

**PENDER COUNTY BOARD OF COMMISSIONERS
PLANNING SUMMIT**

JANUARY 28 & 29, 2010

The Pender County Board of Commissioners began a two-day Planning Summit on Thursday, January 28, 2010, at the Surf City Welcome & Visitors Center, 102 N. Shore Drive, Surf City, North Carolina.

MEMBERS PRESENT: Chairman Jimmy Tate, presiding; Vice Chairman Norwood Blanchard; and Commissioners George Brown, F.D. Rivenbark and David Williams.

MEMBERS ABSENT: None.

OTHERS PRESENT: Rick Benton, County Manager; Thurman, County Attorney; Glenda Pridgen, Deputy Clerk to the Board; and members of the Press and public.

WELCOME AND OPENING COMMENTS:

Surf City Mayor Zander Guy welcomed all to the meeting and said he is glad Pender County and Surf City could agree on a deal for the County to purchase water from the Surf City.

Chairman Tate called the meeting to order at 9:15 a.m. and welcomed all. Mr. Tate and Mr. Benton made opening remarks.

INTRODUCTIONS:

Mr. Benton introduced the Facilitators-Dr. Steven Straus and Dr. Heather Lee. Dr. Straus and Dr. Lee reviewed their backgrounds, employment histories.

The Board adjourned at 3:30 p.m. on Thursday and reconvened at 6:30 for dinner and a presentation by Dr. William W. Hall, Jr., Professor of Economics, Cameron School of Business, University of North Carolina, Wilmington, NC. The presentation concerned the economy of the County, Region and State.

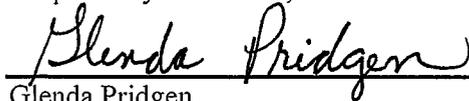
The Board reconvened at 8:30 a.m. on Friday, January 29, 2010.

A report of what was discussed both days at the summit is attached and made a part of the minutes by reference herein.

ADJOURNMENT

The summit adjourned at 12:15 p.m. January 29, 2010.

Respectfully Submitted,



Glenda Pridgen
Deputy Clerk to the Board

Reviewed By:



Rick Benton
Clerk to the Board

**2010 Board Summit
January 28-29, 2010**

VISION and HOPES

- Common Sense and Fairness
- Manage Growth
- Continue Initiatives and Momentum
- Support Priorities
- Maintain Unity in Direction
- Higher Level of Community Involvement
- Build Consensus in a Diverse Community
- Become a Bedroom Community with Industry & Jobs
- Preserve and Leverage Historic Resources

PRIORITIES AND STRATEGIES 2010-2012

Economic Development:

- Evaluate Small Business Incentive Program
- Maintain Industrial Product to Attract Industrial Clients
- Continue Industrial Shell Building Program
- Focus on "W-2" Job Creation
- Foster Partnerships with WID, Pender Progress Corporation, Towns, Bordering Counties

Infrastructure:

- Develop Long-Term Financial Plan to Sustain Utility System Financial Integrity
- Evaluate Expansion of Water-Sewer in Unserved and Underserved Areas
- Evaluate Reconfiguring Districts to Facilitate System Expansions
- Foster Regional Partnerships
- Develop Plan to Construct and Finance Sewer Plant in Pender Commerce Park
- Facilitate County Ownership/Control of County Utilities
- Develop a Framework for Public/Private Partnerships
- Develop a Political Strategy for Resource Development/Procurement

Growth Management:

- Ensure Balanced and Compatible Growth with Proactive Planning
- Use New Comprehensive Plan Policies to Support Land Use Decision-Making
- Evaluate Capital Facility Needs Relative to Location and Timing
- Evaluate Fund Balance Policy and Opportunities to Benefit from Economic Recession in Addressing Capital Needs

Education:

- Implement a Funding Formula for Funding Public School Current Expense and Capital Outlay
- Ensure Accountability on Public School Construction Projects
- Request CFCC Conduct a Community College Needs Assessment for Pender County
- Foster Community Input for Addressing Issues Noted in Community College Needs Assessment

Quality of Life:

- Maintain Commitment to Law Enforcement and Associated Facility Needs (Jail)
- Continue Aggressive Strategies Focused on US 17 Hampstead By-Pass Project

- Implement Parks and Recreation Plan by Prioritizing Projects/Timing/Financing Methods
- Encourage and Facilitate Development of Affordable Housing and Infrastructure
- Encourage Preservation and Reuse of Historic Structures for Housing and Other Needs
- Evaluate Opportunities with State/Federal/Other Agencies in Capital Facility Development
- Evaluate Opportunities to Develop Adequate Meeting Facilities for County/Public Use
- Address Facility Needs for Social Services
- Maintain a Competitive Tax Rate and Cost of Living in Pender County

SETTING EXPECTATIONS

Overall:

- Everyone Should Have An Opportunity To Speak, Bring up Ideas
- Keep Each Other Informed, Particularly When One's District is Involved
- Ask Each Other's Opinions About Issues That Cross Districts
- Recognize and Respect Each Commissioner's Project Leadership in Their District
- Be Candid, Conciliatory and Cooperative With Each Other
- Avoid Letting Differences of Opinion on One Issue Impact Another Issue
- Vote Your Conscience
- Disagree Without Being Disagreeable
- Be Non-Partisan When Voting; Do Not Be Influenced By Special Interest Groups
- Funnel Requests to the County Manager-Support the Chain of Command Structure
- Have Empathy for Citizens

Chairman Expectations of Board:

- Keep Chairman Informed
- Provide Open Communication/Feedback/Constructive Criticism

Board to Chairman:

- Share the Credit
- Be Impartial and Fair
- Keep Emotions in Check
- Keep Supporting Open Communication
- Do Not Be Overly Rigid With Rules
- Be Patient with Community; Help Community Communicate with the Board
- Have Empathy with Citizens
- Learn From All Board Members
- Remember the Chair is not the "Boss" of the Other Board Members

Attorney to Board:

- Adopt Formal Rules of Procedure to Reduce Ambiguity and Appearance of Favoritism
- Provide Advance Notice of Issues to Allow Preparation Time
- Add Support in County Manager's Office-ie. HR Manager and ACM (also to help reduce liability)

Manager to Board:

- Recognize the Manager Must Work More Closely with the Chairman
- Recognize Recommendations are from Professional Perspective, Based on Facts
- Recognize the Manager is Responsible for Personnel Matters
- Avoid Letting Employees Air Grievances to Board Members and Undermine Authority
- Keep Manager Informed of Upcoming Items, Issues, etc. for Preparation Purposes

- Recognize That Some Communications with Individual Members Result from Local District Complaints, etc., and are not Pertinent to the Whole BOCC
- Understand the Manager will Inform all BOCC on Matters that are Pertinent to the Whole Board or Members May Hear About Them
- Recognize the Manager's Office Currently has Only Two Employees, Making More Long-Range Planning, etc. Difficult
- Understand the Need for a HR Director to Serve 400 County Employees

Board to Staff:

- Keep the BOCC Informed
- Maintain High Level of Customer Service-With Enthusiasm
- Accuracy and Proficiency are Expected from Manager and Attorney
- Treat all BOCC Members Equitably
- Avoid Partisan Activities/Comments
- Respond to Citizens in Timely Manner; No Calls Left Unreturned the Same Day
- Update Voice Mails/E-mails When Away and Can't Respond to Inquiries
- Avoid Negative Comments on BOCC Members
- Follow-Up on BOCC Requests
- Try to Streamline Processes; Improve Customer Service

OUTCOME-BASED STRATEGIC PLANNING

- How Do We Compare with Other Counties and How Do We Compare Our Success Over Time
- Establishing Benchmarks-Start with Small Steps
- Training for Employees
- Implement Outcome-Based Planning into Budget Development/Performance Evaluation
- Establish Systems of Measurement (Surveys, Focus Groups, Forms Like Tax/Utility Bills, On-Line)
- Ensure all Citizens Can Participate, Not Just Those with Computers
- Establish Accountability with Staff for Performance in Meeting Targets
- Environmental Scanning (SWAT Analysis) County-Wide
- Strategic Planning Process
- Manager to Develop and Recommend Environmental Scanning and Strategic Planning Process
- Manager to Develop Action Plan Based on Summit Priorities

SUMMIT DEBRIEFING

What Went Well:

- Collaboration
- Greater Sense of Collaboration
- Got to Know Each Other and Better Understand Individual Priorities
- Information Book Provided by Manager
- Opportunities to Discuss Ancillary Issues
- Opportunity to Prioritize Major Issues
- Opportunity to Understand Strategic Planning Concept
- Comfortable, Open Atmosphere
- Learned New Terms

For Next Year:

- Evaluate Progress Next Year Against This Year's Priorities

- Avoid Making Summit a “Budget Meeting”
- Keep the Relaxed Atmosphere
- Keep Materials from Manager to Review as Needed