2010. Discussions have ensued regarding the potential for development along US 117 at the I-40 interchange which may require acquisition to stimulate or facilitate activity.

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).

Pender Commerce Park meets the requirements for certification with the exception of public water and wastewater availability. The supporting information is in hand, and once the water treatment plant is operational and a wastewater facility is available the park can be certified. The County has an agreement with CFPWA for development of a 500,000 gpd wastewater treatment plant, and the County continues to evaluate options to use and add to BASF former facilities to be in position with initial industrial prior to the larger plant being justified.

3. Facilitate site certification process for County and privately acquired industrial sites.

The process will be pursued for newly acquired and qualifiable 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.

Due to current economic conditions and budget difficulties, meeting this objective is difficult; however \$50,000 was appropriated for FY 10-11. No additional funds were budgeted for FY 11-12 due to the difficult economy and budget.

5. Appropriate \$240,000 from fund balance in FY 10/11 to be used to fund acquisition of additional industrial development property.

\$475,000 was budgeted in FY 10-11 from fund balance for the downpayment for acquisition of the BASF property.

6. Appropriate \$195,000 annually for five years, beginning in FY 10/11, for industrial development property acquisition.

\$326,277 will be required annually for five years for the BASF property. The agreement provides for zero interest payments. Payments began in FY 11-12 and are required through FY 15-16.

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.

Measures have been established. Economic progress in 2010 is nearly non-existent due to the economic recession. The unemployment rate has climbed and held steady at 10% or more; there has been no new industrial development or expansion; COTY announced the plant closing by July, 2011; and foreclosures are at all time highs. In a positive light, the Commissioners have used the extended recession period to position the County to facilitate and manage future growth through expanding public infrastructure throughout the county; implementing new land use ordinances and plans, developing a parks and recreation master plan; developing industrial product, and so forth.

▪ **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.

A positive relationship has been maintained with the organizations and the municipalities. The County meets with the towns periodically for updates and special events/meetings. WID, Pender Progress and Four County EMC are partners in the shell building project.

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.

Grant and loan funds for the shell building were secured, and will be sought for future projects.

▪ **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.

The grant program developed provides for focus on W-2 jobs.

▪ **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.

The County elected officials and staff have developed an excellent professional and trusting rapport with all regional agencies and organizations. Examples are the partnerships with NH County on the industrial park acquisition; CFPWA on the wastewater treatment facility for Pender Commerce Park; the shell building project with WID, Four County and Pender Progress; the US 117 wastewater project with Burgaw, and others.

**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.

The analysis was completed and presented to the BOCC at the January 11, 2011 BOCC planning summit. It will be updated by M. Mack for the 2012 summit.

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.

The policy amendment requiring mandatory connections was adopted by the BOCC on June 7, 2010; and the provision was incorporated with the UDO when it was adopted in June, 2010.

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.

This was completed in July, 2010. As well, the State Treasurer's site now has performance measures for all counties that can be compared-this was presented to BOCC at the 2011 planning summit, and will be reviewed again, with William Rivenbark presenting, at the 2012 summit.

▪ **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.

This was completed and presented to the BOCC on October 18, 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.

This has been delayed due to available staff resources to conduct the assessment as well as not having water supply availability at this point. However, it is planned to be presented to the BOCC at the appropriate time, and items 3-5 below will follow.

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 .

The priority listing was approved by the BOCC on June 21, 2010. The Wallace parallel line has been designed and we are awaiting NCDOT approval of right-of-way use, and USDA final approval, before

bidding for construction. The Surf City interconnection has been completed. No further movement has taken place with ONWASA at this time. Phase V completion is to be June, 2012.

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.

The Director has assessed the facility, including former reports and recommendations, and feels it would not be cost effective to try to get the plant operational; as well-securing State permits for discharge approval would be extremely difficult. It is recommended the capacity the County has purchased from Wallace be used rather than acquiring this plant.

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.

The system is under construction as of May, 2011 and is to be completed in March, 2012.

▪ **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.

The Director has been instrumental in facilitating agreements with CFPUA, Town of Wallace, and Town of Surf City in the past year. Discussions and relationship building with all agencies has been positive and is facilitating effective 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.

A interlocal agreement with CFPUA providing for construction of a regional 500,000 gpd facility was developed and approved by both Boards. The agreement was approved by the Pender BOCC October 4, 2010. Until such time as a regional plant is justified and initiated, Pender County continues to evaluate

options to support new industry in Pender Commerce Park as a cost-effective way to provide initial wastewater services until a regional plant is justified.

▪ **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.

The agreement with Integra Water, LLC provides for county ownership of the new wastewater facilities to be constructed by Integra. It also provides for County involvement in design and bidding, approvals for expansions, and rate approval. Rate increases for Integra operations is based on appropriate indexes. The agreement also provides the option for an early termination right for the County. The agreement with CFPWA for the waste treatment facility on US 421 provides for ownership and control by the County as exercised by the County, including capacity ownership. Both agreements will serve as positive models for future agreements with regional partners.

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.

The agreement in place provides for development and ownership by the County should it exercise development of the facility; as well as for purchase of capacity. It provides for CFPWA to also exercise ownership and capacity purchase.

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.

The agreement with Integra Water, LLC specifically address protecting the County and residents with a variety of provisions such as control of rates, approval of expansions, termination rights, reducing county risks, fee increases tied to appropriate indicators, performance expectations 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.

The initial agreement was approved by the BOCC on October 18, 2010, and a final agreement was approved by the BOCC in June, 2011. The agreement will serve as a model for future public-private ventures. David Lawrence, recently retired from the School of Government, was involved and instrumental in developing the overall framework for the agreement to be compliant with NC law.

▪ **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.

The County's elected officials and staff have developed an excellent rapport with USDA officials, as evidenced by considerable financial awards through grants and loans for the water treatment plant, Scott's Hill distribution system, and other infrastructure projects on the drawing board. The County was able to secure \$7.5 million in grant funds for the water plant project, representing 23% of the total cost. Unfortunately, Pender County was moved to the Kinston office district as of July, and relationships with that office will need to evolve as they had through the Lumberton office.

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.

The new UDO, Comprehensive Plan, and Parks and Recreation Master Plan were adopted by the Board in June, 2010. A bicycle and pedestrian plan is underway in partnership with the RPO. A project priority ranking system has been developed by the Parks and Recreation Advisory Committee and was approved by the BOCC on November 15, 2010. Detailed planning for individual park facilities will follow.

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.

Issues to be refined or amended are being assessed monthly and presented to the Planning Board for recommendation to the BOCC.

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.

A local transportation policy was adopted by the BOCC on January 4, 2011.

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.

The County Manager has developed a capital facilities plan for the County for the coming 20 years or so. The Manager employed First Southwest Company to assist in developing a multi-year capital planning model, which was initially presented to the BOCC on October 18, 2010. The BOCC discussed capital facility needs and timing in more detail in the January, 2011 planning summit. The facilities plan includes \$220 million in capital facility needs.

- **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.

The Manager and Finance Director presented a new policy to the BOCC and it was adopted on April 19, 2010. The new policy influenced the bond rating upgrades that came in October, 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.

The FY 10-11 budget appropriated \$250,000 for industrial property acquisition; \$50,000 for Industrial Development, \$250,000 for Parks and Recreation Capital, \$150,000 for Drainage Management Capital, and \$350,000 for the EOC.

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.

Capital facilities and using fund balance was discussed as part of the planning summit and capital facilities planning model review in January, 2011. The BOCC agreed to move forward with planning for a new jail-law enforcement center and DSS center. The FY 11-12 budget appropriated \$1,120,275 for planning/design of the facilities. The FY 12-13 budget will include an additional appropriation to assure sufficient funding for planning and debt service for the facilities. The funds were included as recurring, thus not appropriated from fund balance. An updated CIP model and specific spreadsheets for the facilities has been prepared and forwarded to the BOCC. The FY 11-12 budget ordinance reserved \$3,000,000 for the planning, construction and financing of a regional wastewater facility in Pender Commerce Park.

### **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.

A variety of school funding formulas are established and ready for School/County review and adoption once the economy and budget issues normalize.

- **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.

The School Board is working with County staff to ensure this is accomplished.

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.

This is being accomplished monthly.

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.

This is being accomplished quarterly.

- **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.

A needs assessment was presented to the BOCC by Dr. McKeithan on November 1, 2010. Funding for Pender community college facilities (\$22 million) is included in the long range capital facility plan; the timing of which will be evaluated and determined by the BOCC.

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.

The capital facilities multi-year plan is developed by the Manager, and the model was presented to the BOCC on October 18, 2010. Funding for community college facilities (\$22 million) is included in the draft plan.

Dr. McKeithan presented to the BOCC in July, 2011 a plan to move forward with the campus plan and office-classroom building and associated facilities. \$1.7 million in State funds, along with \$500,000 from Surf City and \$100,000 from the BOCC will provide the funding. The BOCC agreed to initiating the project, which will require approximately \$100,000 annually from the BOCC for facility maintenance and operational funding.

### ***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.

The County Manager has developed a capital facilities plan for the County for the coming 20 years or so. The Manager employed First Southwest Company to assist in developing a multi-year capital planning model, which was initially presented to the BOCC on October 18, 2010. The BOCC discussed capital facility needs and timing in more detail in the January, 2011 planning summit. The facilities plan includes \$220 million in capital facility needs, and Law Enforcement, a Jail, and DSS were at the top of the priorities.

In May, 2011 the BOCC authorized a planning study be undertaken for a new jail-LEC facility and DSS facility. Moseley Architects has conducted the study, and presented it to the BOCC in October. The FY 11-12 budget appropriated \$1,120,275 for planning/design of the facilities. The FY 12-13 budget will include an additional \$625,403 appropriation to assure sufficient funding for planning and debt service for the facilities. The funds were included as recurring, thus not appropriated from fund balance. Financial models for the debt service for these projects have been prepared and forwarded to the BOCC, but not discussed yet in detail-as the BOCC has not selected which option for each project to construct.

▪ **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.

The BOCC routinely received reports and requests for actions, adopting resolutions, and other support, and responds in a timely manner. In November, 2011 the MPO authorized corridor preservation be filed. The BOCC has been working with NCDOT officials to reconsider the location of the proposed interchange, which has been impacted due to the red-cockaded woodpecker issue.

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.

The County's elected officials and staff have been active in the planning and support processes, especially for the GHHA.

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.

The Plan was adopted in June, 2010 and made effective July 1, 2010.

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.

The Parks and Recreation Advisory Committee has developed a project priority ranking system and it was presented to and approved by the BOCC on November 15, 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.

The Advisory Board has been working on two specific implementation plans: Miller's Pond (completed and opened); and Rocky Point Regional Park (adjacent to Heide Trask HS). The Rocky Point Regional Park concept plan was presented to the BOCC in November, 2011 and they endorsed continuing with planning.

▪ **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.

This was accomplished and completed in June, 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.

The Board has expressed interest in moving ahead with affording housing project development, and has asked for the BOCC to appropriate funding to complete a housing assessment and pursue housing development opportunities in 2011. The BOCC appropriated \$35,000 in the FY 11-12 budget for this purpose.

▪ **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.

An inventory and map have been developed and was presented to the BOCC on January 4, 2011.

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 Hosiery 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.

A schematic plan for a tourism center was completed by the TDA with the assistance of Architect Warren Wilson in FY 09-10.

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.

A schematic plan for a combined or co-located tourism center and public events center was completed by the TDA with the assistance of Architect Warren Wilson in November, 2010 and was presented to the BOCC on December 6, 2010. The visitor's center and public events center concept is included in the multi-year capital facilities plan. The TDA will proceed with site identification, budget preparation and resource development when resources to move forward are identified.

### **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.

Five citizen focus groups were held October 19-22, 2010. Dr. Straus and Dr. Lee met with the BOCC on October 22 to review the focus group themes and to establish broad BOCC strategic core priorities. At the January, 2011 planning summit the BOCC adopted four strategic priorities: A High Performing Organization; A Sustainable and Vibrant Economy; Excellence in Education; and A Diverse County with an Exceptional Quality of Life. Specific goals and measures were also approved for A High Performing Organization and A Sustainable and Vibrant Economy. The BOCC discussed partnering with the Board of Education and the Council on Community Affairs (when appointed) to further develop the other two strategic priorities.

County departments will continue to develop and implement strategies and actions designed to meet those goals and measures; and incorporate those into the annual budget and goal setting processes for the BOCC.

- **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.

This Action Plan was developed and approved by the BOCC on March 15, 2010.

**ACTION ITEM TIMELINE**

<u>Date</u>	<u>Action</u>	<u>Responsibility</u>	<u>Action Status</u>
June 30, 2010	Present New Fund Balance Policy to BOCC	Finance Director	Presented to BOCC April 19, 2010; Adopted April 19
June 30, 2010	Present Recommendations for Phase V Water Projects	Utilities Director	Presented to BOCC June 21, 2010; Adopted June 21
June 30, 2010	Finalize Public-Private Arrangement for Integra Water	County Manager	Still under on-going negotiation as of July 14, 2010
June 30, 2010	Complete Evaluation of Surplus Properties for Housing	Housing Director	Submitted to County Manager on June 30, 2010
June 30, 2010	Finalize Pender Commerce Park Certification	County Manager	Intent to Certify submitted in June; must wait until public Water-Sewer in place to finalize certification process
July 1, 2010	Implementation of UDO, Comp. Plan, P&R Plan	Planning Director	All Plans Adopted by BOCC on June 21, 2010
July 1, 2010	Complete ranking system for P&R Plan Projects.	Planning Director	Evaluation and ranking system approved by PRAC, and approved by BOCC Nov. 15, 2010
July 1, 2010	Submit Monthly Capital Outlay Reports to County	School Board	First Monthly Report (July) submitted to Finance Director in August, 2010
July 1, 2010	Present Quarterly Reports on School Bond Projects	School Board	First Quarterly Report made to BOCC on July 12, 2010.
August 31, 2010	Establish Eco. Development Performance Measures	County Manager	Completed June 30, 2010
August 31, 2010	Research & Present Small Bus. Policy Recommendation	County Manager	Research and draft policy completed in July Recommendations to BOCC in September-to not adopt as official policy.
August 31, 2010	Present Mandatory Utility Connection Policy to BOCC	Utilities Director	Presented to BOCC June 7, 2010; Adopted June 21
August 31, 2010	Establish Utility System Performance Measures	Utilities Director	Completed July 13, 2010
September 30, 2010	Complete Assessment of Pop. Density in W/S Districts	Planning Director	Completed and presented to BOCC October 18, 2010
September 30, 2010	Complete Community College Needs Assessment	Cape Fear CC	Completed and presented to BOCC November 1, 2010
December 31, 2010	Present US 421 Wastewater Plant Plan to BOCC	Utilities Director	Interlocal Agreement with CFPWA Adopted Oct. 4, 2010
December 31, 2010	Present Five Year Utility Rate Analysis to BOCC	Utilities Director	To be presented January 18, 2011
December 31, 2010	Present Multi-Year Capital Facilities Plan to BOCC	C Manager/Finance Director	Presented to BOCC Oct. 18, 2010; detail review held in Jan.
December 31, 2010	Complete Transportation Planning Policy	Planning Director	Adopted by BOCC Jan. 4, 2011

December 31, 2010	Complete Compilation of Historic Resources	Planning Director	Presented to BOCC Jan. 4, 2011
December 31, 2010	Present Public Meeting/Event Facility Plan to BOCC	Tourism Director	Presented to BOCC December 6, 2010
March 31, 2011	Present W/S District Expan. Feasibility Report to BOCC	Utilities Director	
March 31, 2011	Present Analysis of Burgaw Wastewater Plant to BOCC	Utilities Director	Recommended negative.
March 31, 2011	Complete and Present Environ. Scan Report to BOCC	County Manager	Presented to BOCC at planning summit in January, 2011
March 31, 2011	BOCC Adopt Performance Benchmarks & Measures	County Manager	Included in presentation to BOCC in January, 2011 for two of four strategic priorities
June 30, 2011	Complete P&R Plan Project Impl. Assessment	Planning Director	On-going. An implementation plan for the regional park has been completed.
July 1, 2011	Present Public School Funding Formula to BOCC	County Manager	Formulas are developed but held in abeyance due to economic recession and unique impacts with current funding
July 1, 2011	Implement Per. Measures into Budget/Eval. Process	County Manager	Measures were included in RBMS for two of four BOCC strategic priorities; will be reported on in January summit annually
June 30, 2011	BOCC Adopt W/S District Reconfiguration and Exp. 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	Completion date is March, 2012.
December 31, 2011	Present W/S District Fin. Plan and Schedule to BOCC	Utilities/Finance Directors	
July 1, 2011	BOCC Authorize a County-Wide Strategic Planning Ini.	Board of Commissioners	