



# Pender County

## Agenda

**Board of County Commissioners Meeting  
 Tuesday, February 20, 2024 @ 4:00 PM  
 Pender County Public Assembly Room  
 805 S. Walker Street, Burgaw, NC**

	Presenter	Page
1. CALL TO ORDER		
2. INVOCATION		
3. PLEDGE OF ALLEGIANCE		
4. ADOPTION OF AGENDA		
5. PUBLIC HEARING		
6. PUBLIC INFORMATION		
6.1. Public Information Regarding County Public Advertising <a href="#">County Public Advertising Information - Pdf</a>	Blue	5
7. PUBLIC COMMENT FOR AGENDA ITEMS		
8. CONSENT AGENDA		
8.1. Refund/Release Requests for items meeting NC G.S 105-381 <a href="#">Refunds/Releases - Pdf</a>	Radke	7 - 8
8.2. Resolution Authorizing the Acquisition of the Scotts Hill Elevated Tank Site <a href="#">Resolution Authorizing the Acquisition of the Scotts Hill Elevated Tank Site - Pdf</a>	Buffkin	9 - 11
8.3. Resolution Authorizing Acquisition of Property Adjacent to Malpass Corner Elementary <a href="#">Resolution Authorizing Acquisition of Property Adjacent to Malpass Corner Elementary - Pdf</a>	Buffkin	13 - 15
8.4. Resolution Authorizing Disposition of Property Adjacent to Malpass Corner Elementary for a Public Purpose <a href="#">Resolution Authorizing Disposition of Property Adjacent to Malpass Corner Elementary for a Public Purpose - Pdf</a>	Buffkin	17 - 19
8.5. Approval of a Budget Amendment to Increase Health Department Revenues and Expenditures for Fiscal Year 2023-2024: \$53,883 <a href="#">Bridge Access Program - Pdf</a>	Moser	21 - 30
8.6. Approval of a Budget Amendment to Increase Health Department Revenues and Expenditures for Fiscal Year 2023-2024: \$15,000 <a href="#">Vector Control Mentorship Program - Pdf</a>	Moser	31 - 37
9. APPROVALS AND RESOLUTIONS		
9.1. Proposed Courthouse Historical Marker Gift <a href="#">Historical Marker - Pdf</a>	Taylor	39 - 46

9.2.	Order to Advertise 2023 Tax Liens <a href="#">Tax Liens - Pdf</a>	Radke	47 - 127
9.3.	Approval of Budget Amendment and Purchase Order to purchase 13 Ford Explorers in the amount of \$735,800.00. <a href="#">BOA &amp; PO for 13 Vehicles from Performance Auto - Pdf</a>	Cutler	129 - 147
9.4.	Consideration of contract and purchase order with Clarion Associates, LLC to complete new comprehensive land use plan <a href="#">Consideration of contract and purchase order with Clarion Associates, LLC - Pdf</a>	Adams	149 - 223
9.5.	Approval of Vehicle Replacement Policy <a href="#">Vehicle Replacement Policy - Pdf</a>	Drummond	225 - 274
10.	DISCUSSION		
10.1.	Board Discussion of Order of Business Change <a href="#">Order of Business - Pdf</a>	Stanfield	275
11.	APPOINTMENTS		
11.1.	Volunteer Agriculture District Board <a href="#">Stephen (Tommy) Batson Application - Pdf</a>	Stanfield	277 - 279
12.	MAPLE HILL WATER AND SEWER DISTRICT		
13.	ROCKY POINT WATER AND SEWER DISTRICT		
14.	SCOTTS HILL WATER AND SEWER DISTRICT		
15.	MOORES CREEK WATER AND SEWER DISTRICT		
16.	CENTRAL PENDER WATER AND SEWER DISTRICT		
17.	PENDER COUNTY BOARD OF HEALTH		
18.	SOCIAL SERVICES BOARD		
18.1.	Medicaid Expansion Update <a href="#">Medicaid Expansion Update - Pdf</a>	Stewart	281 - 287
19.	PUBLIC COMMENT		
20.	ITEMS FROM THE COUNTY ATTORNEY, COUNTY MANAGER, ASSISTANT COUNTY MANAGERS, & COUNTY COMMISSIONERS		
21.	CLOSED SESSION (IF APPLICABLE).		
22.	7PM PUBLIC HEARINGS: SPECIAL USE PERMITS/ZONING MAP AMENDMENTS/ RESOLUTIONS		
22.1.	REZONE 2023-47 CZMA: Request to revise a Conditional Zoning District for the Falls Mist Development <a href="#">REZONE 2023-47-R - Pdf</a>	Adams	289 - 321
22.2.	REZONE 2023-58: Request to rezone one parcel totaling approximately 1.52 acres from the PD, Planned Development zoning district to the GB, General Business zoning district in the Topsail Township <a href="#">REZONE 2023-58 - Pdf</a>	Cherry	323 - 347
23.	ADJOURNMENT		







**Pender County  
Public Information Regarding County  
Public Advertising**

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**TO:** Board of County Commissioners  
**FROM:** Meg Blue  
**DATE:** February 20, 2024  
**SUBJECT:** Public Information Regarding County Public Advertising

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**SUMMARY:**

Pender County Finance Director will make a presentation reviewing requirements, costs, options, and practices regarding County public advertising.

**ACTION REQUESTED:**

None





**Pender County  
Refund/Release Requests for items  
meeting NC G.S 105-381**

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**TO:** Board of County Commissioners  
**FROM:** Melissa Radke  
**DATE:** February 20, 2024  
**SUBJECT:** Refund/Release Requests for items meeting NC G.S 105-381

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**SUMMARY:**

The attached spreadsheet shows all requested releases. All meet the statutory requirements. It is the recommendation of the Tax Administrator to approve these releases as stated in the attached spreadsheet.

**ACTION REQUESTED:**

Requesting approval of the attached releases as recommended by the Tax Administrator.

Pender County BOCC Meeting February 20, 2024  
Releases Over \$100

Property to be released	Value to be released	\$ to be released	Tax year to be released	Reason for release	Recommendation
IRP	38,966	\$403.75	2023	duplicated listing on personal & buisness account	Approve
IRP	47,166	\$443.36	2023	This is billed annually by DMV; DMV billed on 6/23/2023	Approve
IRP	175,960	\$1,654.03	2023	These are billed annually by DMV; DMV billed on 8/31/2023	Approve
Trailer	29,377	\$303.76	2023	Sold to Carolina Hauling in 2021; billed by NHC	Approve
Trailer	29,377	\$306.04	2022	Sold to Carolina Hauling in 2021; billed by NHC	Approve
Boat	22,292	\$203.52	2023	Military exemption	Approve
Boat	24,457	\$220.24	2022	Military exemption	Approve
Boat	81,541	\$764.94	2023	Sold 8/28/2022; new owner has registered in Guilford Co	Approve
Boat	43,290	\$452.58	2023	Listed in Onslow County for 2023	Approve
Boat	17,645	\$165.52	2023	duplicated listing on personal account	Approve
Real Property -exclusion	45,000	\$418.63	2023	2023 application for DV exclusion not processed before billing	Approve
Real Property -exclusion	45,000	\$416.26	2023	2023 application for DV exclusion not processed before billing	Approve
Real Property -exclusion	45,000	\$416.26	2023	2023 application for DV exclusion not processed before billing	Approve
Real Property -exclusion	45,000	\$373.51	2023	2023 application for DV exclusion not processed before billing	Approve
Real Property -exclusion	40,223	\$352.75	2023	2023 application for Elderly exclusion not processed before billing	Approve
Real Property -exclusion	45,000	\$416.26	2023	2023 application for DV exclusion not processed before billing	Approve
Real Property -PUV	30,479	\$283.45	2023	2023 PUV application not processed before billing	Approve
DWMH	32,401	\$484.15	2023	Duplicated listing on another account	Approve
Real Property	55,671	\$463.47	2022	Clerical error on face of record/ story height input incorrectly	Approve
Real Property	55,671	\$463.47	2021	Clerical error on face of record/ story height input incorrectly	Approve
Real Property	55,671	\$463.47	2020	Clerical error on face of record/ story height input incorrectly	Approve
Real Property	55,671	\$463.47	2019	Clerical error on face of record/ story height input incorrectly	Approve



**Pender County  
Resolution Authorizing the Acquisition  
of the Scotts Hill Elevated Tank Site**

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**TO:** Board of County Commissioners  
**FROM:** Patrick Buffkin  
**DATE:** February 20, 2024  
**SUBJECT:** Resolution Authorizing the Acquisition of the Scotts Hill Elevated Tank Site

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**SUMMARY:**

By letter dated January 31, 2024, Pender EMS & Fire, Inc., formally communicated to County staff its desire to convey a 0.97-acre parcel of land to the County. The parcel is located adjacent to Pender EMS & Fire Station No. 18 on Highway 17 and is the site of the recently constructed Scotts Hill Elevated Tank operated by Pender County Utilities. An aerial view from Pender GIS with property information is included in the backup materials attached to this agenda item.

PCU desires to obtain County ownership over the parcel.

**ACTION REQUESTED:**

Approval of the attached resolution.

**Board of County Commissioners**  
Brad George – Chair  
Jacqueline A. (Jackie) Newton – Vice Chair  
Wendy Fletcher-Hardee  
Archibald (Fred) McCoy  
Jerry Groves



**County Manager**  
David Andrews  
**Assistant County Manager**  
Allen Vann  
**County Attorney**  
Carl W. (Trey) Thurman  
**Staff Attorney**  
Patrick Buffkin

**A RESOLUTION OF THE PENDER COUNTY BOARD OF COMMISSIONERS  
AUTHORIZING THE ACQUISITION OF REAL PROPERTY WHERE THE SCOTTS  
HILL ELEVATED TANK IS SITED**

WHEREAS, Pender EMS & Fire, Inc., recently communicated its desire to transfer to Pender County a 0.97-acre parcel located adjacent to Pender EMS & Fire’s Station No. 18; and

WHEREAS, the 0.97-acre parcel that Pender EMS & Fire has offered to Pender County is the site of Pender County Utilities’ Scott’s Hill Elevated Tank; and

WHEREAS, the Pender County Board of Commissioners is of the opinion that the parcel should be acquired by the County.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS  
OF PENDER COUNTY, NORTH CAROLINA THAT:**

1. The County Manager shall be, and is hereby, authorized to negotiate the acquisition of and to execute appropriate documents to complete the acquisition of the 0.97-acre parcel where the Scotts Hill Elevated tank is sited, being located adjacent to Pender EMS & Fire Station No. 18.

Adopted by the Pender County Board of Commissioners this the \_\_\_ day of \_\_\_\_\_, 2024.

\_\_\_\_\_  
Brad George,  
Chair of the Board of Commissioners

ATTEST: \_\_\_\_\_  
David Andrews,  
Clerk to the Board of Commissioners



## SITE OF SCOTTS HILL ELEVATED TANK ON HWY 17 ADJACENT TO PENDER EMS & FIRE STATION NO. 18

PARCELS	
PEN	3271-64-9490-0000
CALCACKRES	0.97
NAME	PENDER EMS & FIRE INC
ADDR	805 RIDGEWOOD RD
CITY	BURGAW
STATE	NC
ZIP	28425
PROPERTY ADDRESS	
PHOTOS	11367 US HWY 17 11609 US HWY 17
PROPERTY DESCRIPTION	TR 1-4R1 PB 56/79 PENDER EMS/FIRE
DATE	6/4/2021
SALE_PRICE	
DEED_REFERENCE	4434/203
PLAT_REFERENCE	00560079
ACCOUNT	959791
TOWNSHIP	TOPSAIL
ACRES	0.97
LAND_VALUE	
BUILDING_VALUE	
TOTAL_VALUE	
DEFERRED_VALUE	
SUBDIVISION	
ZONE	RP
TAX_CODES	G01 F29 R40
EXEMPT	
USE	
ALT_PIN	
MAPN	
HEAT_SQ_FT	
NBRHD	C2083
EXEM_AMT	
PCL_CLASS	EX-1
PERS_VALUE	







## Pender County Resolution Authorizing the Acquisition of Property Adjacent to Malpass Corner Elementary

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**TO:** Board of County Commissioners  
**FROM:** Patrick Buffkin  
**DATE:** February 20, 2024  
**SUBJECT:** Resolution Authorizing Acquisition of Property Adjacent to Malpass  
Corner Elementary

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**SUMMARY:**

On December 12, 2023, at the regular meeting of the Pender County Board of Education, the Board of Education adopted a declaration of surplus for a two-acre parcel on the Malpass Corner Elementary School campus. Pursuant to N.C. Gen. Stat. § 115C-518, when any real property to which a board of education holds title is no longer suitable or necessary, the board of county commissioners for the county in which the property is located shall be afforded the first opportunity to obtain the property. The Board of Education took this action in response to a request from Pender EMS & Fire, Inc., and on the understanding that the County would, in turn, convey the property to Pender EMS & Fire, Inc., for the purpose of siting an EMS station on the property.

Pender EMS & Fire, Inc., is in the process of seeking bids for design and construction and obtaining permits and development approvals to begin construction of the EMS station on the subject property. The costs of design and construction are anticipated to be covered by a direct grant by the General Assembly through the state budget act of 2023.

An aerial view of the site is included in the backup materials attached to this agenda item.

**ACTION REQUESTED:**

Approval of the attached resolution.

**Board of County Commissioners**  
Brad George – Chair  
Jacqueline A. (Jackie) Newton – Vice Chair  
Wendy Fletcher-Hardee  
Archibald (Fred) McCoy  
Jerry Groves



**County Manager**  
David Andrews  
**Assistant County Manager**  
Allen Vann  
**County Attorney**  
Carl W. (Trey) Thurman  
**Staff Attorney**  
Patrick Buffkin

**A RESOLUTION OF THE PENDER COUNTY BOARD OF COMMISSIONERS  
AUTHORIZING THE ACQUISITION OF REAL PROPERTY DECLARED SURPLUS BY  
THE PENDER COUNTY BOARD OF EDUCATION**

WHEREAS, on December 12, 2023, at the regular meeting of the Pender County Board of Education, the Board of Education adopted a declaration of surplus for a two-acre parcel on the Malpass Corner Elementary School campus; and

WHEREAS, N.C. Gen. Stat. § 115C-518 provides, in part, that when any real property to which a board of education holds title is no longer suitable or necessary, the board of county commissioners for the county in which the property is located shall be afforded the first opportunity to obtain the property; and

WHEREAS, the Pender County Board of Commissioners is of the opinion that the parcel should be obtained by the County.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS  
OF PENDER COUNTY, NORTH CAROLINA THAT:**

1. The County Manager shall be, and is hereby, authorized to negotiate the acquisition of and to execute appropriate documents to complete the conveyance of the two-acre parcel on the Malpass Corner Elementary School campus from the Pender County Board of Education to Pender County, North Carolina.

Adopted by the Pender County Board of Commissioners this the \_\_\_ day of \_\_\_\_\_, 2024.

\_\_\_\_\_  
Brad George,  
Chair of the Board of Commissioners

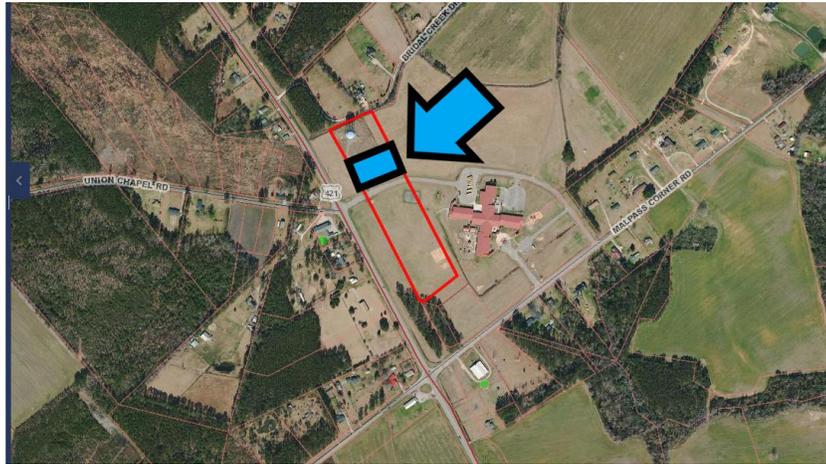
ATTEST: \_\_\_\_\_  
David Andrews,  
Clerk to the Board of Commissioners



# SITE OF MALPASS CORNER ELEMENTARY PROPERTY FOR FUTURE PENDER EMS & FIRE STATION

**PARCELS**  
**This parcel may be within a 1/2 Mile Radius from Agricultural District**

PIN	2287-46-0147-0000
CALCACES	10.06
NAME	PENDER CO BOARD OF EDUCATION
ADDR	925 PENDERLEA HWY
CITY	BURGAW
STATE	NC
ZIP	28425
PROPERTY ADDRESS	
PHOTOS	12418 US HWY 421
PROPERTY DESCRIPTION	10 AC TR E/S US HWY 421
DATE	9/25/2015
SALE PRICE	\$0
DEED REFERENCE	732/55
PLAT REFERENCE	
ACCOUNT	25903
TOWNSHIP	GRADY
ACRES	10
LAND_VALUE	
BUILDING_VALUE	
TOTAL_VALUE	
DEFERRED_VALUE	
SUBDIVISION	
ZONE	
TAX_CODES	001 F26 R40
EXEMPT	
USE	
ALT_PIN	
HADN	
HEAT_SQ_FT	
NEBRID	C5000
EXEM_AMT	
PCL_CLASS	E01
PERS_VALUE	







## Pender County Resolution Authorizing Disposition of Property Adjacent to Malpass Corner Elementary for a Public Purpose

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**TO:** Board of County Commissioners  
**FROM:** Patrick Buffkin  
**DATE:** February 20, 2024  
**SUBJECT:** Resolution Authorizing Disposition of Property Adjacent to Malpass  
Corner Elementary for a Public Purpose

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**SUMMARY:**

This item is a companion to the previous agenda item on the Board's agenda.

On December 12, 2023, at the regular meeting of the Pender County Board of Education, the Board of Education adopted a declaration of surplus for a two-acre parcel on the Malpass Corner Elementary School campus. The Board of Education took this action in response to a request from Pender EMS & Fire, Inc., and on the understanding that the County would, in turn, convey the property to Pender EMS & Fire, Inc., for the purpose of siting an EMS station on the property.

Pender EMS & Fire, Inc., is in the process of seeking bids for design and construction and obtaining permits and development approvals to begin construction of the EMS station on the subject property. The costs of design and construction are anticipated to be covered by a direct grant by the General Assembly through the state budget act of 2023.

The attached resolution authorizes the Manager to negotiate and complete the conveyance of the site to Pender EMS & Fire, Inc., pursuant to N.C. Gen. Stat. § 160A-279, which allows the disposition of real property by private sale to an entity that carries out a public purpose, so long as the County attaches to such conveyance covenants or conditions which assure that the property will be put to a public use by the recipient entity.

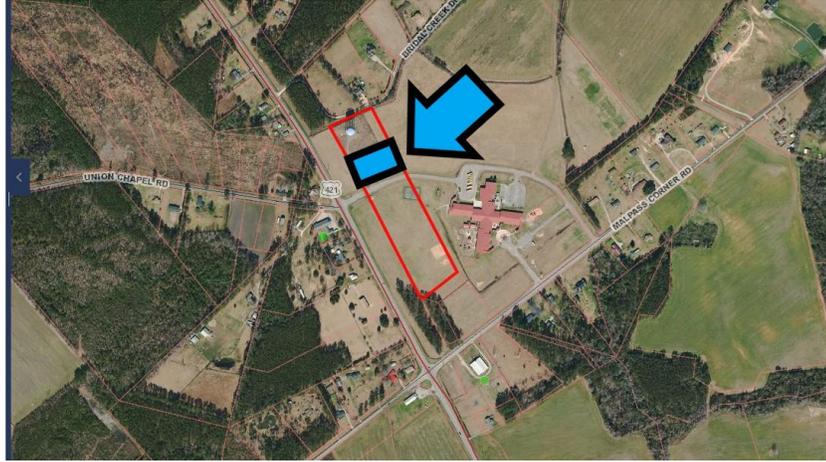
**ACTION REQUESTED:**

Approval of the attached resolution.

## SITE OF MALPASS CORNER ELEMENTARY CAMPUS PARCEL

**PARCELS**  
**This parcel may be within a 1/2 Mile  
 Radius from Agricultural District**

PIH	2287-46-0147-0000
CALCACRES	10.06
NAME	PENDER CO BOARD OF EDUCATION
ADDR	925 PENDERLEA HWY
CITY	BURGAW
STATE	NC
ZIP	28425
PROPERTY ADDRESS	
PHOTOS	12418 US HWY 421
PROPERTY DESCRIPTION	10 AC TR E/S US HWY 421
DATE	9/25/2015
SALE PRICE	95
DEED REFERENCE	732/55
PLAT REFERENCE	
ACCOUNT	25903
TOWNSHIP	GRADY
ACRES	10
LAND_VALUE	
BUILDING_VALUE	
TOTAL_VALUE	
DEFERRED_VALUE	
SUBDIVISION	
ZONE	
TAX_CODES	001 F26 R40
EXEMPT	
USE	
ALT_PIN	
EAHP	
HEAT_SQ_FT	
NBRHD	CS000
EXEM_AHT	
PCL_CLASS	EX-1
PERS_VALUE	



**Board of County Commissioners**  
Brad George – Chair  
Jacqueline A. (Jackie) Newton – Vice Chair  
Wendy Fletcher-Hardee  
Archibald (Fred) McCoy  
Jerry Groves



**County Manager**  
David Andrews  
**Assistant County Manager**  
Allen Vann  
**County Attorney**  
Carl W. (Trey) Thurman  
**Staff Attorney**  
Patrick Buffkin

**A RESOLUTION OF THE PENDER COUNTY BOARD OF COMMISSIONERS  
AUTHORIZING THE CONVEYANCE OF REAL PROPERTY TO PENDER EMS & FIRE,  
INC., FOR THE CARRYING OUT OF A PUBLIC PURPOSE**

WHEREAS, Pender County has authorized the acquisition of a parcel consisting of approximately two acres located on the campus of Malpass Corner Elementary School pursuant to the procedure set forth at N.C. Gen. Stat. § 115C-518; and

WHEREAS, N.C. Gen. Stat. § 160A-279 authorizes a county to convey by private sale to any public or private entity which carries out a public purpose; provided that the county attach to any such conveyance covenants or conditions which assure that the property will be put to a public use by the recipient entity; and

WHEREAS, the Pender County Board of Commissioners is of the opinion that the two-acre parcel located on the campus of Malpass Corner Elementary School should be conveyed to Pender EMS & Fire, Inc., on the condition that the property be used for the operation of an emergency medical services station and for purposes ancillary to that use.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS  
OF PENDER COUNTY, NORTH CAROLINA THAT:**

1. The County Manager shall be, and is hereby, authorized to negotiate the disposition of and to execute appropriate documents to complete the conveyance of the two-acre parcel on the Malpass Corner Elementary School campus from the Pender County to Pender EMS & Fire, Inc; and
2. That the disposition of the two-acre parcel on the Malpass Corner Elementary School campus shall be on the condition that the property be used for the operation of an emergency medical services station, public safety, and for purposes ancillary to those uses.

Adopted by the Pender County Board of Commissioners this the \_\_\_ day of \_\_\_\_\_, 2024.

\_\_\_\_\_  
Brad George,  
Chair of the Board of Commissioners

ATTEST: \_\_\_\_\_  
David Andrews, Clerk to the Board of Commissioners





## Pender County Request for Board Approval

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**TO:** Board of County Commissioners  
**FROM:** Carolyn Moser  
**DATE:** February 20, 2024  
**SUBJECT:** Approval of a Budget Amendment to Increase Health Department Revenues and Expenditures for Fiscal Year 2023-2024: \$53,883

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**SUMMARY:**

The Epidemiology and Immunization Branch allocated \$53,883 in funds for the Health and Human Services Bridge Access Program for COVID-19 vaccines and treatments. This program provides funding to help maintain access to COVID-19 vaccines for uninsured and underinsured adults.

**ACTION REQUESTED:**

To approve the budget amendment to increase Health Department Revenues and Expenditures for Fiscal Year 2023-2024 in the amount of \$53,883.

# Division of Public Health Agreement Addendum FY 23-24

Page 1 of 5

Pender County Health Department	Epidemiology / Immunization
Local Health Department Legal Name	DPH Section / Branch Name
719 Bridge Access Program for COVID-19 Vaccines	Ayodeji Ayankoya, 919-418-8591, ayodeji.ayankoya@dhhs.nc.gov
Activity Number and Description	DPH Program Contact (name, phone number, and email)
01/01/2024 – 05/31/2024	
Service Period	DPH Program Signature <span style="float: right;">Date</span>
02/01/2024 – 06/30/2024	(only required for a negotiable Agreement Addendum)
Payment Period	
<input checked="" type="checkbox"/> Original Agreement Addendum <input type="checkbox"/> Agreement Addendum Revision # ____	

**I. Background:**

On April 18, 2023, the U.S. Department of Health and Human Services (HHS) announced the HHS Bridge Access Program for COVID-19 Vaccines and Treatments. This program provides funding to help maintain access to COVID-19 vaccines for uninsured and underinsured adults through existing public health infrastructure, HRSA-supported health centers (i.e., Health Centers), and participating pharmacies.

While private and public health insurance plans, including Medicare and Medicaid, will cover COVID-19 vaccinations without cost-sharing, approximately 25-30 million uninsured adults will lose access to affordable COVID-19 vaccinations in fall 2023. Funding has been provided by Centers for Disease Control and Prevention (CDC) to implement a Bridge Access Program to prevent a sudden loss of coverage for uninsured and underinsured adults through December 2024. The CDC's Bridge Access Program provides COVID-19 vaccines at no cost for adults 19 years and older without health insurance and adults whose health insurance does not provide zero-cost coverage for COVID-19 vaccines.

**II. Purpose:**

This Agreement Addendum provides operational support to the Local Health Department to improve COVID-19 vaccine access for uninsured and underinsured adults through the CDC Bridge Access Program.

12/20/2023

Health Director Signature (use blue ink or verifiable digital signature) Date

LHD to complete: [For DPH to contact in case follow-up information is needed.]	LHD program contact name: <u>Shirley Steele</u> Phone and email address: <u>910-259-1207 ssteale@pendercounty.nc.gov</u>
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Signature on this page signifies you have read and accepted all pages of this document. Template rev. July 2022

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**III. Scope of Work and Deliverables:**

The Local Health Department shall:

1. Complete the North Carolina Bridge Access Program Provider Agreement<sup>1</sup> outlining the participation requirements and submit it via Smartsheet<sup>2</sup> no later than January 31, 2024.
2. Provide COVID-19 vaccinations for the uninsured and underinsured adult population who are 19 years of age or older. Those insured by Medicaid or Medicare are not eligible for COVID-19 vaccines under the Bridge Access Program.
3. Follow all conditions outlined in the North Carolina Bridge Access Program Provider Agreement<sup>3</sup>, including, but not limited to:
  - a. Permitting patients to attest to their uninsured or underinsured status at the point of care.
  - b. Continuing to collect insurance status through standard patient screening questions and data collection systems (e.g., via the use of the North Carolina Immunization Registry [NCIR]).
  - c. Documenting patient eligibility and reporting vaccine administration data in the NCIR.
4. Coordinate with community partners (e.g., Federally Qualified Health Centers [FQHCs], pharmacies, other HRSA-supported organizations) and with other providers within your county, including those serving tribal communities, that are participating in the Bridge Access Program to collaborate on planned outreach activities and accelerate outreach to and vaccination of eligible adult populations. Engage in coordination calls with community partners to share information and collaborate on planned outreach activities to support efforts in eligible adult populations.
  - a. Share plans for offsite vaccination locations with community partners to determine gaps in coverage and/or access for uninsured adults and to coordinate vaccination activities to close identified gaps.
  - b. Partner with community organizations that serve as trusted resources and can facilitate access for individuals, support the development of trust in communities, and provide input and guidance on effective outreach and communication strategies.
5. If needed, update Electronic Health Record (EHR) to account for Bridge Access Program inventory. Comply with the Certified Electronic Health Record Technology (CEHRT) standards and with other standards for structured data that EHRs are required to meet in order to qualify for use in the Medicare Promoting Interoperability Program. The Office of the National Coordinator for Health Information Technology (ONC) Health IT Certification Program ensures that Certified Health Information Technology products meet the technological capability, functionality, and security requirements adopted by the US Department of Health and Human Services.<sup>4</sup>
6. Educate the community on the benefits of receiving COVID-19 vaccine and disseminate health promotion materials to build trust and address vaccine hesitancy among target populations.
7. Follow CDC COVID-19 operational guidelines and vaccine recommendations.<sup>5</sup>

<sup>1</sup> <https://covid19.ncdhhs.gov/nc-bridge-access-program-agreement/open>

<sup>2</sup> <https://app.smartsheet.com/b/form/9e03b85bf3c84a1e878d0cde12515c81>

<sup>3</sup> <https://covid19.ncdhhs.gov/nc-bridge-access-program-agreement/open>

<sup>4</sup> <https://www.healthit.gov/topic/certification-ehrs/2015-edition-ehrs-update-test-method>

<sup>5</sup> <https://www.cdc.gov/vaccines/covid-19/clinical-considerations/interim-considerations-us.html>

**IV. Performance Measures / Reporting Requirements:**

1. Bridge Access Program COVID-19 vaccine administered to uninsured and underinsured adults who are 19 years of age or older.
  - a. Screen each vaccine recipient and document the eligibility status at each immunization encounter in NCIR.
  - b. Accurately report vaccine administration data in NCIR at every immunization encounter by close of business, as required by NCIP.
  - c. Track and report the quantity of all COVID-19 vaccine transfers to internal locations and external providers. Track and report vaccine wastage/spoilage occurrences in NCIR according to the North Carolina Immunization Program (NCIP) guidelines. Vaccine transfers must be coordinated with the NCIP to ensure vaccine is transferred only to other eligible NC Bridge Access Program participants.
  - d. Train designated staff on COVID-19 vaccine administration, management, inventory, and reporting requirements as required by CDC and NCIP.
2. Track and report expenditures related to equipment (i.e., EHR system, EHR vendor contract, and associated fees, computers, software and hardware).
3. Track vaccine encounters associated with self-reimbursement of vaccine administration fees per injection and make financial records available to the NCIP upon request.
4. **Monthly Financial Reports:** These monthly financial reports will report on the prior month. Due dates are listed on Smartsheet. The first financial is for January 2024 and is due by February 15, 2024. Complete these reports via Smartsheet.<sup>6</sup>
5. **Semiannual Program Report:** The semiannual program report is for the January–May 2024 reporting period and is due by June 15, 2024. Complete the report via Smartsheet.<sup>7</sup>

**V. Performance Monitoring and Quality Assurance:**

1. The Immunization Branch will monitor the Local Health Department's performance through a monthly review of financial reports (i.e., Smartsheet and Aid-to-Counties [ATC] expenditure reports), and review of vaccine transactions and administration data reported to NCIR. The Immunization Branch will also monitor the Local Health Department's performance through a review of the semiannual program report.
2. The Immunization Branch will provide technical consultation to support LHDs in meeting these objectives as needed.
3. The Immunization Branch will conduct in-person or virtual visits as needed.
4. If the Immunization Branch determines a Corrective Action Plan (CAP) is needed, the Branch's program monitor shall make every effort to work with the LHD on strategies to resolve compliance issues. If the plans are not followed and the LHD remains out of compliance after intervention and resources from DPH, the Agreement Addendum may be terminated or funding may be reduced.

<sup>6</sup> <https://app.smartsheet.com/b/form/deb1486977e344deba6d918534f9d5f>

<sup>7</sup> <https://app.smartsheet.com/b/form/5e478f13283d4d63a18b0b203e808bc2>

**VI. Funding Guidelines or Restrictions:**

1. Requirements for pass-through entities: In compliance with 2 CFR §200.331 – *Requirements for pass-through entities*, the Division of Public Health provides Federal Award Reporting Supplements to the Local Health Department receiving federally funded Agreement Addenda.
  - a. Definition: A Supplement discloses the required elements of a single federal award. Supplements address elements of federal funding sources only; state funding elements will not be included in the Supplement. Agreement Addenda (AAs) funded by more than one federal award will receive a disclosure Supplement for each federal award.
  - b. Frequency: Supplements will be generated as the Division of Public Health receives information for federal grants. Supplements will be issued to the Local Health Department throughout the state fiscal year. For federally funded AAs, Supplements will accompany the original AA. If AAs are revised and if the revision affects federal funds, the AA Revisions will include Supplements. Supplements can also be sent to the Local Health Department even if no change is needed to the AA. In those instances, the Supplements will be sent to provide newly received federal grant information for funds already allocated in the existing AA.
2. Funds awarded under this AA **may** be used for the following:
  - a. Vaccine Administration fee, not to exceed \$65 per injection.
  - b. Staff that supports Bridge Access Program vaccine-related work.
  - c. Vaccine educational materials and media advertising.
  - d. Operational costs associated with a vaccine clinic (e.g., temporary, offsite, mobile, onsite).
  - e. Equipment (e.g., electronic health records, and associated vendor costs, computers, software, hardware, vaccine storage units, digital data loggers, etc.).
3. No patient can be charged an out-of-pocket administration fee to administer COVID-19 vaccine supplied through the Bridge Access Program.
4. Funding **cannot** be used for the following:
  - a. Research
  - b. Lobbying
  - c. Vaccine purchase
  - d. Purchase of alcoholic beverages
  - e. Entertainment costs (e.g., amusements, social activities, and related costs)
  - f. Fundraising costs
  - g. Incentives
  - h. Purchase of land or building
  - i. Purchase of vehicle
  - j. Honoraria
  - k. Invention, Patent, or Licensing Costs
  - l. Meals

5. LHD shall comply with the federal Required Disclosures for Federal Awardee Performance and Integrity Information System (FAPIIS) when receiving federal funds: LHD shall disclose, in a timely manner, in writing to the NCDHHS funding entity (DPH or DCFW) and the federal Health and Human Services Office of the Inspector General (HHS OIG) all information related to violations of federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the federal award. Disclosures must be sent in writing to the DPH Deputy Director or DCFW Director and HHS-OIG at [mandatorygranteedislosures@oig.hhs.gov](mailto:mandatorygranteedislosures@oig.hhs.gov) and include "Mandatory Grant Disclosures" in the email subject line.

**FY24 - FAS** federal award supplement  
 Activity Nbr + Name: **719 719 Bridge Access Program for COVID-19 Vaccines**  
 FAS Number + Reason: **1** This FAS is accompanying an AA+BE or an AA Revision+BE Revision.  
 Assistance Listing Nbr + Name: **93.268 Immunization Cooperative Agreements**  
 Is award R&D?: **no** FAIN: **NH23IP922624** IDC rate: **n/a** Fed awd total amt: \$ **8,021,842**  
 Fed award project description: **CDC-RFA-IP19-1901 Immunization and Vaccines for Children Grant Amendment Supplement Action: Budget Year 4 Funding**  
 Fed awd date + awarding agency: **09-05-23 HHS, Centers for Disease Control and Prevention**

Subrecipient	Subrecipient's UEI	Federal funds from grant listed above	Total federal funds for entire Activity	Subrecipient	Subrecipient's UEI	Federal funds from grant listed above	Total federal funds for entire Activity
Alamance	F5VHYU13NC5	\$ 118,003	\$ 118,003	Jackson	X7YwWY6ZP574	\$ 57,927	\$ 57,927
Albemarle	WAAVS51PNMK3	\$ 276,251	\$ 276,251	Johnston	SYGAGEFDHYR7	\$ 139,954	\$ 139,954
Alexander	XVEEJSNY7UX9	\$ 47,529	\$ 47,529	Jones	HE3NNNUE27M7	\$ 30,199	\$ 30,199
Anson	PK8UYTSNJCC3	\$ 38,864	\$ 38,864	Lee	F6A8UC99JWJ5	\$ 60,815	\$ 60,815
Appalachian	CD7BFHB8W539	\$ 122,368	\$ 122,368	Lenoir	QKUF37VPGH6	\$ 55,616	\$ 55,616
Beaufort	RN1SXF4LXN6	\$ 50,995	\$ 50,995	Lincoln	UGGQSSKKBGJ5	\$ 71,213	\$ 71,213
Bladen	TLCTJWDJH1H9	\$ 44,063	\$ 44,063	Macon	LLPJBC6N2LL3	\$ 53,883	\$ 53,883
Brunswick	MJBMXLN9NJT5	\$ 85,076	\$ 85,076	Madison	YQ96F8BJYTJ9	\$ 38,864	\$ 38,864
Buncombe	W5TCDKMLHE69	\$ 165,949	\$ 165,949	MTW	ZKK5GNRNBBY6	\$ 95,218	\$ 95,218
Burke	KVJHUFURQDM5	\$ 81,033	\$ 81,033	Mecklenburg	EZ15XL6BMM68	\$ 625,765	\$ 625,765
Cabarrus	RXDXNEJKJFU7	\$ 147,464	\$ 147,464	Montgomery	E78ZAJM3BFL3	\$ 36,553	\$ 36,553
Caldwell	HL4FGNJNGE97	\$ 74,679	\$ 74,679	Moore	HFNSK95FS7Z8	\$ 69,480	\$ 69,480
Carteret	UC6WJ2MQMJS8	\$ 63,703	\$ 63,703	Nash	NF58K566HQM7	\$ 85,654	\$ 85,654
Caswell	JDJ7Y7CGYC86	\$ 38,864	\$ 38,864	New Hanover	F7TLT2GMEJE1	\$ 142,842	\$ 142,842
Catawba	GYUNA9W1NFM1	\$ 117,425	\$ 117,425	Northampton	CRA2KCAL8BA4	\$ 34,243	\$ 34,243
Chatham	KE57QE2GV5F1	\$ 68,324	\$ 68,324	Onslow	EGE7NBXW5JS6	\$ 133,022	\$ 133,022
Cherokee	DCEGK6HA11M5	\$ 48,106	\$ 48,106	Orange	GGFMCW9XDA53	\$ 75,256	\$ 75,256
Clay	HYKLQVNWLXK7	\$ 33,665	\$ 33,665	Pamlico	FT59QFEAU344	\$ 32,510	\$ 32,510
Cleveland	UWMUYMPVL483	\$ 81,033	\$ 81,033	Pender	T11BE678U9P5	\$ 53,883	\$ 53,883
Columbus	V1UAJ4L87WQ7	\$ 58,504	\$ 58,504	Person	FQ8LFJGMABJ4	\$ 48,684	\$ 48,684
Craven	LT2ZU8LZQ214	\$ 56,194	\$ 56,194	Pitt	VZNPMLCFT5R6	\$ 109,338	\$ 109,338
Cumberland	HALND8WJ3GW4	\$ 176,347	\$ 176,347	Polk	QZ6BZPGLX4Y9	\$ 36,553	\$ 36,553
Dare	ELV6JGB11QK6	\$ 46,373	\$ 46,373	Randolph	T3BUM1CVS9N5	\$ 116,848	\$ 116,848
Davidson	C9P5MDJ37KY7	\$ 120,891	\$ 120,891	Richmond	Q63FZNTJM3M4	\$ 52,728	\$ 52,728
Davie	L8WBGLHZV239	\$ 53,883	\$ 53,883	Robeson	LKBEJQFLAAK5	\$ 108,761	\$ 108,761
Duplin	KZN4GK5262K3	\$ 64,858	\$ 64,858	Rockingham	KGCCCHJZZ43	\$ 68,324	\$ 68,324
Durham	LJ5BA6U2HLM7	\$ 222,559	\$ 222,559	Rowan	GCB7UCV96NW6	\$ 127,823	\$ 127,823
Edgecombe	MAN4LX44AD17	\$ 56,194	\$ 56,194	Sampson	WRT9CSK1KJY5	\$ 72,946	\$ 72,946
Foothills	NGTEF2MQ8LL4	\$ 116,431	\$ 116,431	Scotland	FNVTCUQGCHM5	\$ 46,951	\$ 46,951
Forsyth	V6BGVQ67YPY5	\$ 231,802	\$ 231,802	Stanly	U86MZUYPL7C5	\$ 50,995	\$ 50,995
Franklin	FFKTRQCNN143	\$ 60,815	\$ 60,815	Stokes	W41TRA3NUNS1	\$ 46,373	\$ 46,373
Gaston	QKY9R8A8D5J6	\$ 139,954	\$ 139,954	Surry	FMWCTM24C9J8	\$ 72,368	\$ 72,368
Graham	L8MAVKQJTYN7	\$ 30,199	\$ 30,199	Swain	TAE3M92L4QR4	\$ 34,243	\$ 34,243
Granv-Vance	MGQJKK22EJB3	\$ 109,499	\$ 109,499	Toe River	JUA6GAUQ9UM1	\$ 66,174	\$ 66,174
Greene	VCU5LD71N9U3	\$ 45,796	\$ 45,796	Transylvania	W51VGHGM8945	\$ 44,063	\$ 44,063
Guilford	YBEQWGFJPMJ3	\$ 265,306	\$ 265,306	Union	LHMKB4AGRJ5	\$ 122,624	\$ 122,624
Halifax	MRL8MYNJ3Y5	\$ 50,417	\$ 50,417	Wake	FTJ2WJPLWMJ3	\$ 451,312	\$ 451,312
Harnett	JBDCD9V41BX7	\$ 96,052	\$ 96,052	Warren	TLNAU5CNHSU5	\$ 34,820	\$ 34,820
Haywood	DQHZEAV95G5	\$ 64,858	\$ 64,858	Wayne	DACFHCLQKMS1	\$ 102,406	\$ 102,406
Henderson	TG5AR81JLFQ5	\$ 93,741	\$ 93,741	Wilkes	M14KKHY2NNR3	\$ 68,902	\$ 68,902
Hoke	C1GWSADARX51	\$ 58,504	\$ 58,504	Wilson	ME2DJHMYWG55	\$ 103,562	\$ 103,562
Hyde	T2RSYN36NN64	\$ 27,888	\$ 27,888	Yadkin	PLCDT7JFA8B1	\$ 50,417	\$ 50,417
Iredell	XTNRLKJLA4S9	\$ 107,028	\$ 107,028	Yancey	L98MCUHKC2J8	\$ 34,243	\$ 34,243

UEI = Unique Entity Identifier

Federal Award Reporting Requirements for Pass-Through Agencies, 2 CFR § 200.331

DPH v4 9-25-23 [ag]

Activity 719	AA	133401 2B0HHBR 20G0093006	Total Allocated	Proposed Total	New Total
Service Period		01/01-05/31			
Payment Period		02/01-06/30			
01 Alamance	* 0	118,003	\$0.00	118,003	118,003
D1 Albemarle	* 0	276,251	\$0.00	276,251	276,251
02 Alexander	* 0	47,529	\$0.00	47,529	47,529
04 Anson	* 0	38,864	\$0.00	38,864	38,864
D2 Appalachian	* 0	122,368	\$0.00	122,368	122,368
07 Beaufort	* 0	50,995	\$0.00	50,995	50,995
09 Bladen	* 0	44,063	\$0.00	44,063	44,063
10 Brunswick	* 0	85,076	\$0.00	85,076	85,076
11 Buncombe	* 0	165,949	\$0.00	165,949	165,949
12 Burke	* 0	81,033	\$0.00	81,033	81,033
13 Cabarrus	* 0	147,464	\$0.00	147,464	147,464
14 Caldwell	* 0	74,679	\$0.00	74,679	74,679
16 Carteret	* 0	63,703	\$0.00	63,703	63,703
17 Caswell	* 0	38,864	\$0.00	38,864	38,864
18 Catawba	* 0	117,425	\$0.00	117,425	117,425
19 Chatham	* 0	68,324	\$0.00	68,324	68,324
20 Cherokee	* 0	48,106	\$0.00	48,106	48,106
22 Clay	* 0	33,665	\$0.00	33,665	33,665
23 Cleveland	* 0	81,033	\$0.00	81,033	81,033
24 Columbus	* 0	58,504	\$0.00	58,504	58,504
25 Craven	* 0	56,194	\$0.00	56,194	56,194
26 Cumberland	* 0	176,347	\$0.00	176,347	176,347
28 Dare	* 0	46,373	\$0.00	46,373	46,373
29 Davidson	* 0	120,891	\$0.00	120,891	120,891
30 Davie	* 0	53,883	\$0.00	53,883	53,883
31 Duplin	* 0	64,858	\$0.00	64,858	64,858
32 Durham	* 0	222,559	\$0.00	222,559	222,559
33 Edgecombe	* 0	56,194	\$0.00	56,194	56,194
D7 Foothills	* 0	116,431	\$0.00	116,431	116,431
34 Forsyth	* 0	231,802	\$0.00	231,802	231,802
35 Franklin	* 0	60,815	\$0.00	60,815	60,815
36 Gaston	* 0	139,954	\$0.00	139,954	139,954
38 Graham	* 0	30,199	\$0.00	30,199	30,199
D3 Gran-Vance	* 0	109,499	\$0.00	109,499	109,499
40 Greene	* 0	45,796	\$0.00	45,796	45,796
41 Guilford	* 0	265,306	\$0.00	265,306	265,306
42 Halifax	* 0	50,417	\$0.00	50,417	50,417
43 Harnett	* 0	96,052	\$0.00	96,052	96,052
44 Haywood	* 0	64,858	\$0.00	64,858	64,858
45 Henderson	* 0	93,741	\$0.00	93,741	93,741
47 Hoke	* 0	58,504	\$0.00	58,504	58,504
48 Hyde	* 0	27,888	\$0.00	27,888	27,888
49 Iredell	* 0	107,028	\$0.00	107,028	107,028
50 Jackson	* 0	57,927	\$0.00	57,927	57,927

51 Johnston	* 0	139,954	\$0.00	139,954	139,954
52 Jones	* 0	30,199	\$0.00	30,199	30,199
53 Lee	* 0	60,815	\$0.00	60,815	60,815
54 Lenoir	* 0	55,616	\$0.00	55,616	55,616
55 Lincoln	* 0	71,213	\$0.00	71,213	71,213
56 Macon	* 0	53,883	\$0.00	53,883	53,883
57 Madison	* 0	38,864	\$0.00	38,864	38,864
D4 M-T-W	* 0	95,218	\$0.00	95,218	95,218
60 Mecklenburg	* 0	625,765	\$0.00	625,765	625,765
62 Montgomery	* 0	36,553	\$0.00	36,553	36,553
63 Moore	* 0	69,480	\$0.00	69,480	69,480
64 Nash	* 0	85,654	\$0.00	85,654	85,654
65 New Hanover	* 0	142,842	\$0.00	142,842	142,842
66 Northampton	* 0	34,243	\$0.00	34,243	34,243
67 Onslow	* 0	133,022	\$0.00	133,022	133,022
68 Orange	* 0	75,256	\$0.00	75,256	75,256
69 Pamlico	* 0	32,510	\$0.00	32,510	32,510
71 Pender	* 0	53,883	\$0.00	53,883	53,883
73 Person	* 0	48,684	\$0.00	48,684	48,684
74 Pitt	* 0	109,338	\$0.00	109,338	109,338
75 Polk	* 0	36,553	\$0.00	36,553	36,553
76 Randolph	* 0	116,848	\$0.00	116,848	116,848
77 Richmond	* 0	52,728	\$0.00	52,728	52,728
78 Robeson	* 0	108,761	\$0.00	108,761	108,761
79 Rockingham	* 0	68,324	\$0.00	68,324	68,324
80 Rowan	* 0	127,823	\$0.00	127,823	127,823
82 Sampson	* 0	72,946	\$0.00	72,946	72,946
83 Scotland	* 0	46,951	\$0.00	46,951	46,951
84 Stanly	* 0	50,995	\$0.00	50,995	50,995
85 Stokes	* 0	46,373	\$0.00	46,373	46,373
86 Surry	* 0	72,368	\$0.00	72,368	72,368
87 Swain	* 0	34,243	\$0.00	34,243	34,243
D6 Toe River	* 0	66,174	\$0.00	66,174	66,174
88 Transylvania	* 0	44,063	\$0.00	44,063	44,063
90 Union	* 0	122,624	\$0.00	122,624	122,624
92 Wake	* 0	451,312	\$0.00	451,312	451,312
93 Warren	* 0	34,820	\$0.00	34,820	34,820
96 Wayne	* 0	102,406	\$0.00	102,406	102,406
97 Wilkes	* 0	68,902	\$0.00	68,902	68,902
98 Wilson	* 0	103,562	\$0.00	103,562	103,562
99 Yadkin	* 0	50,417	\$0.00	50,417	50,417
00 Yancey	* 0	34,243	\$0.00	34,243	34,243
Totals		8,021,842	0	8,021,842	8,021,842

Sign and Date - DPH Program Administrator <i>Deji Ayankoya</i> 12/7/2023	Sign and Date - DPH Section Chief <i>Mac Kemer</i> 12/7/2023
Sign and Date - DPH Budget Office - ATC Coordinator <i>Sarah Kuylen</i> 12/7/2023	Sign and Date - DPH Budget Officer <i>S. Noddy</i> 12/7/2023

Pender County Budget Ordinance Amendment

**Fiscal Year** FY 2023-2024 **Department** 900074 - PEDIATRIC CLINIC

**Division, Program, Project, etc.** COVID-19 - Bridge Access Program for COVID-19 Vaccines

**REVENUES**

	Account # (ORG-OBJECT)	Account Description	Amount
1	900074-348104	Bridge Access COVID-19	53,883
2			
3			
4			
5			
6			
7			
8			
9			
10			

Proposed Amendment:

**EXPENDITURES**

	Account # (ORG-OBJECT)	Account Description	Amount
1	900074-403300	Supplies & Materials	10,000
2	900074-404500	Contracted Services	10,000
3	900074-406000	Computer Expenses	10,000
4	900074-407100	Capital Outlay - Other Equipment	10,000
5	900074-407400	Capital Outlay - Equipment	13,883
6			
7			
8			
9			
10			

**Total Revenues** 53883 **Total Expenditures** 53883

**Budget Amendment Balances when Zero.** 0

**Prepared By:** Donna Ramos **Email** dramos@pendercountync.gov



## Pender County Request for Board Approval

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**TO:** Board of County Commissioners  
**FROM:** Carolyn Moser  
**DATE:** February 20, 2024  
**SUBJECT:** Approval of a Budget Amendment to Increase Health Department Revenues and Expenditures for Fiscal Year 2023-2024: \$15,000

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**SUMMARY:**

The Health Department Mosquito and Vector Control program has been designated \$15,000 in reimbursable funds from the Vector Control Collaborative - Hurricane Crisis Mentorship Program. The Mentorship Program is sponsored by the National Association of County and City Health Officials (NACCHO) and the Centers for Disease Control (CDC). Deliverables to be reimbursed must be complete by June 30, 2024.

**ACTION REQUESTED:**

To Approve the budget amendment to increase Health Department Revenues and Expenditures for Fiscal Year 2023-2024 in the amount of \$15,000.



**Vector Control Collaborative – Hurricane Crisis  
Mentorship Program (2024 Cohort)**

**Scope of Work  
January 1, 2024 – June 30, 2024**

- Work with mentor/mentee to finalize **action plan** ([template provided](#)) by February 15, 2024. Mentor and mentee should work together to identify the mentee’s jurisdictional needs.
- Participate in an all-participants **program kick-off** in January 2024. The call will introduce program contacts from the National Association of County and City Health Officials (NACCHO), Centers for Disease Control and Prevention (CDC), and cohort members, and discuss program expectations and requirements.
- Participate in **two (2) cohort calls** with NACCHO and CDC. These calls are designed for mentors and mentees to share lessons learned, describe any challenges they may be facing, and work with program staff to re-focus efforts as appropriate.
- Site Visits
  - o Mentor: Schedule and host at least **one in-person site visit** with mentees. NACCHO recommends that site visits be scheduled jointly and early in the project period. Mentors and mentees are expected to work together to identify areas of interest in advance of the site visit and focus on the tools, resources, and processes entailed in meeting those Vector Control and Surveillance Capabilities.
  - o Mentees: Attend and participate in at least **one in-person site visit** with mentor.
- Conference Calls
  - o Mentor: Schedule and host regular conference calls with mentees. These can be joint calls or individual calls.
  - o Mentees: Participate in regular conference calls and other electronic communications with mentor.
- Communicate specific questions and learning objectives to mentor in a clear and concise manner.
- Submit **progress reports** ([template provided](#)) for each invoice period to include a brief description of the activities completed within each period, log of calls with mentor/mentee, and progress towards work plan goals. *A template will be provided.*
- Mentees: Complete **pre- and post-assessment** to measure progress through the period of performance. Pre-assessment is included in the Application and measures baseline capacity. Post assessment will be administered by NACCHO to identify capacity improvements.
- Communicate progress and any major changes to the program’s statement of work to NACCHO.
- Participate in **post-program evaluation** to identify successes, challenges, and opportunities for program improvement.
- Document and share lessons learned, tools, and resources that were helpful for the project (e.g., NACCHO Story from the Field). Serve as a resource for vector control programs who are interested in participating in the Vector Control Collaborative.
- Complete all project deliverables by June 30, 2024.
- Submit invoices and deliverables by NACCHO deadlines:

**Vector Control Collaborative – Hurricane Crisis  
Mentorship Program (2024 Cohort)**

Page 3 of 7

Invoice	Mentor		Mentee	
	Project Deliverables	Amount	Project Deliverables	Amount
Invoice #1 due 5/15/2024	1. Participate in the NACCHO FY2024_Vector Control Collaborative <b>kick-off call</b> . Attendance recorded by NACCHO (\$1,000).	\$1,000	1. Participate in the NACCHO FY2024_Vector Control Collaborative <b>kick-off call</b> . Attendance recorded by NACCHO (\$1,000).	\$1,000
Invoice period: 1/1/2024 - 4/30/2024	2. Submit updated <b>action plan</b> (\$750).	\$750	2. Complete <b>pre-assessment</b> (\$750).	\$750
	3. Participate in at least <b>1 cohort call</b> with NACCHO & CDC. Attendance recorded by NACCHO. (\$1,000).	\$1,000	3. Submit updated <b>action plan</b> (\$750).	\$750
	4. Schedule and host at least <b>one in-person site visit</b> with mentees. Submit proof of the meeting(s) held such as agenda, attendee list, and notes. Mentors are to submit all relevant documents that were shared during the site visit (i.e., resources and tools) (\$5,875).	\$5,875	4. Participate in at least <b>1 cohort call</b> with NACCHO & CDC. Attendance recorded by NACCHO (\$1,000).	\$1,000
	5. Submit <b>progress report</b> for invoice period (e.g., activities completed, log of calls with mentees, etc.) (\$2,000).	\$2,000	5. Attend and participate in at least <b>one in-person site visit</b> with mentor. Mentees to submit post-meeting evaluation (4,250).	\$4,250
			6. Submit <b>progress report</b> for invoice period (e.g., activities completed, log of calls with mentor, etc.) (\$2,000).	\$2,000
<b>Invoice 1 Amount</b>		<b>\$10,625</b>		<b>\$9,750</b>



National Association of County & City Health Officials

The National Connection for Local Public Health

**Vector Control Collaborative – Hurricane Crisis  
Mentorship Program (2024 Cohort)**

Page 4 of 7

Invoice #2 due 7/15/2024  Invoice period: 5/1/2024 - 6/30/2024	6. Participate in at least <b>1 cohort call</b> with NACCHO & CDC. Attendance recorded by NACCHO (\$1,000).	\$1,000	7. Participate in at least <b>1 cohort call</b> with NACCHO & CDC. Attendance recorded by NACCHO (\$1,000).	\$1,000
	7. Submit <b>progress report</b> for invoice period (e.g., activities completed, log of calls with mentees, etc.) (\$1,000).	\$1,000	8. Submit <b>progress report</b> for invoice period (e.g., activities completed, log of calls with mentor, etc.) (\$1,000).	\$1,000
	8. Submit a <b>summary</b> of experience (e.g., NACCHO Story from the Field) (\$1,200).	\$1,200	9. Complete <b>post-assessment</b> (\$875).	\$875
	9. Complete a <b>post-program evaluation</b> to identify successes, challenges, and opportunities for program improvement (\$1,175).	\$1,175	10. Submit a <b>summary</b> of experience (e.g., NACCHO Story from the Field) (\$1,200).	\$1,200
			11. Complete a <b>post-program evaluation</b> to identify successes, challenges, and opportunities for program improvement (\$1,175).	\$1,175
<b>Invoice 2 Total</b>		<b>\$4,375</b>		<b>\$5,250</b>
<b>Award Total</b>		<b>\$15,000</b>		<b>\$15,000</b>

## Program Objectives and Outcomes

The primary objectives of the VCC include:

- Increasing local vector control organizations' capacity to monitor and respond to vector-borne diseases;
- Establishing a growing network of local vector control organizations that are able and willing to share resources with neighboring jurisdictions;
- Improving NACCHO's and CDC's understanding of the technical assistance needs of local vector control organizations;
- Identifying strategies to improve surveillance and control of select disease vectors;
- Identifying resource needs in implementing vector surveillance and control;
- Providing a venue for local vector control organizations to share resources, experiences, and lessons; and
- Strengthening relationships between local, state, and national partners in vector-borne disease prevention.

By facilitating the exchange of guidance, tools, and technical assistance, NACCHO's VCC is expected to improve participants' ability to monitor and respond to vector-borne diseases. Outcomes include:

- Increased staff familiarity with best practices in vector surveillance and control;
- Increased vector control program capacity for implementing continuous quality assurance and improvement in the ten core and supplemental capabilities; and
- Improved surveillance of, and response to, vector-borne diseases.

## Goals of Mentoring

Through peer assistance provided by the mentors, each mentee will benefit from the expertise and experience of other local vector control programs, and build understanding of the ten core and supplemental capabilities. The guidance provided by each mentor should prepare mentees to anticipate and overcome potential barriers and challenges in enhancing program operations. Mentors may also provide guidance about how best to leverage existing resources and identify resource needs. Additionally, mentors can help mentees develop staff expertise on vector control and surveillance knowledge. This will enable mentees to serve as formal or informal mentors to other vector control and surveillance programs in the future.



National Association of County & City Health Officials

*The National Connection for Local Public Health*

## **Vector Control Collaborative – Hurricane Crisis Mentorship Program (2024 Cohort)**

### **Program Expectations - Mentee**

- Participate in the program kick-off meeting, to be scheduled. The call will introduce program contacts from the National Association of County and City Health Officials (NACCHO), Centers for Disease Control and Prevention (CDC), cohort members, and discuss program expectations and requirements.
- Communicate specific questions and learning objectives to the mentor in a clear and concise manner.
- Work with mentor to complete the action plan.
- Schedule site visit and/or reverse site visit with your assigned mentor by April 2024. Both site visits should be completed by June 30, 2024. Mentees are expected to share their areas of interest with their mentor in advance of the site visit to focus the meeting on the tools, resources, and processes entailed in meeting related [Vector Control and Surveillance Capabilities](#). NACCHO also recommends that mentees assemble all relevant documents in advance to share with their mentors. NACCHO also recommends that mentees plan enough time between visits to implement lessons learned.
- Participate in check-ins with assigned mentor as needed to discuss program progress towards goals.
- Participate in a mid-program check-in with NACCHO and your assigned mentor. The purpose of this call will be to share lessons learned over the course of the program, indicate any challenges, and work with program staff to re-focus efforts as appropriate.
- Adhere to NACCHO's Travel Policy for guidance on transportation, latest IRS mileage rate, meals, and lodging. Per diem cannot exceed the maximum rate outlined by [GSA](#) in your location. Sites will be responsible for completing all the travel bookings (hotel, transportation, etc.). This was built in your award budget and you may submit expenses when submitting invoices.
- Participate in a virtual cohort close-out meeting.
- Complete post-program evaluation to identify successes, challenges, and opportunities for program improvement.
- Document and share lessons learned, tools, and resources that were helpful for the project. Serve as a resource for vector control programs who are interested in participating in the Vector Control Collaborative.
- Conclude all project activities by June 30, 2024.

Pender County Budget Ordinance Amendment

Page 7 of 7

Fiscal Year **FY 2023-2024** Department **900079 - MOSQUITO CONTROL**

Division, Program, Project, etc. Mosquito & Vector Control - Hurricane Crisis Mentorship Program

**REVENUES**

	Account # (ORG-OBJECT)	Account Description	Amount
1	900079-348823	NACCHO-VECTOR CONTROL PROGRAM	15,000
2			
3			
4			
5			
6			
7			
8			
9			
10			

Proposed Amendment:

**EXPENDITURES**

	Account # (ORG-OBJECT)	Account Description	Amount
1	900079-401400	Travel	8,000
2	900079-405500	Training	2,000
3	900079-403300	Supplies & Materials	5,000
4			
5			
6			
7			
8			
9			
10			

**Total Revenues** 15000 **Total Expenditures** 15000

**Budget Amendment Balances when Zero.** 0

**Prepared By:** Donna Ramos **Email:** dramos@pendercountync.gov





**Pender County  
Proposed Courthouse Historical Marker  
Gift**

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**TO:** BOCC  
**FROM:** Sarah Taylor  
**DATE:** February 20, 2024  
**SUBJECT:** Proposed Courthouse Historical Marker Gift

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**SUMMARY:**

Louise Grady Johnson Johanson wishes to gift a historical marker about the Pender County Courthouse to be placed on the courthouse square. The proposed marker would be ordered and paid for by Ms. Johanson with the approval and acceptance of the Pender County Board of Commissioners. The value of the gift is estimated at \$3,000. The proposed marker would be manufactured by a company utilized by the NC Highway Historical Marker Program and the NC Division of Historical resources and is the same style as the signs at the historic Burgaw Depot on Dickerson Street in Burgaw, painted black with gold lettering. County staff would determine the exact location of the sign and handle installation.

Although the Gifts and Donations Policy allows this type of donation, County staff recommends that this gift not be accepted for three reasons: 1) the sign itself does not share any particularly significant historical information; 2) the sign itself is out of character with the monuments and markers currently existing on the courthouse square which are concrete and limited to military recognition; and 3) Pender County and Town of Burgaw staff are working to create a master plan for the grounds of the courthouse, and the appropriate placement and number of markers could be addressed in this plan. Therefore, it is the recommendation of County staff not to accept this gift.

**ACTION REQUESTED:**

Deny acceptance of this gift until the Courthouse Grounds Master Plan is complete

**ATTACHMENTS:**

Request  
Staff Report  
PowerPoint Slides

**Board of County Commissioners**

Brad George– Chair  
Jacqueline A. (Jackie) Newton – Vice Chair  
Wendy Fletcher-Hardee  
Archibald (Fred) McCoy  
Jerry Groves



**County Manager**

David Andrews  
**Assistant County Manager**  
Allen Vann  
**County Attorney**  
Carl W. (Trey) Thurman  
**Staff Attorney**  
Patrick Buffkin

To: David Andrews, County Manager  
From: Sarah Taylor, Assistant to the County Manager  
Re: Courthouse Historical Marker  
Date: January 29<sup>th</sup>, 2024

**Proposed Gift**

Louise Grady Johnson Johanson wishes to gift a historical marker about the Pender County Courthouse to be placed on the courthouse square. The proposed marker would be ordered and paid for by Ms. Johanson with the approval and acceptance of the Pender County Board of Commissioners. The value of the gift is estimated at \$3,000. The proposed marker would be manufactured by a company utilized by the NC Highway Historical Marker Program and the NC Division of Historical resources and is the same style as the signs at the historic Burgaw Depot on Dickerson Street in Burgaw, painted black with gold lettering. County staff would determine the exact location of the sign and handle installation.

The proposed wording of the sign is:

**PENDER COUNTY COURTHOUSE**

*(text below would be one inch gold characters)*

Pender County was formed in 1875. The Town of Burgaw was planned and chartered in 1879 as county seat. This 1936 courthouse is the second on the four-acre square. Several famous trials were conducted here. Site of many film productions beginning in 1985. Designed by notable NC architect William H. Deitrick in the Georgian Revival style. Listed on the National Register of Historic Places in 1979.

*(text below would be quarter inch gold characters)*

Gift in memory of Joab Franklin Johnson, Myrtie Estelle Grady Johnson, Robert Grady Johnson and Louise Richardson White Johnson by their children and grandchildren

**Staff Recommendation**

Although the Gifts and Donations Policy allows this type of donation, County staff recommends that this gift not be accepted for three reasons: 1) the sign itself does not share any particularly significant historical information; 2) the sign itself is out of character with the monuments and markers currently existing on the courthouse square which are concrete and limited to military recognition; and 3) Pender County and Town of Burgaw staff are working to create a master plan for the grounds of the courthouse, and the appropriate placement and number of markers will be addressed in this plan. Therefore, it is the recommendation of County staff not to accept this gift.



### PROPOSED GIFT TO PENDER COUNTY OF HISTORICAL MARKER ABOUT COURTHOUSE

Louise Grady Johnson Johanson, of Raleigh and a native of Burgaw, wishes to gift a historical marker about the Pender County Courthouse to be placed on the square. The marker would be ordered and paid for by Ms. Johanson with the approval and acceptance of the Pender County Commissioners. The value of the gift is nearly \$3,000.

The marker would be manufactured by a company used by the North Carolina Highway Historical Marker Program administered by the North Carolina Division of Historical Resources. The marker style is the same as the NC highway markers. Considered a private marker and would be painted black with gold lettering and trim. Instead of gray and black like the official state markers. Two examples of the same style and appearance of the marker may be found at main entrance of the historic Burgaw Depot on Dickerson St. In Burgaw.

Ms. Johanson is a native of Burgaw and current resident of Raleigh. She and her brother and sister donated the land in Burgaw for Johnson Park. Their grandfather was a Pender County Clerk of Court for many years. Their father began his political career as a Pender County Register of Deeds and was elected to the NC House of Representatives rising to Speaker of the House in 1935. Afterwards he served the State of North Carolina in many other capacities until his premature death in 1951. Ms. Johanson highly appreciates her Pender County roots and deeply desires to enhance the courthouse in some way after the recent extensive renovation.

Ms. Johanson asked a family friend and retired Pender County Library Director Michael Y. Taylor to serve as local contact and advisor also responsible for drafting the marker text. Mr. Taylor is officially recognized by the Town of Burgaw Planning Board as an expert in local history and is vice president of the Pender County Historical Society. **The proposed text is as follows:**

#### PENDER COUNTY COURTHOUSE

*(text below would be one inch gold characters)*

Pender County was formed in 1875. The Town of Burgaw was planned and chartered in 1879 as county seat. This 1936 courthouse is the second on the four-acre square. Several famous trials were conducted here. Site of many film productions beginning in 1985. Designed by notable NC architect William H. Deitrick in the Georgian Revival style. Listed on the National Register of Historic Places in 1979.

*(text below would be quarter inch gold characters)*

Gift in memory of Joab Franklin Johnson, Myrtie Estelle Grady Johnson, Robert Grady Johnson and Louise Richardson White Johnson by their children and grandchildren

The heavy-duty marker is made of aluminum and at the top would feature the historic Pender County Seal portraying the symbol of the early Long Leaf Pine industry. The text is repeated on both sides. If approved, Ms. Johanson asks that the County receive shipment of the marker and provide installation. A suggested location is on the west side grounds of the courthouse square on the south side of the plaza across the street from the former Dees Drugstore building.

Installation is relatively simple burying one end of the metal ten-foot pole approximately three feet or more and mounting the plaque on top with provided hardware. Below is one of the examples cited above and located at the historic Burgaw Depot.



# PROPOSED HISTORICAL MARKER

Pender County Courthouse



## PROPOSED GIFT

- Marker to be ordered & paid for by Ms. Johanson
- Value estimated at \$3,000
- Manufactured by company used by NC Highway Historical Marker Program
- Black with gold letters instead of gray with black
- Same style as used at Burgaw Train Depot

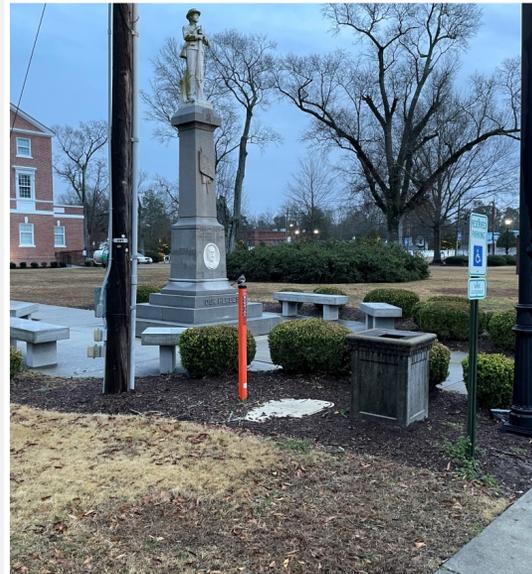


## PENDER COUNTY COURTHOUSE

Pender County was formed in 1875. The Town of Burgaw was planned and chartered in 1879 as county seat. This 1936 courthouse is the second on the four-acre square. Several famous trials were conducted here. Site of many film productions beginning in 1985. Designed by notable NC architect William H. Deitrick in the Georgian Revival style. Listed on the National Register of Historic Places in 1979.

Gift in memory of Joab Franklin Johnson, Myrtie Estelle Grady Johnson, Robert Grady Johnson and Louise Richardson White Johnson by their children and grandchildren

## PROPOSED LOCATION



## CONSIDERATIONS

- Does not share any particularly significant historical information
- Out of character with current monuments/markers
  - Concrete
  - Military recognition
- Courthouse Grounds Master Plan
  - Joint project between Pender County & Town of Burgaw
  - Address appropriate placement & number of markers





## Pender County Order to Advertise 2023 Tax Liens

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**TO:** Board of County Commissioners  
**FROM:** Melissa Radke  
**DATE:** February 20, 2024  
**SUBJECT:** Order to Advertise 2023 Tax Liens

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**SUMMARY:**

Per North Carolina General Statute 105-369, in February the tax collector must report to the governing body the total amount of unpaid taxes for the current fiscal year that are liens on real property. Upon receipt of the report, the governing body must order the tax collector to advertise the tax liens. The advertisement of tax liens shall be made during the period March 1 - June 30.

After the governing body orders the tax collector to advertise the tax liens, the tax collector must send a notice to the record owner of each affected parcel as of the date of delinquency (January 6, 2024). The notice must be sent at least 30 days before the date of advertisement.

Though the Order to Advertise must occur in February, it is not the intention of the tax office to advertise any 2023 tax liens now, the tax office plans to send intent to advertise letters out to affected parcel owners in April 2024 to be advertised sometime in May or June 2024 to comply with state statutes.

**ACTION REQUESTED:**

Staff requests the Board approve the Order to Advertise for the 2023 tax liens that remain due.

## **Order to Advertise the 2023 Tax Liens**

Upon receipt of the Tax Collector's report of the unpaid 2023 taxes that are a lien on real property in Pender County and pursuant to North Carolina General Statute 105-369 (a), the Pender County Board of County Commissioners hereby orders the Tax Collector to advertise these tax liens.

---

Brad George, Chair  
Pender County Board of Commissioners

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David Andrews  
Pender County Clerk to the Board

This being the twentieth day of February, 2024.

### 2023 Delinquent Parcels as of 2/2/2024

Parcel	Total Due
4212362865BS11	\$8.61
42122588770000	\$184.98
42247004370000	\$5,180.20
42344681830000	\$4,601.73
32734240280000	\$221.44
42246022280000	\$354.50
42029242283110	\$11.71
42029385080000	\$71.38
32367625840000	\$1,116.59
32825828850000	\$1,139.12
32557266760000	\$3,602.53
32558593670000	\$1,396.82
32294022620000	\$2.98
33408895830000	\$574.68
22661068410000	\$274.82
42451006890000	\$6,895.13
32096403690000	\$1,030.88
32289777670000	\$8,018.55
42230399500000	\$5,915.48
32834657790000	\$6.28
32834669200000	\$6.25
32540821720000	\$2,190.39
42353563150000	\$1,332.19
42353777980331	\$1,229.35
32052453790000	\$917.44
32291667640000	\$197.23
32553564440000	\$492.43
42152775390000	\$332.66
32291673930000	\$1,329.06
32291682170000	\$45.35
32932913620000	\$2,679.15
32826906690000	\$277.56
32826918810000	\$370.75
32838767250000	\$215.67
32838775080000	\$219.40
32838777490000	\$217.91
32838786520000	\$216.41
32838788610000	\$290.55
32838798730000	\$290.55
32839706050000	\$214.17

32291452000000	\$15,811.39
32832375570000	\$301.50
32498825360000	\$1,126.17
32241015300000	\$221.76
32825980660000	\$252.63
33144087740000	\$256.76
33759357640000	\$1,755.72
42126935590000	\$4,135.53
22787431800000	\$399.92
42027035770000	\$56.62
42351863140000	\$1,765.59
32099862180000	\$693.64
32731371630000	\$242.05
32833325890000	\$247.11
42251436960000	\$370.20
32924552510000	\$398.26
32924563630000	\$301.86
42163531080000	\$3,911.88
22777352070000	\$1,296.17
22661103310000	\$1,598.42
42353777980244	\$28.12
33059105930000	\$54.07
33059124570000	\$1,484.52
42241219300000	\$40.24
32835617560000	\$259.32
42147910500000	\$1,230.14
4235900376BS15	\$315.96
32731744520000	\$1,216.68
32707826620000	\$42.64
22776540440000	\$383.49
32195524880000	\$203.45
33045394100000	\$367.73
32934202410000	\$1,137.68
32452197930000	\$267.56
32356061370000	\$442.68
22457749030000	\$536.84
32499955610000	\$71.48
33419126360000	\$509.00
3341708641001I	\$205.50
32479979280000	\$20.77
22576183370000	\$756.75

### 2023 Delinquent Parcels as of 2/2/2024

32552840690000	\$179.65
33123406460000	\$179.17
33123408870000	\$255.87
42152346050000	\$742.46
32243028050000	\$901.62
32280356070000	\$579.26
32242151240000	\$1,504.32
32839042440000	\$2,365.43
32826342730000	\$722.13
32283396600000	\$496.90
32283482200000	\$496.90
32284460930000	\$656.95
33218215610000	\$504.42
33218225740000	\$7.93
33218235760000	\$53.13
22794837920000	\$91.25
22794813170000	\$2,369.42
32232109200000	\$1,026.68
32476994210000	\$1,302.20
32455213430000	\$143.34
22999673750000	\$366.82
32141935350000	\$993.94
22893847680000	\$904.33
32354841100000	\$888.45
32638820940000	\$282.70
42356282460000	\$2,133.78
32293009860000	\$224.36
32293019680000	\$176.85
32284909230000	\$7,406.30
32563892330000	\$600.68
32564806910000	\$135.22
32477656010000	\$264.58
32346898890000	\$76.44
22959424720000	\$84.13
32374458200000	\$113.71
22959496770000	\$113.50
32298878800000	\$882.31
32298876270000	\$1,395.94
32298899050000	\$988.71
32374460280000	\$134.27
32373339790000	\$1,080.53

2295827919000L	\$216.35
32455217700000	\$1,804.22
33957208940000	\$632.19
42246837330000	\$595.53
33934774470000	\$724.18
33934787530000	\$355.20
42049430150000	\$8.72
42357334120000	\$73.57
32356056040000	\$8.42
32248290760000	\$91.73
42450096600000	\$6,736.42
42247074600000	\$1,769.30
32241834260000	\$636.05
42036110750000	\$211.50
42036121320000	\$211.50
32801765470000	\$723.62
33317238940000	\$464.05
32333721140000	\$1,128.45
42130708480000	\$454.69
42259487380000	\$162.83
32164860760000	\$406.62
32486151770000	\$263.20
32064726720000	\$798.42
22775527630000	\$156.50
22992737970000	\$47.79
32472951310000	\$362.29
32472963730000	\$116.87
32587614490000	\$518.87
22873163950000	\$2,020.62
22872064810000	\$1,435.27
22874035760000	\$1,268.39
22861998260000	\$839.03
42034821330000	\$389.28
33319468800000	\$51.91
33319469550000	\$51.91
33319476050000	\$51.91
33319520790000	\$140.39
33319555960000	\$51.91
33319557800000	\$51.91
33319558540000	\$51.91
33319561510000	\$51.91

### 2023 Delinquent Parcels as of 2/2/2024

33319522380000	\$344.77
42038565460000	\$2,663.05
32355241550000	\$1,368.21
32576716640000	\$186.34
32576757240000	\$1,005.32
32672435230000	\$101.30
32576743600000	\$363.13
32158279000000	\$204.84
33049982170000	\$585.41
33014984450000	\$352.13
42350398580000	\$36.29
42021766470000	\$50.15
32267254670000	\$1,226.74
42027103130000	\$1,028.15
32750236730000	\$152.78
32751300550000	\$1,379.14
32751386360000	\$612.97
32752405990000	\$2,321.39
32195559440000	\$286.48
42154034260000	\$610.58
22932166510000	\$931.84
33938328270000	\$139.63
42359826980000	\$799.31
42140980070000	\$1,189.00
22957273370000	\$193.18
32332683270000	\$1,263.45
32242041490000	\$1,141.75
32294865070000	\$9.78
33203081920000	\$5,356.41
32046868900000	\$59.79
42148701450000	\$97.87
23818730110000	\$2,750.21
22973453710000	\$1,848.14
32362264610000	\$1,110.07
32291697600000	\$117.74
33501526170000	\$45.39
33501551610000	\$44.44
33501552630000	\$44.44
33501571010000	\$55.05
33501572360000	\$1.17
22663111240000	\$2.96

32934346360000	\$1,124.99
23935553340000	\$3,855.65
42028153790000	\$311.78
32346868110000	\$80.26
32298683940000	\$437.06
32372390420000	\$47.79
32587611540000	\$566.42
32362325950000	\$1,004.70
43031871720000	\$839.40
33936531220000	\$178.94
32284951520000	\$211.80
33401631570000	\$3.37
32297877210000	\$506.10
22992747800000	\$246.45
32475890400000	\$282.97
32361651660000	\$275.68
43031773900000	\$193.54
43031733960000	\$429.46
43031737200000	\$1,108.80
32362336230000	\$131.88
22999801650000	\$17.77
43027622550000	\$1,064.29
32373319330000	\$44.91
32375461230000	\$477.79
22476600760000	\$280.20
22475681560000	\$335.64
22346344600000	\$92.47
32839401740000	\$217.15
32839402870000	\$921.59
32839413090000	\$315.48
42343566810000	\$2,686.65
22488298740000	\$144.26
33103031680000	\$1,121.14
33142655890000	\$82.11
33142751830000	\$590.92
33143882070000	\$2,530.06
33159245480000	\$465.16
33250085830000	\$93.35
33142619380000	\$49.09
33142885520000	\$518.19
33144858890000	\$140.13

### 2023 Delinquent Parcels as of 2/2/2024

33501615460000	\$24.26
42249101070000	\$119.76
42350552840000	\$2,033.01
32499965900000	\$71.48
22580545950000	\$2.05
22791397190000	\$1,090.22
42454355370000	\$2,063.75
32832186780000	\$716.80
23958377130171	\$3.66
22481892950000	\$120.68
32199385460000	\$1,625.15
22297493080000	\$6,143.73
22297106520000	\$4,053.74
22390521850000	\$561.59
22866834750000	\$1,090.34
33018216320000	\$4,269.10
32191245520000	\$3,269.58
23907495130000	\$2,897.69
22571295510000	\$1,395.05
33019221390000	\$1,289.21
32236017290000	\$912.49
32236049110000	\$2,853.90
22481894960000	\$709.15
22587017960000	\$92.47
22587141110000	\$616.79
22587095660000	\$120.23
42451186490000	\$2,072.11
32142645230000	\$974.00
32365577920000	\$1.64
42140338940000	\$1,181.81
23813194180000	\$367.90
23813198030000	\$95.56
42010425830000	\$250.82
32340210120000	\$428.10
33236124280000	\$115.15
33236125950000	\$316.87
22744677670000	\$263.10
22998499830000	\$289.75
32199387840000	\$26.42
32927857340000	\$2,895.82
33145464990000	\$605.82

32367524890000	\$340.67
32367339540000	\$701.15
42351680270000	\$545.42
42360619750000	\$1,041.06
42453265148230	\$1,637.81
32284838390000	\$844.71
32284849800000	\$102.20
32926525720000	\$2,056.63
22656802290000	\$116.53
22656811240000	\$153.97
22348323360000	\$125.49
32643065860000	\$1,081.85
42147257600000	\$704.94
32064697610000	\$1,294.60
32936102880000	\$78.71
42245848330000	\$1,246.32
42245827910000	\$257.75
32365697130000	\$225.71
32366617650000	\$243.19
42354250930000	\$2,344.11
42356237700000	\$4,026.45
32096326190000	\$740.19
42353777980130	\$1,044.89
42454389680000	\$2,034.87
22865392990000	\$470.85
32638538980000	\$1,988.51
42267440170000	\$305.74
33054238700000	\$1,221.70
23749743580000	\$646.94
3293529612000L	\$1,177.31
42269398260000	\$726.55
42362421750000	\$2,135.25
32198992300000	\$2,644.98
32235586630000	\$1,541.38
32022751200000	\$241.48
42268248780000	\$313.47
42268277620000	\$313.47
42268237810000	\$320.43
42266268480000	\$831.74
42362441530000	\$527.19
42362451890000	\$604.59

### 2023 Delinquent Parcels as of 2/2/2024

42362462860000	\$1,329.54
42362483050000	\$657.69
42360336270000	\$915.92
42364091280000	\$1,411.42
42357628320000	\$64.45
22655924000000	\$1,219.83
33016157790000	\$144.29
33141610470000	\$388.92
33224423520000	\$281.71
32230986640000	\$485.82
32497706690000	\$367.34
22791345990000	\$207.45
22791366740000	\$94.12
32230988520000	\$482.92
33204302650000	\$369.42
32552962460000	\$1,448.97
23620586180000	\$238.91
42157664160000	\$367.33
33321607200000	\$372.15
33133266570000	\$1,217.52
32562748100000	\$1.93
33229385810000	\$726.17
32451253500000	\$286.67
32451271010000	\$145.25
32355417810000	\$145.25
23502468080000	\$855.46
23502468730000	\$85.54
22450264290000	\$199.00
22450268930000	\$212.23
22450209530000	\$1,918.08
22865569490000	\$417.50
33326834270000	\$1.73
32550843760000	\$2,400.63
32550842410000	\$185.09
32550842580000	\$80.75
42358072720H31	\$213.22
42135081700000	\$1,065.36
42135091130000	\$5,928.61
32829187520000	\$3,067.90
42131403930B18	\$757.95
32249597130000	\$2,375.51

22345312820000	\$415.50
42353738600000	\$12,567.60
42353757810000	\$35,026.67
42353758780000	\$307.39
32352796620000	\$477.79
32355766740000	\$748.78
32830456630000	\$539.88
42345687770000	\$65.76
32363172440000	\$334.46
22761015970000	\$618.58
22760073100000	\$268.46
42030159750000	\$2,254.87
22487507870000	\$23.59
22487508380000	\$31.91
22487508620000	\$23.59
22487516390000	\$23.59
22487516900000	\$23.59
22487517130000	\$23.59
22487518890000	\$23.59
22487519340000	\$14.57
22487524670000	\$23.59
22487525160000	\$23.59
22487525420000	\$23.59
22487528150000	\$23.59
22487528320000	\$2.50
32472878890000	\$1,034.31
32284621520000	\$516.01
42341462490000	\$2,873.24
42142125190000	\$498.12
42343584290000	\$1,720.53
22664076720000	\$861.91
32159284160000	\$1,209.59
32636664480000	\$3,032.78
42049392590000	\$554.44
42350330300000	\$71.93
33236103410000	\$167.23
4212362865BS28	\$311.32
32080685050000	\$957.34
42351127600000	\$469.57
3216510869000L	\$265.61
32839703140000	\$1.11

### 2023 Delinquent Parcels as of 2/2/2024

3292316180000	\$4,435.54
42246898150000	\$655.56
42027164580000	\$3,352.31
32232621980000	\$1,594.75
32334621870000	\$1,630.71
32292047370000	\$335.92
33934268090000	\$568.15
32068201330000	\$218.08
32145918140000	\$74.16
32050420650000	\$728.14
22743908850000	\$1,024.11
32800739530000	\$3,077.69
32672476000000	\$133.79
42268529740000	\$1,836.45
42268547730000	\$566.75
33419328960000	\$44.44
33419337580000	\$44.44
33238284320000	\$160.77
22547887980000	\$3.09
23828319410000	\$1,195.23
23828452060000	\$419.02
32399365560000	\$680.01
33407946350000	\$1,832.91
33407927560000	\$75.63
32399494270000	\$1,314.41
32356041850000	\$72.62
32356053110000	\$72.62
32451342510000	\$359.24
22654947490000	\$783.41
42358072720N43	\$213.22
32233053350000	\$6.91
32233062750000	\$3.52
32233091890000	\$1.58
32234001650000	\$1.94
33003813290000	\$176.36
33003845320000	\$176.36
33003815590000	\$176.36
33003257520000	\$344.04
42036960140000	\$2,960.18
42048421790000	\$1,050.12
22895827380000	\$450.63

22747592270000	\$504.66
22748527160000	\$1,556.25
22785206550000	\$22.55
22785217350000	\$30.61
22784285490000	\$150.27
2299527828000L	\$991.45
32156295670000	\$131.59
32157205770000	\$263.20
32157216900000	\$1,530.41
32157226930000	\$270.44
32294741620000	\$1,741.35
22663141540000	\$165.80
33003984270000	\$149.91
32200744280000	\$386.34
33326844620000	\$298.36
33326854100000	\$45.38
33237170090000	\$273.31
32920628060000	\$3,523.81
32920638820000	\$1,433.66
42136080740000	\$5,834.28
23819274500000	\$87.68
23819261940000	\$38.42
23818109750000	\$353.57
23818282140000	\$1,018.19
23819200860000	\$103.30
23819230240000	\$120.22
421314039300A1	\$8.55
42158407660000	\$476.64
42132501380000	\$2,115.60
33504519510000	\$755.88
22562232830000	\$153.48
22473865580000	\$703.23
22473890570000	\$42.18
22561199720000	\$127.63
22562117070000	\$73.37
22471823970000	\$1,633.10
22472941830000	\$27.76
33049066570000	\$249.60
22746951820000	\$275.94
42028187920000	\$313.37
42257761160000	\$2,596.11

### 2023 Delinquent Parcels as of 2/2/2024

23836324560000	\$1,256.13
42237929230000	\$3,845.39
42028210080000	\$3,980.19
32099628830000	\$1,409.22
32099761330000	\$482.60
32190619220000	\$364.44
22781666370000	\$1,491.08
33754468240000	\$993.56
33746707120000	\$14,597.55
33755411780000	\$1,958.87
33756405640000	\$4,009.47
32291176990000	\$1,052.24
23831971690000	\$792.99
33939543470000	\$97.57
33923769030000	\$48.72
32293219980000	\$629.53
32376643370000	\$128.25
23536553110000	\$342.59
32375653160000	\$1,129.33
32142464820000	\$512.70
43033309550000	\$589.93
33212918900000	\$268.56
32232049730000	\$172.01
42027015450000	\$2,929.55
32065702760000	\$894.89
32554679850000	\$533.68
32295423670000	\$280.21
32295422890000	\$288.18
23841825530000	\$1,135.40
32295275450000	\$960.80
32243595180000	\$1,070.03
23855221600000	\$984.26
22995548380000	\$136.19
32361773050000	\$286.67
33205527470000	\$1,346.88
32291692950000	\$136.04
32291839310000	\$340.57
32291973480000	\$138.00
32292602990000	\$699.85
32291867780000	\$353.89
42024812240000	\$1,916.86

42252713640000	\$1,582.67
32340896310000	\$3.45
32372357080000	\$117.53
32373337910000	\$125.65
33208094620000	\$778.96
32552409360000	\$238.72
33141836840000	\$8.59
42027045090000	\$2,835.63
4202827832BS02	\$9.25
33005893510000	\$200.70
42264014590000	\$1,721.36
32050227590000	\$410.49
32098527640000	\$178.73
32097700080000	\$1,215.41
32243728350000	\$723.17
32242765410000	\$540.87
32242851700000	\$460.23
32482015310000	\$1,035.91
32196511090000	\$1,744.43
42352112380000	\$264.90
32731427170000	\$2,303.63
32361648260000	\$265.46
22687046460000	\$419.43
32192027330000	\$183.51
23855109640000	\$776.96
23854195690000	\$293.36
32937070350000	\$4,331.54
22776355000000	\$432.69
33517970120000	\$235.90
32081603420000	\$293.14
33838709570000	\$1,271.15
32922772410000	\$3,347.93
33008270850000	\$812.79
32246355110000	\$1,479.89
32351065650000	\$91.73
22874533620000	\$6.89
42255108320000	\$292.59
42252798090000	\$296.05
32447577340000	\$4.98
32801882620000	\$101.20
32346849490000	\$285.76

### 2023 Delinquent Parcels as of 2/2/2024

42024708440000	\$30.82
32259125980000	\$266.85
33419766910000	\$858.23
42250424690000	\$416.25
32705949560000	\$762.90
32715030180000	\$3,121.75
32192086160000	\$7.17
32928712490000	\$5,260.55
22480122440000	\$48.67
32294938600000	\$514.15
42023870700000	\$2,506.82
32164846360000	\$116.10
42350411790000	\$686.80
42350422160000	\$1,377.04
32620605170000	\$845.27
42147357370000	\$8,769.89
22856547400000	\$107.97
23846119120000	\$220.36
32562811500000	\$2,680.53
42340483730000	\$6.20
42147681190000	\$1,600.83
22568919180000	\$108.67
22568919320000	\$162.70
22568925530000	\$249.70
22580578940000	\$334.76
22580585260000	\$777.93
22580596240000	\$201.47
32171413410000	\$526.89
23932963740000	\$675.22
42049269980000	\$1,081.24
23738883640000	\$400.65
33146568330000	\$129.00
33146690390000	\$91.73
33141530310000	\$328.25
32560681750000	\$599.80
32335801440000	\$262.30
32335803700000	\$194.94
32335814010000	\$388.92
32335815210000	\$923.32
32322970620000	\$570.48
32499978260000	\$515.07

32331426690000	\$205.50
32819856100000	\$3,108.31
32292439060000	\$927.65
22656843140000	\$1,778.27
22656826140000	\$698.78
22656827050000	\$98.03
22656856760000	\$91.09
42049888330000	\$846.85
22932421010000	\$177.13
22932421740000	\$186.03
33000054960000	\$1,122.51
42259651600000	\$658.11
32352212980000	\$1,445.24
32367639330000	\$441.26
32461687050000	\$950.18
22781509700000	\$530.31
22686003540000	\$800.46
22677936070000	\$639.88
32244518190000	\$1,269.48
32023658100000	\$2.12
32023760420000	\$434.64
32932950390000	\$2,738.84
33845134850000	\$653.11
22664029650000	\$312.12
42038426900000	\$237.14
32065619720000	\$102.62
23758391620000	\$1,405.38
42137006910000	\$1,432.86
42137097900000	\$6,686.76
33518725980000	\$88.86
33518745060000	\$103.34
42250307920000	\$1,007.74
33153101290000	\$894.00
32833496410000	\$247.11
32834407110000	\$247.11
32834408910000	\$247.11
32834419510000	\$247.11
32834555520000	\$247.11
32834566260000	\$293.07
32833400860000	\$1,072.60
22958145580000	\$1,443.43

### 2023 Delinquent Parcels as of 2/2/2024

22957334290000	\$732.22
22957193830000	\$690.11
42350435130000	\$445.56
22487716380000	\$797.32
32910644970000	\$4,711.17
32910761610000	\$494.89
33612800470000	\$786.67
32166021680000	\$1,167.00
32243952850000	\$930.33
22580426310000	\$460.70
22974666560000	\$193.18
22974668570000	\$178.68
22974792210000	\$456.27
22974760850000	\$983.54
32167504570000	\$565.63
22688142910000	\$131.48
23840895260000	\$1,059.31
32158268090000	\$420.73
22549457800000	\$105.97
32294743720000	\$155.51
32811907340000	\$867.28
32371617530000	\$589.62
32140911290000	\$615.31
22489768210000	\$138.72
32332490450000	\$1,212.46
32345896340000	\$95.56
32811906240000	\$244.10
33503692600000	\$116.39
33504602840000	\$156.84
22475739600000	\$218.50
22475716460000	\$216.14
22475897670000	\$163.23
22475857510000	\$178.02
22475923560000	\$338.28
32910738150000	\$2,218.48
23504394230000	\$1,009.82
43030680460000	\$857.13
33500572580000	\$201.62
33501680150000	\$168.73
33501589200000	\$1,974.66
32097428850000	\$1,266.68

42143629240000	\$310.63
43033410520000	\$44.38
32193054340000	\$521.22
33502586150000	\$1,460.98
32269653090000	\$70.77
22688130500000	\$185.27
42045003320000	\$366.28
32720930380000	\$2,359.75
43024605890000	\$390.25
32375632620000	\$113.79
33142708430000	\$135.70
33501660380000	\$930.04
22688014690000	\$1,204.99
22538619910000	\$36.77
22537608610000	\$165.56
22545902950000	\$1,580.80
22555022370000	\$1,022.29
22545534560000	\$272.01
22642137150000	\$158.41
32024559590000	\$147.30
22550507610000	\$105.43
32332446210000	\$1.02
23502526950000	\$603.58
32703880000000	\$3,143.23
22483756200000	\$534.73
33044414990000	\$1,289.66
22678431990000	\$1,112.40
32455202710000	\$539.43
33239144200000	\$1.75
22343154140000	\$335.22
33028729330000	\$334.46
33028766570000	\$172.49
33120729800000	\$345.18
33120863860000	\$354.96
33120877270000	\$402.28
33120942790000	\$407.57
33131111050000	\$13.38
22778746680000	\$57.10
22778755190000	\$57.10
42034069480000	\$626.19
42034084730000	\$539.25

### 2023 Delinquent Parcels as of 2/2/2024

42034095130000	\$593.74
32191742930000	\$30.91
32191753940000	\$939.27
33518750160000	\$848.68
42352219760000	\$372.83
32487048840000	\$247.75
42246753380000	\$2,041.84
42359926490000	\$221.89
42359962730000	\$616.93
42268570290000	\$278.53
32934298580000	\$348.42
22989935270000	\$789.81
22559371670000	\$771.25
32355457080000	\$269.95
32355512250000	\$327.28
32096579380000	\$429.03
32096597240000	\$96.58
32097533960000	\$1,429.37
22959339060000	\$183.03
22959441200000	\$1,492.08
32050601470000	\$338.06
22753050330000	\$1.64
23415848540000	\$791.11
22580321860000	\$625.15
32833503170000	\$40.59
22557561930000	\$34.72
42152347350000	\$879.13
32145553810000	\$3,909.50
32482031870000	\$880.10
33944536690000	\$301.02
42358072720K12	\$213.22
42139302910000	\$513.75
23747779090000	\$595.57
33020343870000	\$993.47
42012659180000	\$8.67
42012773330000	\$12.50
23818864740000	\$1,189.92
3323311791000L	\$435.99
33232290620000	\$239.47
32169471440000	\$1,053.98
32169472660000	\$106.07

23933793640000	\$317.07
33232178280000	\$221.32
32096308110000	\$1,534.36
32708563120000	\$2,564.47
32935340400000	\$916.55
33936958630000	\$168.06
33936974110000	\$1,385.48
33936976000000	\$98.49
33937909560000	\$161.84
3283357732000L	\$1,360.46
23934456660000	\$188.40
23934469080000	\$373.51
23934563640000	\$45.62
23934566070000	\$52.14
32340899280000	\$43.89
22563452440000	\$96.54
22745850380000	\$313.90
22675245700000	\$647.29
22675285650000	\$601.54
32289159530000	\$434.79
33623030050000	\$164.92
32167745200000	\$5.15
42131538360000	\$2,702.48
32085720560000	\$713.72
32453368140000	\$1,738.52
33203275870000	\$625.51
33203206430000	\$564.26
33203284750000	\$395.97
33203273380000	\$743.65
22866000200000	\$919.79
33317577890000	\$76.59
33317587960000	\$51.56
33317597820000	\$76.30
33318504470000	\$101.69
33318516170000	\$1,767.63
33318526360000	\$77.88
33326863170000	\$526.66
33326863550000	\$48.25
23942726070000	\$156.72
32543992680000	\$2,168.27
32544915970000	\$134.45

### 2023 Delinquent Parcels as of 2/2/2024

22980053840000	\$86.25
32544905310000	\$135.70
42141925240000	\$1,027.03
32472549380000	\$681.77
33142717130000	\$22.24
32563308080000	\$760.80
32563308350000	\$55.44
32249155720000	\$260.87
42453269650000	\$2,079.26
32163759110000	\$812.28
42251862670000	\$1,607.69
32833026590000	\$1,446.88
22867004040000	\$1,098.57
32343158010000	\$913.11
32283881060000	\$18,268.54
33042546020000	\$1,216.23
42134926080000	\$1,281.00
32573964220000	\$1,843.95
32575908610000	\$1,414.75
32345893090000	\$583.35
32455268300000	\$259.92
32454218710000	\$238.91
32346813580000	\$160.54
32346812060000	\$519.83
33938810720000	\$796.79
42033780560000	\$40.92
33318152160000	\$577.11
33318161080000	\$198.57
42047390760000	\$2,292.24
42048323540000	\$502.11
42153395390000	\$2,900.53
23413364600000	\$11,949.98
23414215060000	\$182.92
32355557280000	\$238.91
22577250970000	\$147.03
32352113780000	\$11.16
32554732820000	\$96.05
23833539160000	\$2,488.26
32554621540000	\$558.48
22893823960000	\$1,153.57
32562383810000	\$95.56

42258586340000	\$2,347.60
22688108420000	\$4.65
22568512440000	\$280.75
32290266090000	\$1,454.74
32554678000000	\$1,552.17
32722894780000	\$529.06
32562286930000	\$546.44
32563314010000	\$84.08
32563344210000	\$36.32
32292271580000	\$208.08
22780566520000	\$611.82
32935358510000	\$2,096.63
22775019780000	\$1,386.41
22768939050000	\$575.65
22778061160000	\$575.65
22768976680000	\$181.10
22769905620000	\$585.31
23630212590000	\$202.49
23539067780000	\$180.35
23630118040000	\$1,055.77
33122887600000	\$392.27
33237120800000	\$441.49
32167841630000	\$368.48
32332503830000	\$1,674.49
33133626590000	\$205.45
33134046780000	\$95.56
33134057570000	\$1,134.14
42454430660000	\$2,851.08
23934777750000	\$124.24
23934771180000	\$2,236.18
23934776530000	\$119.45
33418377180000	\$1,431.05
22489207510000	\$830.63
32353890190000	\$138.46
42244768450000	\$253.10
22970911410000	\$106.15
32554753180000	\$463.45
22795369870000	\$241.47
42363033220000	\$144.25
32562956950000	\$96.52
22294259420000	\$94.11

### 2023 Delinquent Parcels as of 2/2/2024

42244758760000	\$322.76
42244666150000	\$1,379.54
23415948060000	\$210.23
32332637500000	\$517.93
33040879000000	\$656.48
32249198630000	\$489.73
22530542790000	\$1,428.43
32232226630000	\$756.03
33932363360000	\$328.92
32346569970000	\$1,067.58
32346577410000	\$394.18
32346671370000	\$1,607.65
32349529510000	\$1,525.09
32478211070000	\$434.91
32355718040000	\$171.15
32355718970000	\$97.56
32243910600000	\$261.27
33040876030000	\$915.41
22787266940000	\$300.55
32631889050000	\$26.52
23848991030000	\$148.11
42253539040000	\$1,063.42
42028288190000	\$3,097.15
32832202540000	\$118.40
32922544480000	\$68.37
23829969750000	\$2,161.95
23839015390000	\$3,374.47
23920908500000	\$94.60
23920909620000	\$93.66
23920915940000	\$89.84
23920924420000	\$92.70
23920957680000	\$351.65
23930000420000	\$93.66
23930001250000	\$110.85
23930031010000	\$325.86
23837095590000	\$1,056.16
42451174850000	\$1,219.53
42451183380000	\$1,726.13
23838687900000	\$1,722.10
22992842420000	\$353.66
42131403930B20	\$552.45

32937655850000	\$1,047.24
32937642630000	\$737.49
32937612480000	\$25.86
32937612810000	\$25.57
32937613240000	\$25.86
32937620560000	\$25.46
32937621240000	\$25.46
32937630010000	\$25.57
32937604320000	\$28.63
32937614160000	\$25.76
22855494930000	\$438.51
32335256960000	\$4,339.48
42353777980340	\$1,082.19
42122566660000	\$3,275.16
33612963430000	\$55.49
33013360330000	\$172.96
32099827990000	\$1,437.17
22974516790000	\$1,053.29
33013801080000	\$855.95
32637575990000	\$55.06
22932100100000	\$187.85
22932100730000	\$187.85
42350291710000	\$543.82
32282858920000	\$105.76
2269478984000L	\$316.29
42268265340000	\$320.43
32454282570000	\$236.98
42158521910000	\$1,521.50
23607551530000	\$170.44
32243721200000	\$289.75
23608563130000	\$384.27
33002764600000	\$169.03
22977704260000	\$1,237.02
32452219060000	\$108.94
32231894910000	\$628.02
22932446100000	\$525.55
22932103810000	\$581.29
22930032350000	\$279.13
22930043400000	\$445.75
22779506760000	\$57.10
42032045640000	\$23.29

### 2023 Delinquent Parcels as of 2/2/2024

33418835450000	\$1,426.09
32232104630000	\$1,313.43
42246802050000	\$630.21
42246802310000	\$764.30
42144059080000	\$781.53
32295980470000	\$651.79
42032878800000	\$2,515.39
42353698730000	\$931.40
33202655280000	\$2,337.70
32297309540000	\$3,145.71
33150023050000	\$774.28
33012904640000	\$265.08
32143442210000	\$680.54
33141577380000	\$374.02
22587135770000	\$92.47
32639280590000	\$1,387.75
32374527570000	\$55.05
32372313080000	\$554.31
32333780130000	\$327.94
32372399930000	\$35.94
42250456260000	\$309.41
42343670850000	\$57.07
42350728680000	\$451.74
32705914860000	\$3.09
32291124280000	\$786.45
22692492000000	\$71.92
32818376940000	\$53.46
32472829590000	\$680.90
32472973830000	\$17.31
42240360780000	\$1,003.84
32169399770000	\$891.51
32564823970000	\$215.34
32347437910000	\$919.28
22951019250000	\$336.79
32390884770000	\$297.48
32831838410000	\$202.26
32831940100000	\$202.63
42038780620000	\$381.96
33223781150000	\$776.60
33223689830000	\$287.25
22751947230000	\$195.59

22751958150000	\$1,094.84
22752915540000	\$185.88
22761088660000	\$217.92
32541845220000	\$238.91
33502584530000	\$145.84
32235752720000	\$498.72
32498738740000	\$1,455.87
32921985350000	\$399.49
32731045110000	\$415.15
33203498890000	\$539.64
33415298310000	\$352.25
43032766830000	\$800.72
23856148120000	\$996.74
42143898060000	\$835.29
32938177560000	\$258.43
42341430760000	\$3,748.64
23739517130000	\$563.38
42154364670000	\$547.97
22664092240000	\$70.98
33032812210000	\$7,086.76
2394875184000L	\$651.86
32933343820000	\$4,107.40
42153731230000	\$299.91
22697611260000	\$95.56
42241267640000	\$2,677.15
22475683950000	\$69.35
43032997140000	\$1,103.73
22753654890000	\$1,243.63
4224336830BS09	\$287.41
4224336830PK09	\$123.57
32165705320000	\$809.37
33418911910000	\$603.66
22459597200000	\$4.00
22772149110000	\$241.59
22481374890000	\$138.72
23501499570000	\$94.79
33317593820000	\$339.11
42250432180000	\$403.43
32825229320000	\$1,054.99
32235679770000	\$1,936.32
32296336060000	\$1,670.92

### 2023 Delinquent Parcels as of 2/2/2024

42043060430000	\$2,843.25
23608632940000	\$1,644.28
22780958550000	\$527.97
22781929790000	\$1,772.01
42138287230000	\$3,679.24
32498787680000	\$114.93
32238644690000	\$140.56
32822958040000	\$17.97
33615641540000	\$170.81
42360534660000	\$322.77
42360545360000	\$225.93
42351279790000	\$377.45
23935638480000	\$1,112.35
42146218100000	\$4,207.09
42146801430000	\$640.82
42455471510000	\$188.65
32821592520000	\$11,465.76
32821592520000	\$11,223.04
32821592520000	\$12,126.92
22480645660000	\$892.83
33041355360000	\$726.46
22480848370000	\$3.51
22484786390000	\$497.61
22675891900000	\$254.58
32290148220000	\$686.56
33046347510000	\$290.95
22480569110000	\$150.89
22480748130000	\$179.18
22580573530000	\$494.04
22643562510000	\$572.20
22452190590000	\$664.79
32242719970000	\$241.48
32242724360000	\$289.75
32242727110000	\$289.75
32242812590000	\$1,747.59
22879985200000	\$244.93
22879964800000	\$54.72
22970918600000	\$54.00
22576347020000	\$725.37
22483720230000	\$503.82
22482551520000	\$1,219.01

22767347020000	\$477.95
42453225122270	\$1,467.24
32248311730000	\$835.95
32621736200000	\$683.80
22676887260000	\$234.43
32232238990000	\$914.88
23701263650000	\$831.35
23701206180000	\$559.62
2370037098000L	\$384.52
23609298250000	\$57.57
33049640540000	\$308.65
32366490170000	\$638.17
32367400180000	\$121.36
32730571750000	\$2,893.36
22696573630000	\$534.17
22698558050000	\$565.57
66666600806666	\$193.18
23856138250000	\$307.10
22986570090000	\$187.38
22986489300000	\$1,220.16
32847716940000	\$5.00
42253648060000	\$784.40
42241287020000	\$2,760.03
42149477520000	\$337.19
23945703780000	\$245.10
32570916200000	\$567.28
23607196390000	\$451.42
33306869620000	\$583.37
42244704030000	\$779.83
33306970940000	\$112.75
33306981730000	\$1,198.21
32286838380000	\$405.86
32452283160000	\$267.56
32452452870000	\$152.90
23306087790000	\$29.92
32233452640000	\$903.76
33837905700000	\$1,489.60
22745924960000	\$258.85
42233519930000	\$1,325.34
42233601550000	\$1,598.59
32333675520000	\$302.82

### 2023 Delinquent Parcels as of 2/2/2024

33833937840000	\$2,031.09
22762105770000	\$861.99
42153610770000	\$438.96
42153633710000	\$338.86
42153647630000	\$316.39
42153654490000	\$317.16
42153658420000	\$316.39
42153665370000	\$319.45
42153636850000	\$317.16
32362941330000	\$1,880.80
22755171340000	\$113.13
42152403980000	\$302.25
42143144310000	\$1.70
33411588970000	\$342.09
32923578090000	\$151.57
22563239590000	\$1,661.06
42145219140000	\$879.72
42140171890000	\$103.84
22346441340000	\$344.91
42358072720D12	\$213.22
32355776670000	\$20.55
33004747270000	\$156.56
32294669850000	\$703.27
33029697800000	\$3,087.66
33028626320000	\$699.30
33120682350000	\$102.25
22546688780000	\$8.44
22489348320000	\$3.51
33036877020000	\$882.72
22950136780000	\$1,389.81
42366091440000	\$1,411.35
33501603090000	\$24.78
32292140170000	\$146.61
32707935410000	\$2,889.88
32371518940000	\$985.31
42037824644270	\$1,032.64
32498854220000	\$1,624.53
32921674750000	\$1,877.97
42158035830000	\$3,092.82
32240413090000	\$497.89
42453215922170	\$1,467.24

42032858490000	\$2,368.89
22797820750000	\$1,030.85
33003739710000	\$689.62
22849998090000	\$1,256.69
42344652940000	\$1,159.83
42344671190000	\$1,795.57
42268256030000	\$320.43
32735203680000	\$2,129.02
23608355670000	\$1,154.03
32365635580000	\$1,147.53
42035257550000	\$1,965.36
42252889600000	\$1.27
22487169900000	\$335.22
22488221670000	\$123.30
32334975490000	\$748.45
33510782380000	\$112.53
42149159300000	\$831.15
42149168870000	\$846.26
32238028880000	\$1,979.80
32552472740000	\$777.00
32552498280000	\$30.58
32553418390000	\$28.68
32364804710000	\$135.70
33319517800000	\$358.80
33015825280000	\$2,036.21
33016897420000	\$849.88
32330748760000	\$141.43
32649305780000	\$356.60
32649314420000	\$353.28
32649470830000	\$66.91
32740496990000	\$181.91
32740696800000	\$136.64
32741712620000	\$31.67
32742515200000	\$215.94
42455359780000	\$161.29
23833310030000	\$134.64
42351377810000	\$340.86
32938670370000	\$2,780.28
32552832360000	\$574.48
42132512380000	\$218.22
32638379140000	\$1,412.06

### 2023 Delinquent Parcels as of 2/2/2024

32638460720000	\$1,534.08
22579033760000	\$192.35
22742909390000	\$1,808.63
22751082010000	\$1,131.61
23519166020000	\$1,600.26
32230657170000	\$205.14
33328798030000	\$1.80
33228887650000	\$272.33
32231659460000	\$98.53
32354707780000	\$176.98
32291943490000	\$144.88
32167500490000	\$1,214.71
32452311190000	\$1,138.00
32801308520000	\$10,781.04
42135929270000	\$810.25
22764701460000	\$425.86
32165930280000	\$239.71
32150021820000	\$820.79
33236331570000	\$105.12
33236354040000	\$77.49
33330170600000	\$292.88
42135975700000	\$928.36
32498821030000	\$190.86
23610683910000	\$405.61
22478857620000	\$542.02
32935192710000	\$598.84
32057015650000	\$1,703.33
22549583400000	\$327.33
22640595800000	\$326.58
32166569480000	\$145.95
32166578180000	\$757.32
32166671830000	\$120.88
32166575780000	\$191.12
22480845350000	\$179.18
22437671280000	\$2.80
42049416030000	\$1,209.17
42253897490000	\$514.72
42254804730000	\$514.72
32357109850000	\$143.34
42351369810000	\$318.08
32141867520000	\$122.18

32191863390000	\$1,526.41
32166572960000	\$191.12
23845113880000	\$132.44
32290162290000	\$91.09
32709773170000	\$2.01
42131525740000	\$5,820.57
22558941950000	\$705.27
32634972860000	\$2,079.98
32635921160000	\$4,628.55
42345649090000	\$36.99
33317331370000	\$574.89
33929572380000	\$1,033.36
32070798140000	\$466.76
32163879380000	\$245.81
32350257920000	\$462.02
32352033020000	\$2,428.96
32356545540000	\$143.34
33005865500000	\$2,495.34
33006840170000	\$861.25
42240367550000	\$15.42
42454352410000	\$1.58
42133980600000	\$207.99
22778740950000	\$57.10
42346779550000	\$1,318.47
42346779980000	\$1,311.66
42346862500000	\$1,804.49
42346863410000	\$2,383.20
42346871270000	\$2,059.04
32170574520000	\$861.70
32240310660000	\$251.12
32240331520000	\$286.86
42141873640000	\$292.14
42141883730000	\$255.21
42141893690000	\$837.49
42142813140000	\$267.92
32927796850000	\$799.11
32232901940000	\$190.28
32235643780000	\$1,850.81
22484992400000	\$23.12
42359062520024	\$1,175.59
42142154690000	\$3,584.55

### 2023 Delinquent Parcels as of 2/2/2024

22435664820000	\$426.68
32242196980000	\$839.74
32242197300000	\$158.41
32834312760000	\$177.49
42031969810000	\$2,486.56
42242321340000	\$336.92
22676972550000	\$417.07
22858692260000	\$63.03
22676961170000	\$981.05
22791762310000	\$254.76
22678862010000	\$985.53
22997721510000	\$901.63
22691282210000	\$217.32
32290195180000	\$87.27
23607353690000	\$1,790.72
23910608910000	\$651.20
42352600740000	\$574.45
32498756760000	\$173.18
42233630120000	\$3,295.49
32910824320000	\$5,339.19
32926966620000	\$16.06
42023776560000	\$4,326.74
32826130130000	\$2,425.60
32052716260000	\$19.37
42250398470000	\$338.94
42140454010000	\$1,796.18
42156830570000	\$959.09
42158505620000	\$1,615.45
42251638290000	\$448.96
42353777980312	\$1,116.21
32812903930000	\$820.80
23749873210000	\$62.12
33948977510000	\$716.68
42250335820000	\$245.45
22483405190000	\$708.11
42156484870000	\$358.40
42156493680000	\$2,096.88
32819568940000	\$3.40
42131403930D17	\$11.92
33232286920000	\$800.30
42360071790000	\$1,089.04

42350330770000	\$4.49
32835612260000	\$692.72
32441431920000	\$3,099.97
32397564150000	\$1,732.13
22744647860000	\$589.32
22744667450000	\$645.27
32232294250000	\$1,105.00
32240821510000	\$144.88
22478231060000	\$227.93
32295548590000	\$9,313.18
32934181560000	\$870.91
32935007950000	\$750.24
32935008520000	\$717.61
32935014890000	\$709.46
32935015680000	\$742.09
32935021750000	\$701.32
32935022530000	\$709.46
32935023420000	\$693.16
32935024210000	\$758.38
32935028560000	\$701.32
32935037310000	\$742.09
32935057960000	\$676.83
32935065170000	\$825.27
32935066770000	\$848.10
32935111110000	\$1,400.99
32935121630000	\$709.46
32183986560000	\$696.31
33228997860000	\$2,264.97
33229982250000	\$419.22
33239145080000	\$282.14
33330040020000	\$1,444.92
33330098660000	\$151.45
23835481290000	\$77.40
22489620630000	\$710.75
33237258580000	\$119.45
33237268720000	\$120.42
42151021510000	\$755.08
42340370820000	\$3,631.26
22879954260000	\$363.51
42033975250000	\$365.54
32355749850000	\$955.46

### 2023 Delinquent Parcels as of 2/2/2024

3236541790000	\$864.68
4234781350000	\$1,868.62
32066332910000	\$1,753.41
33139830370000	\$1,005.97
42351312920000	\$1,537.53
42453363940000	\$1,930.40
32540774050000	\$1,402.53
23943579490000	\$301.01
22452076500000	\$650.46
42037107270000	\$709.00
42132503760000	\$272.78
32671732420000	\$1,099.01
32671627930000	\$2,501.39
42022928460000	\$802.27
42049422480000	\$7.41
42049422730000	\$7.41
42049423120000	\$7.41
42049423660000	\$7.41
42049423920000	\$7.41
42049431270000	\$7.41
42049431850000	\$7.76
42049432180000	\$7.41
42049432450000	\$7.41
42049432610000	\$7.41
42049433190000	\$7.35
42049433660000	\$7.35
42049433800000	\$7.56
42049434520000	\$7.35
32322862100000	\$1,498.23
32330525710000	\$147.16
32239672160000	\$631.61
32322981570000	\$343.43
32322983610000	\$275.20
2370067397000L	\$165.64
32290164590000	\$422.19
32290155870000	\$97.84
23700590110000	\$1,995.99
23700503260000	\$466.56
32290144840000	\$134.25
23814350180000	\$935.43
32731466440000	\$1,795.52

42259458050000	\$513.40
32481072950000	\$887.41
32472786740000	\$466.93
32472993030000	\$131.36
32942025210000	\$4.04
42265287350000	\$4,073.98
42265341800000	\$637.06
32923237400000	\$1,245.21
42356416570000	\$9,444.19
42265258900000	\$2,365.06
33144462820000	\$103.20
33140631700000	\$1,048.82
42029265750000	\$3,149.67
42366072880000	\$301.87
42363272010000	\$445.74
42363273030000	\$813.19
32828046230000	\$22.71
22488394560000	\$475.34
32376435470000	\$305.34
32376621680000	\$572.29
33218266310000	\$581.96
32294199380000	\$1,861.10
4212362865BS24	\$5.28
42134782110000	\$1,137.37
22486894800000	\$169.97
22487812220000	\$683.75
22487823590000	\$138.72
2248782903000L	\$616.85
22488808310000	\$178.02
22487822920000	\$2,487.29
22487872370000	\$766.36
42353531910000	\$1,331.96
22974911120000	\$852.33
32461755860000	\$775.15
32554827470000	\$143.34
33040971020000	\$866.24
22480842280000	\$179.18
32822039720000	\$2,243.99
32731289910000	\$364.73
32071169050000	\$340.95
32071263130000	\$2,346.73

### 2023 Delinquent Parcels as of 2/2/2024

2269478984000I	\$91.96
22578366680000	\$943.60
22578450790000	\$138.72
22578480980000	\$828.23
22475955130000	\$158.37
22568659190000	\$360.20
43030554440000	\$462.37
43030576350000	\$973.66
22347415220000	\$97.00
22579337470000	\$871.72
42345752940000	\$2,039.22
22676898440000	\$254.31
42030382150000	\$18.24
42030382870000	\$13.69
42030383380000	\$19.14
42030383880000	\$13.69
42030473700000	\$12.30
42030482060000	\$13.69
42030483400000	\$17.80
32922237840000	\$642.98
22580445260000	\$46.36
22580456010000	\$1,179.34
22580456760000	\$10.96
32237343050000	\$778.79
32239677120000	\$240.43
23622537170000	\$346.30
23944611820000	\$52.34
23845158840000	\$520.07
23845170440000	\$301.76
23846158420000	\$653.42
23846286310000	\$198.56
33238294300000	\$150.74
33754461620000	\$2,438.85
22893874570000	\$265.74
22678929730000	\$254.31
22688021160000	\$202.52
22760757610000	\$607.36
22689102220000	\$95.52
32238247990000	\$426.20
33056076050000	\$121.65
33057008050000	\$104.53

42358072720G32	\$213.22
42456428500000	\$259.26
33150083960000	\$719.74
33136653810000	\$35.57
3293741318000L	\$3,213.43
32232137550000	\$906.29
42121427240000	\$2,848.82
33233300800000	\$192.64
32562750000000	\$1,608.70
32354891100000	\$1,025.84
32241176710000	\$252.58
32241179880000	\$200.90
32241271280000	\$1,324.78
32241273710000	\$1,167.62
32241281350000	\$104.31
32241260770000	\$852.44
22859419120000	\$1,217.81
22950534820000	\$757.22
32832801990000	\$1,103.17
32230973970000	\$720.56
42033842740000	\$3.77
22577525930000	\$546.43
32920225530000	\$770.00
33141825640000	\$136.64
33141854470000	\$54.47
32370635640000	\$447.51
33143406290000	\$593.40
32373518390000	\$57.95
32279661790000	\$723.66
32371397450000	\$342.25
33132054010000	\$657.20
32234349440000	\$985.26
32279651540000	\$86.72
32279693010000	\$82.43
32371398300000	\$17.22
32372475580000	\$95.56
22476727170000	\$138.72
32372596870000	\$502.24
42143585040000	\$34.21
23944817260000	\$205.49
32247298360000	\$1,069.04

### 2023 Delinquent Parcels as of 2/2/2024

32169447830000	\$35.35
23700169840000	\$249.21
33932289550000	\$331.70
33925960090000	\$34.36
22341347400000	\$75.84
42348995630000	\$1,138.58
42349905150000	\$2,427.72
42049764630000	\$297.94
42049773340000	\$297.94
42351559370000	\$551.92
42141755140000	\$372.14
32242879870000	\$597.24
23854260250000	\$186.34
23854158180000	\$186.34
32372311990000	\$388.87
32299010980000	\$395.33
22996235920000	\$501.61
42039474630000	\$456.17
22747718060000	\$907.87
22870509130000	\$143.33
22870621800000	\$259.20
22658049280000	\$120.23
22870645270000	\$94.65
22658049400000	\$42.55
22973525090000	\$454.04
22973524600000	\$804.13
32369188730000	\$934.83
42155675880000	\$1,007.50
42048508040000	\$476.65
32388336330000	\$772.14
32731193640000	\$1,996.49
33935858310000	\$1,084.76
32925271280000	\$7,104.52
22997208350000	\$467.95
22997334000000	\$125.89
22997356070000	\$247.43
33625047730000	\$2,582.95
43030615030000	\$41.61
43033746390000	\$116.07
43033756900000	\$36.99
32376549240000	\$518.94

33939772610000	\$225.18
43030713590000	\$330.89
33937535820000	\$91.55
33939775390000	\$1,640.60
33937503080000	\$431.86
33937548950000	\$99.87
43030604180000	\$6.47
43030605170000	\$22.20
33938429410000	\$1,344.97
33928713910000	\$112.82
33938555040000	\$2,093.20
43030563470000	\$483.73
43031592390000	\$233.96
2395837713010I	\$283.22
32832048220000	\$934.58
42027193670000	\$4,197.28
32287197230000	\$411.27
32288994090000	\$1,600.38
32380805070000	\$81.04
32381886690000	\$36.54
32382922460000	\$1,224.30
33832555510000	\$1,193.52
33833791080000	\$458.67
42345762230000	\$2,039.31
33409945120000	\$889.30
22482625600000	\$975.47
22482578760000	\$934.65
23537931670000	\$398.96
23537944460000	\$631.44
23537947540000	\$353.57
32073053450000	\$12.33
42147107550000	\$4,548.95
32262412270000	\$186.25
23842944390000	\$936.14
23852084270000	\$754.20
23536804810000	\$203.06
32071486810000	\$367.03
2385604763000L	\$87.11
32165078570000	\$241.48
32262548650000	\$333.49
32296633860000	\$260.10

### 2023 Delinquent Parcels as of 2/2/2024

3226250360000	\$783.60
33209281190000	\$484.94
22958198390000	\$362.19
32295827430000	\$238.57
32291183680000	\$384.96
42172183360000	\$17.14
42241299580000	\$4,858.65
32193024890000	\$1,013.38
33001869540000	\$762.48
32923366940000	\$58.37
33935899950000	\$904.12
33140969090000	\$121.65
33140993740000	\$321.42
32297151390000	\$1,737.16
32332687170000	\$1,159.33
32333655340000	\$581.66
32362865380000	\$5.50
23933708790000	\$956.66
22640446790000	\$239.92
33141361540000	\$802.77
22635940970000	\$10.17
22635953550000	\$436.75
22635980840000	\$40.68
22635982160000	\$144.78
22931487960000	\$537.94
32497845590000	\$715.17
42035215670000	\$2,581.91
42169532110000	\$1,375.11
32292212090000	\$22.42
42037820704600	\$1,157.27
32380152970000	\$571.97
32380217330000	\$485.73
22677409610000	\$899.78
42454403850000	\$2,700.55
33122920360000	\$8.56
42353777980222	\$1,055.17
33139727600000	\$741.79
22489572480000	\$1,382.20
42123636760000	\$2,711.19
32248268400000	\$304.26
42259639120000	\$149.07

22489563470000	\$883.92
22489412350000	\$754.20
32835073500000	\$802.93
32819922910000	\$733.10
32819941010000	\$1,878.80
22931484680000	\$20.28
42251409200000	\$350.98
22656444330000	\$17.58
42345741330000	\$2,091.71
33227403460000	\$980.15
22973649770000	\$682.27
32472954830000	\$805.57
42249294000000	\$959.93
32455258490000	\$1,724.97
22589441230000	\$513.75
22487500870000	\$2.01
42156886090000	\$745.76
32553698100000	\$134.45
32833772470000	\$1,180.87
32352028550000	\$1,885.24
32352111970000	\$97.48
42156220630000	\$418.93
33318228220000	\$2,391.57
33318354680000	\$257.40
33318372160000	\$183.99
33318390410000	\$186.90
42147834730000	\$512.92
42029279190000	\$1,332.12
32292261240000	\$570.35
32290150950000	\$84.09
33120773070000	\$314.17
33046336080000	\$561.03
22456942800000	\$680.04
32354811280000	\$142.10
42154739660000	\$159.68
32293457330000	\$2,123.04
42357480090000	\$359.26
42357470770000	\$186.15
42146048480000	\$981.81
42250597710000	\$121.93
42250588930000	\$404.68

### 2023 Delinquent Parcels as of 2/2/2024

23833358250000	\$677.01
23833369120000	\$86.96
42130467240000	\$3,827.85
42348836370000	\$5,755.45
3223097025000L	\$383.94
33209100640000	\$340.95
22685072440000	\$1,296.73
22995361050000	\$245.81
42142711480000	\$396.48
42142710610000	\$394.25
42141735580000	\$462.89
42141773430000	\$141.66
42141744910000	\$295.62
22873600110000	\$351.41
42267299650000	\$348.31
42267343050000	\$359.93
42452215280000	\$4,949.15
32834667850000	\$6.20
32834678260000	\$6.20
32278743390000	\$226.64
32278781970000	\$358.34
22958326240000	\$2,035.84
32050347030000	\$297.50
22958148350000	\$297.00
32332644120000	\$1,342.71
4212697990000A	\$4,493.58
23842062730000	\$218.07
23833946540000	\$1,222.89
23833986620000	\$1,046.52
42451123770000	\$4,038.56
42451133450000	\$1,155.61
32498995950000	\$83.54
32371669980000	\$48.98
32371679970000	\$181.10
42242316380000	\$1,475.20
2395837713016I	\$42.77
42242307000000	\$246.13
32291101680000	\$121.31
32291103210000	\$2.07
42264049600000	\$194.97
32453230640000	\$314.27

22873529490000	\$619.42
32071677770000	\$716.67
32070693030000	\$521.55
32071578270000	\$712.33
32072093950000	\$4.56
32298843000000	\$1,152.51
32935467150000	\$63.39
23920563180000	\$240.42
23920574360000	\$77.40
23920555380000	\$787.35
32730492540000	\$2,428.00
33143171610000	\$192.26
32197101580000	\$3,163.87
32174653320000	\$181.79
32198166000000	\$575.55
32196369270000	\$281.88
32196368550000	\$44.13
42454219740000	\$4,213.15
33501485770000	\$384.04
22973522240000	\$1,222.21
42033966730000	\$126.16
32554783600000	\$1,265.43
32367434900000	\$743.67
42131403930C28	\$552.45
33415008550000	\$208.62
22748534060000	\$240.87
32833666260000	\$746.90
32834731740000	\$742.77
42246962120000	\$383.39
22858595800000	\$765.02
42035017290000	\$554.91
42248068230000	\$684.32
32562872090000	\$2,352.29
32472974550000	\$128.46
22799025950000	\$1,524.43
42134962160000	\$20.14
22761042840000	\$47.85
22761060790000	\$32.46
33153225380000	\$1,816.27
42140285660000	\$369.18
32922641670000	\$886.51

### 2023 Delinquent Parcels as of 2/2/2024

3214261580000	\$815.12
32355316830000	\$322.52
32833108380000	\$638.70
32552708030000	\$71.67
32552716770000	\$23.89
32552724660000	\$629.65
33003764080000	\$614.09
33004753280000	\$203.32
33312933560000	\$484.83
32346972700000	\$671.18
33928680690000	\$8.11
22958224810000	\$535.72
32722735840000	\$259.81
42142772360000	\$357.98
42141882720000	\$336.16
32722726720000	\$211.91
42151095280000	\$70.82
42141756680000	\$459.60
42142748230000	\$423.45
42140873400000	\$664.79
42140945040000	\$1,453.79
33121797280000	\$249.22
32924554940000	\$1,788.26
32921679480000	\$946.65
32921689170000	\$46.98
32921760710000	\$581.45
42167315030000	\$1,422.03
33224329270000	\$306.51
22676119400000	\$564.10
42156130390000	\$3,642.50
42122566230000	\$2,212.40
42255256290000	\$50.34
42254277360000	\$4,119.60
42254283300000	\$52.37
22745976520000	\$725.07
32818383050000	\$2,521.70
33122724580000	\$425.64
42047767600000	\$1,019.96
42240394060000	\$647.22
42252734360000	\$297.22
42452377500000	\$143.40

42452396680000	\$31.22
32344868850000	\$3,811.75
32344875900000	\$310.56
33937651270000	\$62.88
33936582520000	\$58.26
33936572290000	\$100.35
33937539050000	\$95.25
23854204570000	\$1,944.35
23942719550000	\$129.00
23758370080000	\$2,090.92
23748960750000	\$641.08
23749916200000	\$254.44
33147075620000	\$200.68
42344528010000	\$3,846.12
33503632520000	\$350.51
23923537570000	\$371.72
23924614620000	\$371.72
23538264610000	\$1,205.33
22932160070000	\$187.85
32333199370000	\$964.72
23819525210000	\$1,019.11
22488327510000	\$407.35
22580585530000	\$10.73
42148963880000	\$90.30
32647412190000	\$1,029.76
32165059070000	\$1,035.11
32453308870000	\$808.66
22792331970000	\$514.25
42023816080000	\$2,826.44
33203233810000	\$383.06
33203253330000	\$141.02
33701797460000	\$33.81
32190708190000	\$591.66
32375682840000	\$86.94
33317199050000	\$2,110.42
33318159140000	\$201.86
33318197030000	\$124.13
33318280500000	\$179.65
33319129030000	\$241.48
42154354000000	\$473.98
32240302180000	\$292.17

### 2023 Delinquent Parcels as of 2/2/2024

22663042940000	\$804.87
32832325860000	\$1,051.97
32291386920000	\$55.48
42157720120000	\$1,173.87
42360464280000	\$1,020.04
42131403930D42	\$8.95
43030688420000	\$110.97
23630133160000	\$280.19
32346971290000	\$80.26
22558258080000	\$2,116.67
22558247880000	\$103.86
22434730320000	\$1,560.47
22873414930000	\$208.43
22696740730000	\$106.74
33500708200000	\$577.11
32574910810000	\$113.23
32574812030000	\$375.65
23536509670000	\$119.64
23536529240000	\$430.16
22956297730000	\$193.18
23517678830000	\$2,070.16
32720858280000	\$382.86
23519782010000	\$85.54
22476745130000	\$231.20
42250378180000	\$995.22
32291566480000	\$41.19
33929456420000	\$182.18
42028106320000	\$4,100.84
32231767490000	\$1,223.11
33138921470000	\$81.22
4224336830PK05	\$123.57
32247952310000	\$458.68
32495211120000	\$181.60
43040654080000	\$7.40
33946189370000	\$378.04
33946255160000	\$1,438.24
32331406780000	\$19.71
33423604220000	\$961.34
32638384970000	\$1,985.51
22658088440000	\$1,427.64
22649911770000	\$714.69

22649932490000	\$247.84
43022464080000	\$501.22
42145251520000	\$901.83
22766404600000	\$1,247.24
32453248470000	\$1,139.55
32833680970000	\$2,021.21
42345601300000	\$5,065.39
42345601760000	\$3,445.94
32562297080000	\$241.82
32372389740000	\$932.89
32374620020000	\$79.21
32472553970000	\$1,071.15
32704820660000	\$3,361.53
4202827832BS10	\$392.30
22773036950000	\$730.56
32248941130000	\$67.85
42044101710000	\$39.93
23830298300000	\$6,960.89
23830424220000	\$510.78
32234590680000	\$644.65
32156976040000	\$296.04
32156904360000	\$196.07
32156907430000	\$168.54
32156947880000	\$906.37
32166014420000	\$18.46
42132671880000	\$5,324.06
23502449490000	\$228.46
22580408370000	\$813.85
32926378280000	\$1,436.06
32156926900000	\$296.04
2264053748000L	\$368.39
22640542290000	\$1,769.60
22489396440000	\$723.68
32095374640000	\$1,155.61
32801695620000	\$3,508.99
42352123880000	\$266.55
42126957500000	\$5,763.04
32801686010000	\$1,023.27
42142140160000	\$1,890.68
22693424610000	\$414.50
32356031940000	\$70.72

### 2023 Delinquent Parcels as of 2/2/2024

32356041450000	\$485.57
32462639530000	\$742.03
42037810164030	\$907.02
32839877940000	\$1,750.00
42135966240000	\$78.53
42135975160000	\$545.85
32923337940000	\$1,672.78
42242319030000	\$1,202.52
32166052800000	\$222.16
42369129260000	\$846.86
42450957820000	\$2,228.89
42460027170000	\$325.10
42460039860000	\$256.59
42460045370000	\$269.37
42460045740000	\$269.37
42460046790000	\$256.59
42460047060000	\$256.59
42460047320000	\$256.59
42460049610000	\$256.59
42460054290000	\$269.37
42460055790000	\$269.37
42460056050000	\$256.59
42460056420000	\$256.59
42460057990000	\$256.59
42460058080000	\$256.59
42460058350000	\$256.59
42460058620000	\$256.59
42460059490000	\$256.59
42460059760000	\$256.59
42460065160000	\$269.37
42460066990000	\$256.59
42460067260000	\$256.59
42460068670000	\$256.59
42460069130000	\$256.59
42460069300000	\$256.59
42460076270000	\$256.59
42460076720000	\$269.37
42460077780000	\$256.59
42460078040000	\$256.59
42460078310000	\$256.59
42460079490000	\$256.59

42460079850000	\$256.59
42460085180000	\$269.37
42460085540000	\$299.29
42460087150000	\$256.59
42460088950000	\$256.59
42460089220000	\$256.59
42460094190000	\$269.37
42460096210000	\$269.37
42460096870000	\$256.59
42460097690000	\$256.59
42460097950000	\$256.59
42460098220000	\$256.59
42460140200000	\$256.59
42460140430000	\$256.59
42460140870000	\$256.59
42460151110000	\$256.59
42460151460000	\$256.59
42460151890000	\$256.59
42460160390000	\$256.59
42460160760000	\$256.59
42460170020000	\$256.59
42461034220000	\$1,953.39
42034881120000	\$340.72
33046360610000	\$568.37
42147812240000	\$1,068.91
23943880520000	\$422.55
32167624300000	\$271.86
32390879420000	\$2,761.07
22677839470000	\$267.26
23826689170000	\$657.75
22696677420000	\$350.12
22697608670000	\$228.13
22692203140000	\$610.54
22691295860000	\$243.88
33327798540000	\$1.09
23700709780000	\$108.75
43033355410000	\$571.38
43034442290000	\$624.21
22972642710000	\$188.82
22972671480000	\$251.41
23700832370000	\$210.23

### 2023 Delinquent Parcels as of 2/2/2024

32243106260000	\$346.25
22934340080000	\$461.87
33927358800000	\$92.47
32472660780000	\$169.03
32834690210000	\$1,130.11
23829552670000	\$157.85
23920514710000	\$638.07
22931462930000	\$12.36
22931471380000	\$12.36
22931472740000	\$177.72
22931482370000	\$174.35
32164867100000	\$423.74
32475661830000	\$786.09
32565903310000	\$672.34
23623867050000	\$172.10
32826096110000	\$80.42
42455471940000	\$183.76
22488386710000	\$701.16
32920381720000	\$2.26
33005971870000	\$346.84
42039640580000	\$415.56
22845791070000	\$1,329.35
32706957030000	\$2,243.19
32829114950000	\$782.93
32372452830000	\$238.91
32180657150000	\$315.83
42358072720B21	\$213.22
42358072720O21	\$213.22
42345626130000	\$2,995.13
42048356510000	\$1,101.07
22752823370000	\$590.92
42048346970000	\$1,048.87
22755332740000	\$1,339.33
22489219090000	\$8.02
22489219260000	\$21.08
22489300350000	\$979.53
22489311110000	\$104.32
22556870810000	\$207.14
42141859150000	\$2,046.96
42049983510000	\$3.55
22931389760000	\$12.71

32363874420000	\$567.86
23857105010000	\$660.16
42037874230000	\$33.22
23309113110000	\$1,049.59
32073483140000	\$8,635.97
32075484600000	\$7,637.32
32146927590000	\$47.50
32143884890000	\$5,137.72
32144734550000	\$1,438.62
32144822860000	\$236.97
32143779480000	\$54.46
32153735920000	\$8.02
33236268360000	\$289.54
32143739800000	\$1,091.09
32143748320000	\$54.09
32143766970000	\$2,194.38
32143778430000	\$10.34
32143599840000	\$2,960.85
32152886310000	\$1,432.39
32154791630000	\$1,112.74
32071513010000	\$194.63
32153769690000	\$690.83
32153865340000	\$522.15
32144850970000	\$23.72
32144891030000	\$17.13
32143744230000	\$35.40
42353777980210	\$13.38
32343177000000	\$78.37
32834061720000	\$4.01
32248858450000	\$1,081.22
33147541630000	\$1,851.69
42254558780000	\$2,010.56
32826988660000	\$15.96
42153674540000	\$1,075.79
32167729600000	\$313.02
42159440180000	\$392.07
32826979260000	\$269.20
33040805580000	\$212.66
22896848650000	\$95.56
22896849220000	\$95.56
33727753530000	\$23.12

### 2023 Delinquent Parcels as of 2/2/2024

33124620120000	\$726.05
33125624280000	\$1,917.84
42236998250000	\$1,048.97
32332670750000	\$113.96
42251063120000	\$6,201.16
32937637630000	\$289.55
32827227830000	\$2.64
32827771650000	\$15.48
32476716600000	\$914.87
32475764910000	\$900.06
32167153250000	\$786.76
32062941640000	\$463.61
32475677940000	\$373.67
32475657330000	\$116.87
32167145880000	\$135.22
32374536870000	\$76.78
32473502080000	\$558.78
32373473020000	\$123.03
32372492000000	\$71.67
32374615400000	\$1,132.12
32374691490000	\$36.23
32374539150000	\$554.81
33501511670000	\$847.66
32375467820000	\$1,134.84
33319265020000	\$117.84
33047401250000	\$1,240.01
32473768370000	\$348.57
42039686010000	\$36.55
22750637970000	\$798.78
32936693050000	\$855.20
22750701300000	\$579.49
32294557370000	\$1,256.07
22768998280000	\$275.76
3282314539000L	\$1,637.01
32823282450000	\$2,749.43
32240835130000	\$503.71
22750704140000	\$880.95
22659953850000	\$1,100.35
22750712100000	\$244.60
22761667170000	\$138.72
22771502310000	\$1,130.06

22767914340000	\$154.90
22750628510000	\$144.00
23502502900000	\$63.31
22750733280000	\$281.16
22750619250000	\$488.88
22774180380000	\$276.96
22750753750000	\$344.22
22860440090000	\$383.49
22753715040000	\$1,825.92
33328757640000	\$68.04
42252615850000	\$657.78
42450074560000	\$7,486.13
32044408440000	\$194.63
32648340830000	\$2,752.29
3281194612000L	\$749.49
42266296900000	\$445.80
32293234020000	\$292.24
33003989710000	\$43.46
23919131470000	\$242.32
42268369470000	\$1,795.77
42269306590000	\$509.99
32366118870000	\$1,334.21
32345430860000	\$1,384.79
32721805320000	\$1,107.63
42135939320000	\$55.42
22587372070000	\$1,903.56
32366137820000	\$1,181.44
32388786740000	\$1,002.36
22535414230000	\$1,327.74
42266287350000	\$993.06
23839327480000	\$62.12
42027017320000	\$2,831.59
42455442300000	\$1,532.00
32737113190000	\$330.45
32614771610000	\$27.68
32822964790000	\$478.12
32333817550000	\$80.15
32297843500000	\$513.81
32552585130000	\$4.77
22792243520000	\$1,161.48
22792262970000	\$972.98

### 2023 Delinquent Parcels as of 2/2/2024

32294261510000	\$1,308.05
32572818730000	\$283.61
23838136320000	\$188.25
4224336830BS05	\$134.04
32829017420000	\$694.77
33936790670000	\$488.54
32649307010000	\$356.60
42269720740000	\$980.43
42247823840000	\$234.68
22752936640000	\$1,070.19
22752954830000	\$423.55
22752963770000	\$221.81
22752982240000	\$446.20
33229371430000	\$242.24
22746822920000	\$685.77
32817480690000	\$888.39
32528654220000	\$2,392.07
42032134360000	\$2,800.30
32335108550000	\$1,548.24
32335128420000	\$187.30
32335211900000	\$297.19
32371154040000	\$839.96
32259150400000	\$1,836.18
32544913790000	\$86.02
32340933570000	\$542.00
32802763420000	\$1,092.62
23835455850000	\$77.40
32706970310000	\$2,124.94
22486806540000	\$1,236.96
33615564350000	\$61.13
32646020850000	\$1,059.98
42152772820000	\$688.33
33153122810000	\$1,876.32
32248286550000	\$1,057.22
32832087140000	\$755.66
3283209816000L	\$274.00
42147989620000	\$2,593.76
33226123200000	\$4,188.03
22566594020000	\$449.80
32199109020000	\$859.47
32572943230000	\$110.85

32572944390000	\$108.07
32576944980000	\$1,018.41
32923538410000	\$439.43
32831051350000	\$1,457.71
23934867220000	\$399.40
22599824880000	\$353.08
22677361820000	\$967.68
22489579850000	\$847.02
32292074620000	\$183.11
22951238460000	\$889.46
32291029000000	\$92.54
43030665090000	\$870.93
23507298980000	\$389.41
22692419460000	\$750.99
32541604700000	\$243.03
43023544720000	\$787.39
32239412360000	\$247.01
32064773860000	\$787.81
22950521440000	\$1,847.21
22872325490000	\$1,006.22
23506085250000	\$485.50
43022583460000	\$1,089.23
23502003410000	\$306.09
32802810520000	\$777.39
32937519020000	\$282.57
23934855580000	\$930.59
22973431930000	\$297.97
32233118030000	\$876.90
42048442680000	\$1,085.27
32190839840000	\$1,314.06
32190950460000	\$203.80
33412170040000	\$1,415.77
33412180040000	\$132.03
32923383570000	\$1,490.44
42247084460000	\$43.96
32484106080000	\$2,461.00
32333844650000	\$1,464.77
42249159760000	\$2,768.70
23940937490000	\$1,043.73
33125830580000	\$790.16
33501674250000	\$481.44

### 2023 Delinquent Parcels as of 2/2/2024

33752297440000	\$435.68
33753238130000	\$77.22
43024597440000	\$92.47
32334660310000	\$2,301.02
33233081540000	\$278.45
32243908360000	\$727.40
22577149550000	\$503.52
22870843480000	\$959.44
22359026050000	\$450.37
32833450410000	\$609.16
32544914560000	\$86.02
23505397810000	\$530.73
23537347570000	\$1,874.61
23536179130000	\$1,433.37
23536428160000	\$353.57
23537209300000	\$337.61
23537360510000	\$259.54
23537392210000	\$95.56
23538503280000	\$909.32
22359036720000	\$391.33
22482427490000	\$150.89
22445297290000	\$606.86
22487636950000	\$642.88
22487645600000	\$102.64
22487655890000	\$174.50
23537458120000	\$36.79
22576192470000	\$987.76
22576074410000	\$141.67
32291123080000	\$3.63
22486864110000	\$158.76
32140982090000	\$424.13
22861386220000	\$2,044.11
22861355400000	\$1,592.23
22486880590000	\$553.06
32237055750000	\$275.51
42340258300000	\$2,925.91
32495085120000	\$1,510.74
42345659980000	\$1,921.22
22932140510000	\$197.23
22865397430000	\$983.01
32453228430000	\$141.43

32453238460000	\$1,209.32
32347619870000	\$351.75
42154344080000	\$416.87
42154345710000	\$527.68
22787299510000	\$636.18
32801457000000	\$7,098.46
23615452780000	\$1,291.24
42152266210000	\$614.41
22792440100000	\$268.51
32553715610000	\$259.63
22950062570000	\$1,064.36
33938707020000	\$1,046.44
23414407130000	\$239.37
22840339030000	\$2,351.65
32720878590000	\$757.77
42156844810000	\$1,262.38
42156834450000	\$259.98
42156853700000	\$213.42
22769807640000	\$1,109.35
32083778250000	\$321.51
23818290010000	\$958.32
23609820300000	\$858.98
32198243710000	\$247.95
22692522960000	\$1,175.72
22790618450000	\$110.18
23539322060000	\$1,392.14
42124875790000	\$4,110.26
22590963010000	\$410.36
22693217650000	\$687.78
22793649910000	\$151.75
22673776630000	\$2,440.13
23700567120000	\$322.12
22698854030000	\$167.23
33145458830000	\$939.86
33839604420000	\$282.33
22693321560000	\$106.34
32340909900000	\$1,540.12
22699733930000	\$4.14
22698844040000	\$538.74
23700579690000	\$3.98
32371742730000	\$22.22

### 2023 Delinquent Parcels as of 2/2/2024

23818215340000	\$41.82
23818274330000	\$2.30
23818284340000	\$16.61
22699667160000	\$7.91
42143573590000	\$495.07
33046364070000	\$626.67
22743998840000	\$79.11
32709525310000	\$3,286.42
32492269190000	\$1,736.40
22865676060000	\$644.97
22865604730000	\$400.84
32639510830000	\$657.20
42153791040000	\$370.00
33614821130000	\$761.63
33142508370000	\$630.98
22743958810000	\$85.19
22494168160000	\$676.15
32827306520000	\$713.66
42140969220000	\$192.61
42140967670000	\$342.16
32451275400000	\$286.67
32451374700000	\$1,210.51
32452331220000	\$684.24
32455271610000	\$194.94
32455272510000	\$181.56
32455273660000	\$187.30
32455274560000	\$189.21
32361633590000	\$839.36
32361675160000	\$231.27
32334877480000	\$1,272.57
33041462360000	\$111.80
23758057980000	\$320.11
32477531910000	\$1,493.13
22785468030000	\$667.15
23537869540000	\$267.56
32716376560000	\$1,131.97
32716386290000	\$1,052.14
42350659440000	\$2,226.15
42351748580000	\$1,969.71
43031598290000	\$233.96
43032511580000	\$1,266.97

33143405840000	\$81.22
42240334080000	\$1,532.28
33045913450000	\$1,172.09
33949617940000	\$176.38
42049995070000	\$1,324.64
33140794050000	\$3.59
23841898930000	\$793.54
23840844710000	\$247.31
22956299150000	\$838.28
22956279170000	\$980.13
22947929570000	\$193.46
22957159620000	\$182.07
33005023820000	\$10.62
33005051060000	\$386.15
23840870440000	\$154.04
23841800760000	\$1,942.33
23841803420000	\$4.75
33103465300000	\$1,406.68
32472962490000	\$325.27
32922608280000	\$471.11
22747764260000	\$37.83
22976854440000	\$1,049.03
42454430130000	\$1,862.13
32164623240000	\$397.20
32165620210000	\$1,027.33
32164681550000	\$183.03
42250486050000	\$376.31
32354819900000	\$820.62
42454384760000	\$351.16
32332693330000	\$1,548.72
22487657870000	\$538.66
32080678910000	\$158.90
32081601360000	\$760.92
32731575850000	\$74.95
33518731020000	\$57.95
42146529360000	\$1,537.45
22487544570000	\$117.91
22487552690000	\$112.16
22489475670000	\$109.75
32616594510000	\$40.17
33758294360000	\$14.79

### 2023 Delinquent Parcels as of 2/2/2024

33759201370000	\$669.21
42034892530000	\$2,848.43
32576617090000	\$70.72
32576635370000	\$468.44
32639100830000	\$3,035.33
32366444990000	\$520.94
32293769520000	\$452.48
32374515150000	\$244.36
32375519430000	\$220.70
32540967400000	\$143.34
22996617520000	\$127.26
33939419700000	\$603.41
33927361950000	\$1,325.63
22780526060000	\$57.80
22475993690000	\$498.07
33939509840000	\$267.26
22995790300000	\$599.55
32246911560000	\$1,354.81
42362005730000	\$1,361.71
42362014320000	\$18.57
32739713700000	\$1,038.72
32738075410000	\$732.83
32738160760000	\$271.60
32291152510000	\$248.65
22958342560000	\$265.85
22956274820000	\$258.85
22956258670000	\$136.68
22956276330000	\$116.39
22956267640000	\$109.14
32823167780000	\$1,258.64
42145352580000	\$1,020.59
22931486020000	\$193.83
22931474340000	\$1,248.62
42454329380000	\$38.37
22780324310000	\$687.60
22345460960000	\$341.05
32455345450000	\$487.06
42029351290000	\$2.23
42356281730000	\$32.66
42366288290000	\$641.88
42153890850000	\$137.77

32828754920000	\$3,328.01
32235563180000	\$1,197.62
32234143890000	\$998.16
32234134660000	\$355.47
22746680050000	\$1,956.49
32497887760000	\$77.26
32497712640000	\$1,425.79
33048408350000	\$479.92
33047478650000	\$166.08
3304757085000L	\$147.74
22932152310000	\$197.80
22932162130000	\$201.39
33047545540000	\$470.99
33047582360000	\$42.04
33048408990000	\$90.78
33047591450000	\$166.08
32193141430000	\$589.05
33047421080000	\$595.36
33033765350000	\$80.27
2383352428000L	\$316.56
33011966950000	\$1,560.40
42048528820000	\$974.24
22749465820000	\$552.67
23834655340000	\$284.19
23835492980000	\$125.18
23836414870000	\$202.67
22557681890000	\$2,994.72
22566616730000	\$989.79
32291379600000	\$1,367.01
22844532340000	\$1,106.53
22844503960000	\$286.38
32802615950000	\$314.35
32802654560000	\$2,740.05
32802635200000	\$54.75
33020266740000	\$408.13
43031867030000	\$428.89
42352132680000	\$288.62
32551973340000	\$155.28
22776385310000	\$1,205.21
33504517570000	\$1,214.70
32094182300000	\$3.23

### 2023 Delinquent Parcels as of 2/2/2024

32929229550000	\$74.14
23504305920000	\$68.85
32926850820000	\$1,336.91
33042410200000	\$873.66
33501673710000	\$217.69
42140135520000	\$1,244.32
42231457330000	\$1,343.24
42356874680000	\$310.00
32347609210000	\$268.71
32347750310000	\$1,071.44
42250683960000	\$249.52
33615506030000	\$250.58
32922691970000	\$609.28
22956427490000	\$386.34
33137915540000	\$1,032.95
22867195870000	\$360.24
23844006450000	\$163.77
23512197530000	\$425.97
23512197530000	\$460.28
23512197530000	\$494.58
22931195390000	\$655.95
22932463750000	\$222.16
22932474970000	\$222.16
22932401690000	\$55.55
22932412330000	\$198.77
23843077900000	\$239.85
22489373120000	\$24.99
42369064280000	\$269.37
32828048860000	\$2,534.97
42357790380000	\$1,606.30
33410264910000	\$694.23
33410271130000	\$74.37
42143797210000	\$398.48
42358723950000	\$1,613.97
42144767340000	\$2,384.18
42145823110000	\$75.38
42359601150000	\$3,490.76
42247030870000	\$3,345.26
42140209280000	\$591.37
33613862780000	\$2,115.65
32826395170000	\$646.47

42251520630000	\$361.11
42149447820000	\$760.78
32709790290000	\$3,459.57
42029256030000	\$44.55
23700559100000	\$1,025.35
32193622980000	\$219.45
32828300440000	\$675.61
42352103380000	\$298.65
42139222460105	\$2,055.00
42235887920000	\$102.75
32294569280000	\$1,536.10
42455469030201	\$739.41
42455469030202	\$532.46
33021352710000	\$548.17
33316634890000	\$120.74
32570915520000	\$319.93
33145200770000	\$282.30
32330063880000	\$464.49
33939602870000	\$177.55
32159285080000	\$714.16
42264017010000	\$399.90
42264131910000	\$774.88
32922541080000	\$2,508.11
22663017940000	\$907.94
42267596490000	\$965.31
42352144790000	\$1,146.16
32934247610000	\$6,544.00
33124051350000	\$530.57
23512197530000	\$434.92
32331593040000	\$499.39
32372488810000	\$203.80
42451166010000	\$831.51
32281269910000	\$224.09
32281313810000	\$486.64
42034938300000	\$1,765.88
22894846280000	\$143.15
22787413110000	\$472.65
42357107600000	\$4,030.35
42366515070000	\$2.83
42235894360000	\$3,888.00
32167546670000	\$251.99

### 2023 Delinquent Parcels as of 2/2/2024

22653563280000	\$222.86
42452248740000	\$4,306.22
32911507090000	\$296.93
22972643830000	\$254.02
43028553410000	\$8.32
42253649950000	\$1,235.38
22797840530000	\$270.72
33047256260000	\$184.80
22865660680000	\$530.25
32926395870000	\$873.15
22773155300000	\$417.99
22685062210000	\$539.12
42358072720L21	\$4.26
22893740950000	\$1,459.73
42360412300000	\$483.99
33143038520000	\$863.40
42266366130000	\$631.62
23858012040000	\$129.00
22795843470000	\$148.11
22893813640000	\$297.01
22793758120000	\$195.89
33124326420000	\$182.56
23711291210000	\$150.31
42360423230000	\$411.86
42267403620000	\$97.48
42268583460000	\$663.08
42269425770000	\$1,172.73
22988944080000	\$906.04
42146852750000	\$1,188.14
22894816120000	\$622.56
2360977725000L	\$302.46
22793885930000	\$3.28
4303163247000L	\$694.48
33918968330000	\$311.64
33927884040000	\$698.09
33938501920000	\$657.49
33936050660000	\$1,022.64
33927914740000	\$375.65
33938933990000	\$769.86
33947434090000	\$309.32
33936859700000	\$659.11

33947444370000	\$518.08
33938707700000	\$387.01
32297378170000	\$2,531.78
32196560260000	\$1,177.64
32196479260000	\$223.33
32296892180000	\$235.81
43032709600000	\$161.84
23833467700000	\$142.00
22696786490000	\$805.30
33947408350000	\$416.15
33927905760000	\$660.86
43034268270000	\$601.57
33928164730000	\$311.64
33938505530000	\$50.87
33938525750000	\$254.31
42364446360000	\$1,959.95
42037029830000	\$1,301.06
43031629660000	\$995.67
43030500480000	\$100.80
33939750580000	\$262.18
33927930520000	\$175.45
43030784430000	\$166.00
43030788670000	\$165.53
43032733750000	\$70.28
43032743500000	\$70.28
33947426750000	\$309.32
33927150680000	\$365.27
22776043060000	\$879.95
33937414660000	\$63.10
42364330170000	\$476.13
22792455840000	\$1,100.87
22792457590000	\$124.24
22565133400000	\$279.51
22696703370000	\$933.17
32713014550000	\$2,659.04
42350355570000	\$1,572.44
32198387020000	\$239.29
32198387500000	\$235.82
42034880970000	\$346.56
32829986880000	\$267.92
32829987450000	\$280.84

### 2023 Delinquent Parcels as of 2/2/2024

32829988030000	\$261.34
23616485630000	\$1,359.38
32163887490000	\$921.13
32163898290000	\$93.22
22488484110000	\$4,153.21
22489333100000	\$931.54
22489343380000	\$106.78
42166312550000	\$746.65
42166335380000	\$1,180.51
42154730110000	\$28.40
32835039240000	\$837.57
33122949410000	\$122.30
33131053690000	\$14.37
42344674710000	\$98.94
42036657300000	\$3,389.57
42123605270000	\$1,514.54
42236977930000	\$3,160.12
42031734300000	\$1,542.72
42259477720000	\$1.10
32921975580000	\$399.49
42153428000000	\$213.85
42153446070000	\$224.96
42153468010000	\$177.69
42233605660000	\$23.16
42233605910000	\$26.63
42233606220000	\$106.59
33037665840000	\$4,925.18
33038743260000	\$19.30
32166013440000	\$1,161.08
32292047780000	\$1,594.02
32363802200000	\$915.54
42351658230000	\$603.82
22482637220000	\$149.71
22482658230000	\$140.19
22482669600000	\$1,321.36
22482679860000	\$92.95
22483628220000	\$220.62
22483629030000	\$72.14
32639431510000	\$2,189.20
33142560040000	\$74.54
22951000070000	\$334.37

32361494230000	\$215.97
22761023260000	\$1,087.19
32291697380000	\$598.07
32291698340000	\$66.03
32292638090000	\$270.49
32455214140000	\$193.04
32036875010000	\$381.51
32292715110000	\$74.05
33038848130000	\$148.11
33039546930000	\$544.39
33041027560000	\$112.18
32346874550000	\$509.17
32292714770000	\$178.59
32248864600000	\$354.51
33046374130000	\$23.06
32938486726050	\$1,776.79
22492332890000	\$31.37
22477832960000	\$90.42
32351046790000	\$403.63
32454292360000	\$236.98
42145197870000	\$446.00
42452248520000	\$4,296.78
42358072720022	\$213.22
33101209410000	\$301.34
33319239700000	\$116.87
33214303210000	\$484.57
32361647000000	\$455.87
32361724860000	\$400.86
32361741870000	\$339.23
42153033110000	\$867.56
33147015300000	\$179.17
22755265190000	\$1,111.30
22483700510000	\$711.95
32332855770000	\$315.35
42131403930080	\$552.45
33419665430000	\$1,043.10
33313809050000	\$886.87
42234734850000	\$1,813.63
32192227310000	\$3,359.51
42047394690000	\$550.02
33144405140000	\$809.12

### 2023 Delinquent Parcels as of 2/2/2024

22492452340000	\$144.22
33144492980000	\$428.22
42148053940000	\$6,518.08
42020883030000	\$4,387.04
42148935750000	\$2,063.54
32292134580000	\$90.92
32453334050000	\$1,393.24
22677829270000	\$241.35
22677922510000	\$306.09
23827475200000	\$602.31
22871300280000	\$399.96
33328881930000	\$60.30
32555675960000	\$1,185.49
32460761810000	\$129.96
33838847080000	\$104.05
33838834320000	\$1,498.73
33837894540000	\$112.82
42350368390000	\$1,198.54
42351529580000	\$1,080.96
32453326890000	\$882.30
42143742910000	\$402.64
42135958650000	\$1,241.39
22765215750000	\$217.32
22765300150000	\$196.82
22765323650000	\$190.48
42036671530000	\$216.15
22688282030000	\$1,158.31
33057033810000	\$2,079.09
32346970950000	\$1,093.88
23829589400000	\$1,731.36
42148917710000	\$422.25
42240295970000	\$297.03
22797827900000	\$124.24
22797866810000	\$61.16
32239635010000	\$922.18
33933667230000	\$1,423.60
32934464140000	\$292.53
42149179750000	\$835.15
32934453190000	\$2,185.97
32935301780000	\$1,202.42
23829670630000	\$1,308.24

22689261350000	\$563.46
22689272050000	\$95.52
23828425410000	\$271.19
22797880240000	\$699.08
33133615490000	\$162.82
22677901310000	\$34.49
23848244560000	\$1,201.31
22773164940000	\$423.82
32928850080000	\$1,045.01
32451460600000	\$893.71
32937606560000	\$336.55
32292110720000	\$90.30
22676942400000	\$1,014.18
32828206190000	\$2,449.89
42250484260000	\$14.39
3293540075000L	\$3,359.22
42164249500000	\$1,641.15
32478878420000	\$1,808.59
22860430060000	\$361.09
32361753940000	\$286.67
22779203580000	\$145.14
22675999110000	\$462.37
33312883480000	\$287.35
33313814250000	\$112.22
3314705352000L	\$124.04
32377539070000	\$2.42
32377630410000	\$940.92
32181602640000	\$46.73
32180694650000	\$253.46
32181602150000	\$2.72
32489102060000	\$296.52
32488173600000	\$282.61
32376623140000	\$68.47
32377632410000	\$2.97
32288870480000	\$487.43
23413939110000	\$1,207.54
33125011080000	\$516.93
32472526240000	\$815.64
33926200020000	\$208.06
33926312600000	\$88.77
32476855500000	\$193.18

### 2023 Delinquent Parcels as of 2/2/2024

32477880580000	\$591.25
32475892220000	\$768.88
33229222370000	\$954.84
33229373370000	\$1,032.48
33928824360000	\$561.29
33937592110000	\$94.34
33926977480000	\$78.60
33937580340000	\$58.26
32475752170000	\$175.67
32488151730000	\$1,417.96
33114999950000	\$392.75
32489009260000	\$174.93
32486792110000	\$1,742.48
42269026400000	\$2,761.73
33926968770000	\$1,071.21
33927882710000	\$332.26
32477770180000	\$102.72
32477638430000	\$475.41
33927909240000	\$1,139.37
22861310480000	\$818.64
32488153650000	\$131.07
32473808460000	\$339.01
23831437210000	\$735.76
23834387440000	\$730.78
33409662240000	\$44.44
33409671190000	\$50.22
32240727100000	\$183.51
33122911350000	\$7.55
33122941770000	\$165.55
32194376220000	\$12.57
22950152080000	\$922.92
43022479410000	\$1,728.95
42031239450000	\$857.07
42143648460000	\$1,095.79
42350691390000	\$531.12
42367149070000	\$1,197.71
22561301840000	\$465.27
42250524010000	\$110.07
32022607970000	\$252.08
32024626670000	\$2,020.30
32022618950000	\$1,189.30

32367435910000	\$220.80
42257867670000	\$1,420.33
42366292240000	\$271.26
42346736180000	\$1,531.66
42131403930A11	\$552.45
32232008950000	\$426.35
32621701460000	\$3.39
42246715360000	\$143.22
32476342520000	\$28.64
42357492610000	\$2,837.98
42154003080000	\$1,170.83
32279659940000	\$153.52
32279770710000	\$1,379.23
32279781800000	\$257.00
32374667560000	\$264.18
32374850470000	\$95.71
32830822800000	\$960.39
23506314600000	\$721.97
22344549370000	\$73.97
22344558850000	\$905.54
22344672710000	\$617.20
22345516100000	\$162.07
23537169300000	\$3,491.90
22450332790000	\$211.48
22346488630000	\$919.05
32472982780000	\$16.87
22345476570000	\$133.91
23933807200000	\$1,129.41
42145917260000	\$1,309.76
42454334010000	\$2,082.18
2350531343000L	\$115.72
32380032260000	\$1,533.74
33029549440000	\$71.67
33029671140000	\$77.50
32282966760000	\$1,209.84
32330840500000	\$135.70
32333307070000	\$1,333.22
23934732680000	\$1,084.31
33331005880000	\$300.52
22873623900000	\$662.26
33137925690000	\$741.28

### 2023 Delinquent Parcels as of 2/2/2024

33331006260000	\$298.63
32734282750000	\$1,025.19
32734265900000	\$1,063.81
42347866110000	\$4,044.04
42454485580000	\$7.31
42454486830000	\$11.84
42454496270000	\$11.19
42454410190000	\$4.30
42454411510000	\$3.87
32564603060000	\$420.45
32234301200000	\$64.50
22567671510000	\$178.02
22567600840000	\$204.35
22567605420000	\$1,777.66
32062848070000	\$436.37
22932405790000	\$584.52
33140737580000	\$2.00
22858470600000	\$717.02
22761194250000	\$540.62
43032811630000	\$68.44
32927628450000	\$383.13
22790687710000	\$968.31
42038795590000	\$371.01
33313725880000	\$195.28
42131403930E36	\$513.23
32927775090000	\$3,504.40
42145954680000	\$1,235.79
42152468930000	\$58.67
32230878140000	\$739.65
22676266180000	\$626.42
22676282470000	\$444.44
32638176690000	\$2,188.39
32639105960000	\$361.17
32931847380000	\$1,854.86
32238672000000	\$542.90
23846294400000	\$204.50
33232020530000	\$244.68
32930990510000	\$1,828.94
22566604470000	\$334.05
22566612240000	\$138.72
22577177670000	\$959.57

42359979080000	\$299.29
42369082760000	\$269.37
42369084820000	\$269.37
42460067630000	\$256.59
42460087420000	\$256.59
42152237290000	\$4.20
32926765790000	\$449.23
32926776590000	\$1,253.03
42047477270000	\$921.25
42131403930D24	\$441.95
33937522990000	\$61.96
42350517030000	\$30.50
22977764560000	\$1,108.25
42350507170000	\$1.80
42144094470000	\$963.77
32159206950000	\$640.58
42159399150000	\$746.69
32391464160000	\$226.50
32923710710000	\$3,779.48
42138145350000	\$4,827.33
42039705340000	\$368.09
42033867790000	\$102.43
42033877320000	\$135.70
32836190260000	\$5,843.49
32192003580000	\$2.54
32237160010000	\$376.02
23610705920000	\$102.72
42146960500000	\$154.57
32544904420000	\$86.02
42257780390000	\$18.50
32834685680000	\$60.84
32835610740000	\$60.59
32497629240000	\$2,272.10
32498607380000	\$547.53
32709807590000	\$809.24
33759276140000	\$1,753.37
32047928380000	\$648.72
42346891560000	\$4,096.12
42120329360000	\$2,014.84
42033823960000	\$60.71
32923011430000	\$37.84

### 2023 Delinquent Parcels as of 2/2/2024

33615523280000	\$151.85
33615551420000	\$164.05
22959443380000	\$1,029.65
32922486300000	\$1,453.64
42157896130000	\$15,748.51
32332363070000	\$2,308.37
32332370010000	\$2,144.51
42142784130000	\$66.20
22895873700000	\$918.72
23644757880000	\$46.05
32233455900000	\$947.79
32910872270000	\$77.39
3224654357000L	\$294.32
42240358920000	\$1,511.14
22778741540000	\$57.10
33040816340000	\$828.47
22778618470000	\$218.72
33049577740000	\$739.50
33144452720000	\$105.12
22994903650000	\$435.57
32472981050000	\$122.66
3247470609000L	\$108.67
32838752740000	\$1,134.84
32258075730000	\$501.96
33040884050000	\$129.95
42250355330000	\$354.76
42251439700000	\$273.31
32835629750000	\$468.30
42146849960000	\$1,322.72
33500562460000	\$77.26
33503555620000	\$547.53
43032409210000	\$954.61
32238732990000	\$108.94
32372453330000	\$379.13
32357540890000	\$1,415.40
42357080670000	\$7,327.97
22986681120000	\$224.57
33948283640000	\$6.94
33944031930000	\$984.92
32830147140000	\$566.74
32831016880000	\$342.14

32830149080000	\$545.12
33939358940000	\$265.40
43031528500000	\$135.02
42351209150000	\$492.82
23618104050000	\$1,323.27
4212362865B509	\$439.04
32597581230000	\$1,485.41
33714885070000	\$2,708.35
32924766950000	\$2,243.79
32248233270000	\$1,542.75
32248265510000	\$45.38
22958363310000	\$11.54
22959017130000	\$958.35
22859535350000	\$170.96
22950541640000	\$531.22
22950549370000	\$831.12
22958399900000	\$193.18
22959309920000	\$181.58
22959253550000	\$620.08
4245227573004C	\$1,909.83
33319237700000	\$115.90
32059355320000	\$2,162.65
23832856280000	\$309.41
32148987830000	\$724.40
32149839580000	\$385.38
42120301480000	\$29.26
42450142660000	\$1.73
32934179900000	\$1.61
32232922550000	\$4.31
22858673310000	\$46.73
22438816670000	\$186.65
22437877740000	\$186.65
42360488270000	\$1,190.61
33141728990000	\$1,033.99
32065609550000	\$62.79
22794873880000	\$54.72
32289763030000	\$55.49
32923743990000	\$3,537.71
32833461100000	\$280.10
32554664120000	\$5.16
42246750180000	\$1,761.57

### 2023 Delinquent Parcels as of 2/2/2024

33408692310000	\$48.30
33409603050000	\$48.30
33929517300000	\$554.24
43030653260000	\$308.39
33938681330000	\$157.22
33938682320000	\$221.94
33927945830000	\$34.21
32097695240000	\$78.12
33934260360000	\$1,342.24
23614100980000	\$400.49
23616640690000	\$1,318.95
43022553760000	\$746.21
42035092030000	\$455.80
32489041900000	\$478.27
43027602470000	\$1,583.93
33934128140000	\$327.82
43023406400000	\$939.59
43023425370000	\$93.23
42153043870000	\$1,187.98
42036722430000	\$386.34
33928846600000	\$201.50
33926521480000	\$240.43
33925392630000	\$88.77
43021511170000	\$714.00
33926238610000	\$138.72
33926232110000	\$55.49
33229229530000	\$97.48
33926986730000	\$517.83
32364047120000	\$483.53
42456419620000	\$1,063.66
33945094620000	\$168.28
3393609123000L	\$764.59
33928854670000	\$1,368.28
33956476900000	\$137.21
43024652760000	\$367.21
32233178750000	\$286.67
33926427580000	\$235.81
33937457260000	\$48.08
33125443770000	\$179.65
42130786140000	\$561.45
23849281840000	\$394.66

32835227520000	\$1,709.66
32835322310000	\$728.65
32831834890000	\$718.93
32831844930000	\$225.37
42146524920000	\$1,206.11
32498778410000	\$471.49
42454334970000	\$6.57
23626033500000	\$330.54
32233283900000	\$68.80
4235809318B505	\$5.80
22988437580000	\$171.45
22988439030000	\$502.48
22988500130000	\$56.04
22988521440000	\$28.99
42154334020000	\$254.40
33416080440000	\$1,333.79
33405007460000	\$754.22
32374605540000	\$42.01
32372653890000	\$106.72
32373692170000	\$81.12
32374602660000	\$13.04
32374612850000	\$68.09
23855205360000	\$630.39
42152659730000	\$226.22
42152760150000	\$401.17
4215277113000L	\$930.82
22688101730000	\$182.65
22687099520000	\$143.13
22688101280000	\$1,207.76
22687190920000	\$66.67
42453373880000	\$3,332.73
42153679290000	\$317.91
32233442620000	\$990.59
22973520830000	\$1,054.60
32452491090000	\$1,116.73
22760081770000	\$1,276.59
22760090980000	\$127.16
22761001890000	\$254.31
42454373570000	\$1,919.17
32635999530000	\$1,082.80
22854553480000	\$1,160.78

### 2023 Delinquent Parcels as of 2/2/2024

22854591050000	\$2,492.33
32047780510000	\$772.69
42346940390000	\$1,521.58
22857473000000	\$253.53
32144461930000	\$467.09
32071506220000	\$2,879.53
22649832890000	\$798.74
22649853740000	\$173.39
22688030890000	\$459.81
22689133060000	\$57.80
22574836600000	\$1,673.31
32237866910000	\$499.43
32248040350000	\$2,444.37
32453244500000	\$110.85
22799821310000	\$1,581.30
32159283670000	\$1,391.42
32365164000000	\$1,171.44
42240389450000	\$362.40
22780544050000	\$60.59
22950052150000	\$983.21
32231294270000	\$810.85
32243235440000	\$1,997.25
32143704980000	\$1,537.67
32552955710000	\$288.39
22762079180000	\$898.02
32923588810000	\$404.91
22650498230000	\$662.24
42039990450000	\$428.38
42134981630000	\$5,808.60
42135717750000	\$6,422.68
42135845660000	\$6.72
42135881270000	\$33.49
42135961780000	\$1.78
42251870320000	\$330.25
22773106950000	\$418.46
32292127210000	\$389.22
32290171300000	\$89.81
32290190120000	\$91.82
32291038750000	\$122.59
32291058270000	\$123.86
32291111400000	\$92.37

32291132890000	\$90.55
32292029090000	\$74.89
32292168600000	\$105.12
32292189590000	\$463.65
32292447000000	\$80.51
42142866850000	\$511.95
32292637160000	\$75.26
32292637190000	\$75.26
32290151570000	\$90.92
22346493730000	\$85.08
32377620380000	\$51.18
23931677720000	\$2,163.63
33503640110000	\$1,182.75
33503548610000	\$254.98
32730069070000	\$2,146.70
32940103710000	\$2,529.12
32834521720000	\$247.11
22747830410000	\$310.14
33411068850000	\$1,697.71
33411111630000	\$28.73
32836425420000	\$28.53
42125857950000	\$119.74
32293255440000	\$3,756.93
32249355650000	\$1,321.78
32342810220000	\$12.22
33938445100000	\$134.09
33938563920000	\$365.27
33939302710000	\$115.60
43031866520000	\$553.02
33937809410000	\$490.16
33937562830000	\$46.25
33938571500000	\$92.47
3393781671000L	\$163.31
43033731720000	\$221.48
43031950890000	\$144.91
43031972030000	\$280.20
42141779100000	\$430.26
22545964130000	\$1,015.27
32935475620000	\$900.57
32934423350000	\$1,074.88
32248239690000	\$98.04

### 2023 Delinquent Parcels as of 2/2/2024

42455497570000	\$1,665.12
32390609190000	\$473.28
32390626930000	\$884.91
32390791460000	\$152,164.33
32391649690000	\$441.98
32391604300000	\$891.22
42454323680000	\$826.82
22932466660000	\$736.48
33937858330000	\$23.12
23948878310000	\$1,316.07
42355156240000	\$19.10
42138124900000	\$4,553.61
32376508270000	\$242.27
32376602670000	\$47.82
32376603880000	\$946.31
43031757810000	\$322.29
42351282220000	\$691.68
42351292020000	\$494.89
33934187660000	\$27.76
33937501330000	\$63.81
43024426920000	\$1,212.82
43024446360000	\$231.20
43025504710000	\$888.11
42455469030101	\$532.46
42455469030102	\$532.46
42455469030103	\$532.46
42455469030104	\$532.46
42455469030105	\$532.46
42455469030106	\$532.46
42455469030107	\$532.46
42455469030108	\$1,078.82
42455469030109	\$1,078.82
42455469030110	\$1,078.82
42455469030111	\$1,078.82
42455469030113	\$532.46
42455469030114	\$532.46
42455469030115	\$532.46
42455469030116	\$532.46
42455469030117	\$739.41
42455469030204	\$532.46
42455469030205	\$532.46

42455469030206	\$532.46
42455469030207	\$1,079.06
42455469030208	\$1,078.82
42455469030209	\$1,078.82
42455469030212	\$532.46
42455469030213	\$532.46
42455469030214	\$532.46
42455469030215	\$532.46
42455469030216	\$739.41
42455469030301	\$1,078.82
42455469030302	\$1,078.82
42455469030303	\$1,078.82
42455469030304	\$1,078.82
42455486180000	\$2,819.48
42140548320000	\$1,425.09
33134069800000	\$869.83
33135006590000	\$330.16
32234332580000	\$942.56
32800862940000	\$1,978.89
42140951370000	\$1,025.27
22580416780000	\$10.73
22580417510000	\$664.10
22791480490000	\$282.94
32248280360000	\$1,328.30
42051012440000	\$10.29
22931467740000	\$530.38
32238662390000	\$839.29
42049287760000	\$1,043.07
22958305550000	\$1,008.07
22950194190000	\$78.82
32351245500000	\$459.16
32351293870000	\$249.40
33138910860000	\$613.30
32240885780000	\$501.18
32279985780000	\$1,030.16
32370644240000	\$704.90
22956134920000	\$623.73
32233245250000	\$954.43
32833302880000	\$247.11
32833309070000	\$247.11
32833313470000	\$247.11

### 2023 Delinquent Parcels as of 2/2/2024

32833412940000	\$247.11
32833434890000	\$247.11
32833445490000	\$247.11
32833456090000	\$247.11
32833457670000	\$247.11
32833468390000	\$247.11
32833469860000	\$247.11
32833485700000	\$247.11
32833570450000	\$247.11
32833581140000	\$247.11
32833582740000	\$247.11
32833593230000	\$247.11
32834520120000	\$247.11
32834532420000	\$247.11
32832364440000	\$797.43
32832390380000	\$168.04
32233217030000	\$721.33
42149957750000	\$513.75
42138256720000	\$4,243.75
42155181300000	\$120.24
42154040200000	\$1.02
42357358260000	\$1,144.99
33229367960000	\$430.13
32361994900000	\$1,090.22
32498988920000	\$115.61
33419591090000	\$265.61
42251681420000	\$607.45
33231926110000	\$2,788.15
22930066390000	\$802.86
32245899330000	\$2.09
32330722830000	\$3,108.70
42451182810000	\$5,598.79
32157630020000	\$58.37
32149834030000	\$955.61
32498737600000	\$1,389.56
32498739890000	\$77.26
42012649410000	\$8.21
42358072720J31	\$213.22
32924286990000	\$6,094.59
32476134000000	\$1,111.33
42241437210000	\$1,353.46

32292392930000	\$20.32
22694696930000	\$286.47
22566711300000	\$884.03
42049313890000	\$948.32
42049237380000	\$3.71
32235551300000	\$1,200.85
23846271980000	\$1,046.34
22557963570000	\$559.47
22345485360000	\$123.88
22345495310000	\$123.88
33408677740000	\$609.23
42033847800000	\$34.83
42011529490000	\$203.40
32454312140000	\$741.20
32454219020000	\$72.62
32454300730000	\$124.24
32346827970000	\$155.47
42268559480000	\$314.77
32455320920000	\$231.27
22677960680000	\$999.60
32166125710000	\$1,451.44
32166148400000	\$1,159.81
42268640730000	\$1,402.57
22796314430000	\$1,106.71
22796305150000	\$4.61
33935270040000	\$910.97
32562986880000	\$124.24
32563905790000	\$262.79
33143026460000	\$577.51
33615489750000	\$157.22
22672196240000	\$414.84
22673134600000	\$312.03
22673222060000	\$693.21
32551766990000	\$339.52
22747726700000	\$168.94
42154463820000	\$9,285.75
22346340380000	\$7.15
32827888400000	\$1,355.10
22883883760000	\$1,339.51
42137927160000	\$1,005.22
33329817470000	\$1,256.38

### 2023 Delinquent Parcels as of 2/2/2024

33430230110000	\$134.90
22858334860000	\$627.81
33232138710000	\$1,666.79
32474650320000	\$730.54
33939503810000	\$390.25
33837705790000	\$23.12
33839640490000	\$1,819.45
33321753560000	\$1,778.54
33423446920000	\$97.08
32291349900000	\$656.55
23949874290000	\$836.35
4213922823BS11	\$309.66
4213922823BS20	\$309.66
22934350770000	\$986.55
33512569480000	\$1,823.45
4224336830PK01	\$123.57
23923514180000	\$371.72
42249113500000	\$9.74
42358072720A22	\$213.22
32936645180000	\$1,067.75
32391802300000	\$1,765.72
32722758760000	\$240.35
22769432780000	\$495.47
22769412640000	\$495.47
22776065800000	\$603.93
23818251340000	\$126.62
3272387544000L	\$1,397.55
22865575610000	\$958.26
22865590370000	\$1,219.43
32723862980000	\$272.60
32723881060000	\$759.95
32723882430000	\$1,341.19
22771128580000	\$573.83
22771004120000	\$331.83
32934428070000	\$754.54
42342451670000	\$98.01
32198255630000	\$699.11
32199207930000	\$537.51
32199214640000	\$581.21
32294659300000	\$112.91
32935542330000	\$1,017.96

23538211910000	\$21.14
32291139820000	\$1,351.90
22992667420000	\$246.29
32290151620000	\$91.45
33937963730000	\$178.94
22692113930000	\$166.46
33926344550000	\$42.55
42268218900000	\$348.31
22947908980000	\$188.82
22676411600000	\$730.56
22675193680000	\$272.15
22676120150000	\$1,473.98
22778694900000	\$57.10
22780468980000	\$501.15
32281599280000	\$1,120.78
32281680280000	\$131.40
32282601500000	\$59.72
3226053633000L	\$355.47
32260532940000	\$1,244.32
32260516760000	\$563.03
32365619310000	\$253.22
22753780170000	\$348.18
3226053813000L	\$177.74
22934036430000	\$192.69
22934015540000	\$215.73
22489507060000	\$423.95
22791410600000	\$726.86
32260514900000	\$819.44
32260535620000	\$379.36
22575585790000	\$178.02
22695726760000	\$89.84
32551783600000	\$528.30
22576157330000	\$213.38
42350333200000	\$519.66
42353199500000	\$346.54
42257442380000	\$297.22
42257451090000	\$304.48
32249984670000	\$771.72
32259070100000	\$1,338.27
32259080280000	\$1,013.01
42046093460000	\$2,377.32

### 2023 Delinquent Parcels as of 2/2/2024

32836184360000	\$891.08
33314769120000	\$1,566.85
32281714550000	\$205.50
42253760000000	\$353.25
42253770160000	\$1,614.20
42131403930B04	\$552.45
23758203870000	\$178.69
23758235870000	\$1,531.90
32159239050000	\$496.26
32159249740000	\$249.03
22874409180000	\$1,286.14
32333743300000	\$569.83
33947586300000	\$1,567.65
33144482840000	\$106.07
42269518140000	\$282.07
42269602680000	\$3,319.95
42269664120000	\$250.78
32472758070000	\$1,648.37
32472972230000	\$118.31
22856473860000	\$785.52
23626754660000	\$1,218.30
32452215290000	\$560.88
32827753640000	\$2,694.08
42365053720000	\$209.65
22599207570000	\$356.03
22691139040000	\$270.57
22477829110000	\$231.98
22477828730000	\$11.78
22956355800000	\$542.04
2268805387000L	\$215.77
23936707940000	\$315.35
22657350730000	\$2,879.29
32340104310000	\$1,489.27
32239601670000	\$149.07
32239612260000	\$137.61
42246871360000	\$276.73
42039665050000	\$2,720.03
42266494420000	\$1,215.50
42264222390000	\$333.26
32709416690000	\$2,759.14
32744508330000	\$461.93

33514738960000	\$4,305.28
23608048990000	\$10.28
42138255710000	\$705.95
22677417420000	\$442.21
32823904820000	\$213.42
33207677670000	\$1,196.87
33934224150000	\$206.22
42131403930D02	\$441.95
32354901840000	\$500.72
32333146310000	\$1,449.52
32833357040000	\$577.39
22842923760000	\$1,014.59
22841992450000	\$1,441.51
22743967000000	\$217.60
22798820750000	\$165.80
22771123210000	\$686.48
23505316260000	\$752.99
32476763820000	\$92.72
32476782180000	\$631.48
32476784610000	\$96.58
32476791590000	\$145.73
22772167500000	\$422.96
22772165280000	\$174.00
23858003190000	\$454.32
23847968730000	\$182.80
23627458820000	\$112.28
42157438610000	\$1.04
32167715050000	\$456.07
32811943310000	\$10.31
22790790940000	\$245.58
33313688610000	\$29.75
42352240010000	\$584.39
22973743610000	\$88.05
32144570740000	\$591.68
32455193940000	\$358.34
22755258410000	\$877.97
23607276850000	\$965.79
32166128560000	\$338.06
22359111510000	\$237.65
23607242320000	\$942.40
32333664720000	\$1,068.15

### 2023 Delinquent Parcels as of 2/2/2024

22778679640000	\$57.10
42241509320000	\$400.11
32835667040000	\$1,217.39
22999521730000	\$2,858.58
32937389060000	\$4.32
42144237510000	\$872.31
42149433960000	\$2,061.39
32477702940000	\$708.77
32292176090000	\$105.47
32475771430000	\$887.37
32499966970000	\$553.45
32390870000000	\$509.50
32391461250000	\$166.62
22858426890000	\$39.99
33937901150000	\$126.79
32722825550000	\$364.38
32722842610000	\$339.44
22485543530000	\$1,641.79
22486499810000	\$9.25
32234011610000	\$99.38
33213342260000	\$81.12
33213360410000	\$381.10
33213258460000	\$91.76
33213320480000	\$87.90
33213356900000	\$82.10
33213352670000	\$720.38
43032960800000	\$458.67
22431490000000	\$221.94
23833494020000	\$888.79
42241265860000	\$4,959.60
42231584670000	\$2,084.20
22675509120000	\$2,033.31
32460716460000	\$1,435.14
32460835740000	\$511.52
32257090850000	\$163.21
3236318279000L	\$114.63
32350062870000	\$704.60
22555980640000	\$945.43
32291049880000	\$91.82
33937505070000	\$93.40
32059161950000	\$423.83

33141558370000	\$262.79
23933677460000	\$244.62
23849889010000	\$722.30
22858424270000	\$1,731.27
42269522520000	\$549.55
42269542680000	\$314.77
42455308710000	\$3,036.43
33144019860000	\$832.20
42047598160000	\$713.42
32235445490000	\$7,679.19
32160792040000	\$3,649.50
32294417530000	\$1,684.87
32248279670000	\$900.25
32239138160000	\$3,913.72
32153934370000	\$1,577.97
32298021460000	\$569.07
22975629330000	\$1,710.64
32057313590000	\$386.83
22430203460000	\$810.10
32479958230000	\$70.38
22577575170000	\$154.04
22339157590000	\$1,231.94
22534520620000	\$628.26
32709478010000	\$2,490.35
23934779910000	\$1,115.01
32024640800000	\$598.03
32024641730000	\$86.07
42268408320000	\$297.22
33040637610000	\$606.46
33146090680000	\$150.02
33146092940000	\$116.10
32341976800000	\$645.72
32169494380000	\$587.03
32260405480000	\$837.47
33306436650000	\$1,419.80
33144076670000	\$256.05
22844603510000	\$92.84
22792890090000	\$1,578.21
32452248970000	\$141.43
32452249450000	\$874.91
32452257560000	\$278.07

### 2023 Delinquent Parcels as of 2/2/2024

22791591170000	\$180.22
32248903330000	\$377.93
32140836890000	\$303.16
23411869020000	\$479.34
23413823260000	\$73.35
23422134810000	\$520.47
23423190520000	\$279.69
23413950690000	\$72.62
23412983150000	\$665.52
23411963600000	\$481.39
23411976320000	\$481.39
23413825700000	\$73.35
23413925070000	\$308.84
22580571040000	\$224.52
42049351570000	\$1,062.01
42340382960000	\$958.91
32455168910000	\$382.23
23910607140000	\$166.45
33007428870000	\$824.72
22950009290000	\$607.35
22760793840000	\$538.25
22567536300000	\$295.92
22959591290000	\$179.56
32294886150000	\$1,066.66
32141922470000	\$800.12
32376623940000	\$5.28
22794850720000	\$83.38
32234500870000	\$2,631.49
22491348770000	\$961.60
22792350350000	\$125.08
22792380090000	\$1,044.30
22792382800000	\$38.22
33042412100000	\$4.85
32291691530000	\$453.98
32291139690000	\$91.82
32291230530000	\$76.71
32292612110000	\$1,272.26
32057863910000	\$1.58
32296162150000	\$112.71
32826068340000	\$2,355.20
32289575980000	\$46.81

32289577000000	\$76.44
32543967970000	\$2,183.77
32350044950000	\$238.91
32356081390000	\$17.24
33041254730000	\$336.82
32294665350000	\$1,646.41
32294646990000	\$477.59
32294668900000	\$376.11
22877788090000	\$108.27
32259098980000	\$1,314.31
22747705850000	\$259.61
42259537920000	\$581.79
42234702040000	\$87.78
32235645180000	\$1,406.04
32832347070000	\$240.93
42259475230000	\$1,008.38
43033373880000	\$247.47
42154430760000	\$7,913.87
43032788890000	\$47.16
32065724070000	\$719.05
42152678370000	\$1,457.12
42241245890000	\$280.94
33147287870000	\$308.65
23853224070000	\$268.13
23853338320000	\$373.73
32331325870000	\$16.13
32331334060000	\$13.75
23849951830000	\$1,245.18
23832996980000	\$1,108.24
23849942120000	\$1,268.96
23700617440000	\$1,211.54
32090849370000	\$66.45
32371479970000	\$144.88
32372409870000	\$72.44
42356838260000	\$1,312.67
32939771770000	\$811.86
4224336830BS03	\$287.41
4224336830PK03	\$123.57
32146540440000	\$262.27
32818693320000	\$3,260.53
32248332930000	\$329.16

### 2023 Delinquent Parcels as of 2/2/2024

23746556890000	\$59.40
42268680750000	\$1,200.97
22950525660000	\$83.07
32922618250000	\$442.33
22794274340000	\$135.58
33137406340000	\$696.48
42362093710000	\$399.90
42363005100000	\$399.90
42267423140000	\$420.46
42049269270000	\$1,762.30
43025511190000	\$929.60
32181614390000	\$664.84
42252857050000	\$471.16
33004839580000	\$1,650.96
42148209750000	\$2,460.25
42148207920000	\$875.91
42252896270000	\$547.99
42253799620000	\$1,004.77
42253814990000	\$551.49
42253833400000	\$1,379.97
42146555390000	\$1,161.92
42130756500000	\$5,886.15
42142152470000	\$2,091.17
22980245700000	\$107.02
22760086170000	\$260.79
43024565850000	\$61.96
23812361270000	\$88.49
22482369870000	\$578.04
33145203100000	\$289.49
22845814110000	\$521.55
22845835290000	\$466.92
32936307830000	\$1,015.17
42251580460000	\$1,117.99
32497952810000	\$1,089.46
22931089540000	\$201.39
33041466470000	\$1,263.16
42141874450000	\$1,502.30
42142779280000	\$445.66
42259438520000	\$862.03
32562663440000	\$775.57
42362076390000	\$1,718.87

33937932140000	\$162.30
3235114074000L	\$540.95
33938860610000	\$784.11
23508406910000	\$1,597.71
23508461410000	\$800.30
32291188070000	\$672.73
22787372830000	\$748.76
33936992610000	\$10.17
22766411100000	\$702.77
22766420180000	\$228.70
33937809290000	\$14.79
33937910470000	\$525.48
43030630300000	\$634.54
33204583350000	\$1,305.12
23749658760000	\$343.97
22474765170000	\$26.71
22474870420000	\$6.62
33326873520000	\$57.34
32491149100000	\$166.19
32482905530000	\$776.69
32485921420000	\$913.17
32486937840000	\$252.06
32489730870000	\$417.74
22436683800000	\$506.20
22854573030000	\$54.44
22854572640000	\$241.48
22437416400000	\$452.86
23934774560000	\$705.01
42035351800000	\$652.20
22433705400000	\$600.56
22793860460000	\$2,123.86
22475993120000	\$137.97
32837145440000	\$455.92
33936498010000	\$29.13
33937408450000	\$26.63
43032528230000	\$149.12
22996537820000	\$79.67
32923447560000	\$1,508.85
42141851960000	\$44.49
42141870310000	\$1,302.31
42141861110000	\$328.47

### 2023 Delinquent Parcels as of 2/2/2024

42143722880000	\$402.64
42142770790000	\$568.83
42142850730000	\$442.24
33139747170000	\$755.13
32477860620000	\$95.56
22860289050000	\$2,168.92
23835289210000	\$1,037.85
32573960020000	\$1,174.89
32576947770000	\$1,107.09
32452141000000	\$649.57
22437583640000	\$351.03
22996661130000	\$753.70
22435838000000	\$828.70
22445164760000	\$466.01
42142799400000	\$391.36
2275113030000L	\$419.38
22751183710000	\$198.59
22751939340000	\$140.10
42035942700000	\$426.89
33133071300000	\$554.54
33213257460000	\$91.76
33213288360000	\$296.06
32097687320000	\$39.59
32483614780000	\$766.17
32484641150000	\$3,401.87
23736800860000	\$1,110.47
33143104960000	\$77.71
32334914490000	\$657.36
32233247940000	\$740.21
42020654640000	\$6,701.60
22752038140000	\$919.92
23738594060000	\$90.31
22933124530000	\$1,438.84
22933135910000	\$263.48
22933146940000	\$198.00
22933167160000	\$197.53
22933178280000	\$155.51
22933280410000	\$9.18
22933291530000	\$9.48
32165971020000	\$525.04
32230787290000	\$1,233.58

32484133540000	\$232.77
22745756770000	\$1,050.35
42357312950000	\$1,026.62
22561335180000	\$40.28
22792516360000	\$32.50
32487079060000	\$143.91
22477904790000	\$138.72
22677974670000	\$543.63
23849919330000	\$632.27
42251445300000	\$429.63
42145031940000	\$1,010.92
32824370420000	\$43.30
33040289880000	\$720.27
22940958070000	\$996.07
32375354930000	\$733.40
42037829714530	\$1,235.59
42251441580000	\$803.85
32295819670000	\$332.36
32295942440000	\$393.58
33918938640000	\$311.64
33927886070000	\$117.44
32292484880000	\$568.48
32294899730000	\$89.83
22481760490000	\$104.05
22878887680000	\$1,241.43
22481791090000	\$427.78
22858641010000	\$1,808.33
22858634160000	\$510.00
33135384080000	\$548.28
33207085640000	\$1,367.87
32473960210000	\$307.52
32231880230000	\$554.01
22677950020000	\$1,717.36
42032092080000	\$263.18
32227999660040	\$1,880.15
22697757940000	\$1,041.89
22688003850000	\$162.13
22774190320000	\$574.63
2276982339000L	\$820.10
42367047250000	\$479.55
22687187900000	\$144.26

### 2023 Delinquent Parcels as of 2/2/2024

22688106250000	\$99.05
22998515960000	\$341.73
22998784700000	\$353.03
22689233020000	\$992.24
22767935090000	\$1,374.51
32373423290000	\$1,258.21
32373413060000	\$10.51
42450013230000	\$616.50
22795823080000	\$85.54
33406999720000	\$16.38
22579306430000	\$129.36
22751616970000	\$732.64
23504289070000	\$1,055.17
22664085890000	\$28.24
22675368070000	\$239.28
22688168100000	\$1,269.24
22688178520000	\$97.19
32199363550000	\$602.02
32290303980000	\$485.51
32290314180000	\$149.11
22780482580000	\$304.95
32294737420000	\$482.92
22774078940000	\$338.20
22771150770000	\$799.70
22787364850000	\$240.61
22787353260000	\$125.37
22688166230000	\$1,129.76
22688173100000	\$95.52
22765875620000	\$844.70
22765854350000	\$524.33
22686007720000	\$796.28
22688167010000	\$1,035.00
32922459930000	\$4,237.99
33123423480000	\$57.34
23500664710000	\$280.47
22689681990000	\$201.14
22781488010000	\$95.25
22750685370000	\$416.15
22781594150000	\$80.91
22781595540000	\$653.43
22770522720000	\$57.10

22585283170000	\$529.43
22488655330000	\$11.78
22488654790000	\$11.78
22769842190000	\$387.31
32256177160000	\$613.66
32257020560000	\$238.91
33226489050000	\$52.06
33227307900000	\$28.17
33227431640000	\$642.67
33227449710000	\$1,162.10
33227453140000	\$79.48
33227518870000	\$16.56
33228530710000	\$696.31
33229450580000	\$15.51
33229565200000	\$104.90
33312219420000	\$93.59
33316499350000	\$85.12
33228206960000	\$180.63
33302901100000	\$685.13
33305917700000	\$1,110.44
33314070430000	\$96.58
33316877990000	\$187.30
33324094480000	\$79.05
33314652630000	\$58.31
42259368750000	\$2,004.25
23856531760000	\$504.62
33409588500000	\$674.09
33409564840000	\$233.86
22761695330000	\$254.31
22862304870000	\$536.42
33143422910000	\$725.56
22795397010000	\$669.91
32296377110000	\$321.47
23945710590000	\$344.28
32489057400000	\$962.72
32372360640000	\$766.98
22752880200000	\$1,111.40
22861223350000	\$1,060.53
22861242130000	\$167.58
22932181260000	\$367.03
42152797440000	\$328.86

### 2023 Delinquent Parcels as of 2/2/2024

32147470590000	\$1,155.48
42353195520000	\$963.54
42252804160000	\$529.64
42252857890000	\$471.16
42253932420000	\$643.38
32709575650000	\$2,644.70
32448505190000	\$588.06
32571806720000	\$1,441.58
42143616920000	\$1,232.57
42365227580000	\$757.67
42250569290000	\$349.16
32801686780000	\$15.40
32801697810000	\$466.15
42139802330000	\$429.06
32923301700000	\$934.64
32922383780000	\$1,635.08
42122661390000	\$2,839.55
42120318690000	\$3,624.74
22658048530000	\$85.08
42147708830000	\$21.16
32347876430000	\$1,005.50
42361358980000	\$256.59
42361368560000	\$82.87
32345152800000	\$452.05
32923354460000	\$1,630.95
32334793460000	\$927.26
42158599770000	\$1,950.57
42149149300000	\$851.98
42268568870000	\$631.52
42268569130000	\$361.68
32354577670000	\$286.67
42451134370000	\$515.15
42355374990000	\$472.69
42355383570000	\$463.98
23609658930000	\$740.82
23933952970000	\$883.30
22967012610000	\$216.18
22771035570000	\$386.98
22771046070000	\$254.31
43032846410000	\$875.74
23853140210000	\$12.06

43032843610000	\$712.14
43032848220000	\$52.71
32451217310000	\$501.93
32541824860000	\$596.16
22676705190000	\$758.61
22489364260000	\$351.16
23847868580000	\$521.16
23933617220000	\$1,187.95
22774059820000	\$468.39
43022404580000	\$598.21
43021531020000	\$1,021.58
33137439410000	\$127.10
23628733220000	\$362.74
33049584440000	\$433.68
32372352140000	\$10.51
32372363810000	\$450.73
22970900760000	\$109.92
22692484270000	\$305.69
23609740640000	\$1,414.99
23847968810000	\$243.67
23533973110000	\$119.45
22690860590000	\$7.52
22690866850000	\$673.42
22690921920000	\$31.30
22692852460000	\$111.56
22693306700000	\$109.89
22691875970000	\$23.72
22697408350000	\$397.61
23832966140000	\$152.90
33925193380000	\$203.44
33926336110000	\$88.77
43021551350000	\$233.14
33925396340000	\$68.44
43023456000000	\$21.37
33926452090000	\$53.65
22575554710000	\$178.02
23746479820000	\$547.07
22798860050000	\$97.56
32346950710000	\$112.76
32346960430000	\$518.72
32285740300000	\$339.83

### 2023 Delinquent Parcels as of 2/2/2024

32234215910000	\$160.44
33041930090000	\$464.52
33041838040000	\$268.70
22697469870000	\$397.61
23819202200000	\$107.88
23813355180000	\$2,826.51
23813376050000	\$14.33
22696427510000	\$341.80
23813384240000	\$598.30
32934350800000	\$5,058.40
42350596510000	\$629.54
32472992980000	\$124.13
32474810790000	\$1,064.98
42137017330000	\$5,723.43
42130537480000	\$4,435.92
42130548510000	\$372.48
42130549510000	\$58.14
42130528460000	\$429.44
42130529040000	\$424.33
33503816730000	\$3,116.18
33317662250000	\$2,392.47
32821054980000	\$2,081.88
32454434310000	\$271.86
32821032900000	\$247.10
32936113740000	\$83.26
22947946140000	\$518.38
42140991600000	\$373.39
3293656522000L	\$3,212.71
22488383170000	\$710.98
22957320690000	\$1,063.03
42267497840000	\$297.22
32936164980000	\$76.99
22947933420000	\$283.49
32811953520000	\$54.18
32231891730000	\$987.82
32935278650000	\$864.57
42143606470000	\$1,441.97
42142678940000	\$332.32
42141723140000	\$14.83
42141742470000	\$10.18
42141762300000	\$25.42

42141781130000	\$25.42
42142658710000	\$393.91
42142700160000	\$25.42
4214095783000L	\$641.55
42140981700000	\$1,197.55
42143645530000	\$360.54
32050306570000	\$157.61
32372269890000	\$593.85
42049962940000	\$4.18
42142814580000	\$536.98
32291197860000	\$98.01
33844127290000	\$416.15
42033772060000	\$39.85
42033889450000	\$104.52
42033898070000	\$83.72
42034626060000	\$45.69
42034752700000	\$37.07
32475538020000	\$1,010.51
32475548200000	\$722.26
32475630810000	\$857.86
32475631820000	\$938.82
42250358910000	\$988.13
32361940630000	\$622.46
32498919440000	\$175.79
32362854480000	\$160.54
42033897660000	\$88.02
32839058840000	\$12.39
32839066320000	\$1,035.81
32839077910000	\$292.53
32839097070000	\$216.41
23830469100000	\$814.18
22932496310000	\$407.60
22933407670000	\$521.46
22751997070000	\$883.15
32354825910000	\$838.60
32237042560000	\$427.87
23835578450000	\$1,030.09
22761020020000	\$883.61
22857879080000	\$620.55
22581520670000	\$1,623.10
32333619810000	\$1,301.24

### 2023 Delinquent Parcels as of 2/2/2024

42350372290000	\$518.97
42253539810000	\$293.12
32923585990000	\$452.42
22751531740000	\$1,843.15
22657077300000	\$434.56
22678584620000	\$446.78
32190371270000	\$3,526.40
22932029330000	\$187.85
42247807140000	\$603.58
22894843400000	\$29.56
32910834720000	\$3,203.53
32292203240000	\$686.19
32292375550000	\$718.43
32293413860000	\$627.17
32292315920000	\$768.91
32291293620000	\$727.93
3330795021000L	\$555.36
32473060790000	\$406.12
33512760880000	\$903.60
42235862960000	\$2.30
32800517810000	\$1,076.41
32297036320000	\$1,015.79
32145815390000	\$289.27
42134914380000	\$903.74
42451246140000	\$295.89
32910596680000	\$395.87
33229258970000	\$565.23
42342401980000	\$945.01
42350229940000	\$530.86
22940927470000	\$1,132.18
32241093990000	\$590.71
42250375880000	\$17.69
42250386920000	\$17.69
42359075180000	\$533.54
32834210490000	\$1,209.78
42362387580000	\$635.42
33224442100000	\$569.76
42256694170000	\$2,686.42
42233623130000	\$2,885.39
22853103550000	\$801.34
32352193210000	\$1,650.88

22342261310000	\$220.78
22656932430000	\$148.49
42135827770000	\$3.67
22689516700000	\$450.82
22487006350000	\$650.25
32923564000000	\$1,127.04
33502428360000	\$303.76
33502459420000	\$2,193.37
33143143340000	\$715.29
33932408900000	\$712.96
33932571500000	\$214.27
42259553860000	\$1,208.00
42259563320000	\$626.13
22932410470000	\$175.60
42156708810000	\$2,286.77
42156737260000	\$1,036.45
32293998520000	\$44.68
32293999930000	\$467.89
32058003910000	\$210.56
42149414400000	\$323.79
33135461850000	\$148.36
32071448280000	\$200.90
32071498620000	\$287.83
32071581160000	\$1,433.42
32071469110000	\$9.95
22795278100000	\$190.45
22795364020000	\$589.61
33139769600000	\$752.26
22795253940000	\$537.61
22795396540000	\$1,249.77
32049969270000	\$214.03
32354804680000	\$93.74
32354805560000	\$1,224.02
42033584040000	\$328.47
33503516820000	\$827.37
42047374570000	\$4.92
42148024460000	\$15.83
3284584661000I	\$450.47
32370886350000	\$572.39
33044350020000	\$200.10
33044535740000	\$240.61

### 2023 Delinquent Parcels as of 2/2/2024

3304541140000	\$806.86
33045665630000	\$372.49
33046219700000	\$566.30
33046357860000	\$94.22
33048429400000	\$145.34
33045358400000	\$1,115.89
33045392060000	\$350.56
33043597650000	\$167.23
42245987080000	\$946.95
33124150820000	\$1,204.90
33055017980000	\$1,169.04
33045492670000	\$1,615.24
22986558820000	\$231.57
33317071590000	\$186.40
33042651400000	\$1,139.31
23945744680000	\$770.92
22761171340000	\$418.81
32347221030000	\$181.56
32232839860000	\$148.02
42352939240000	\$283.29
33143130570000	\$734.75
42140952040000	\$82.69
32452334810000	\$135.70
42237905200000	\$5,087.32
22875912700000	\$249.40
42138276750000	\$3,682.69
32239646370000	\$1,079.67
42344547920000	\$5,238.24
42148031550000	\$97.55
32739734720000	\$453.75
32839095060000	\$67.67
32647874120000	\$1,437.07
42360585950000	\$320.54
22958321070000	\$1,206.42
33316661930000	\$125.57
33316672220000	\$131.89
42360483080000	\$36.38
42360483380000	\$43.75
42360483560000	\$118.29
42360483750000	\$36.58
42360483940000	\$36.58

33926177360000	\$261.70
43024511060000	\$466.26
42251556060000	\$1,144.35
42251572400000	\$338.99
42251572690000	\$320.58
42251573770000	\$325.86
22696599950000	\$982.38
32450431260000	\$305.78
32451339650000	\$277.13
32345899050000	\$80.26
32345990000000	\$80.26
32455249290000	\$295.31
32455252070000	\$323.00
33040668620000	\$362.72
32564854300000	\$191.12
32564836580000	\$85.96
42453206273280	\$1,315.47
42455469030211	\$532.46
32240765850000	\$1,310.86
32240795180000	\$434.64
22975695730000	\$714.81
22782609110000	\$617.85
22678279200000	\$709.35
32801612530000	\$409.74
23611003010000	\$451.79
22581585760000	\$2,115.72
22489462650000	\$110.99
22489471190000	\$642.22
22489472310000	\$536.47
22489472620000	\$569.10
22489314580000	\$103.44
22489324650000	\$1,072.73
22489325890000	\$103.70
22489346920000	\$104.07
22489451640000	\$1,208.97
22865875070000	\$1,587.99
42353492480000	\$381.34
42354403320000	\$381.34
42456435540000	\$197.65
22954342660000	\$30.83
42456426480000	\$2,338.00

### 2023 Delinquent Parcels as of 2/2/2024

42454421460000	\$60.19
33141762180000	\$375.44
33141765000000	\$236.03
33142726450000	\$64.02
33500000970000	\$289.22
33146640840000	\$127.52
32356317230000	\$238.91
42153745920000	\$311.25
22950075880000	\$83.54
32248442940000	\$1,106.81
42351313710000	\$549.66
42153867780000	\$302.15
22489318260000	\$841.02
32622704010000	\$765.08
22792321950000	\$839.78
32710617620000	\$6,175.37
32715543960000	\$1,459.45
22488652350000	\$277.42
22787396230000	\$93.41
32348749250000	\$1,038.66
32499985410000	\$392.50
33318760610000	\$1,591.87
33410979970000	\$1,360.02
33412180940000	\$410.92
33419477780000	\$460.40
33503523340000	\$402.76
33209086240000	\$47.22
32058036870000	\$299.30
32554786970000	\$73.58
32341982060000	\$840.46
22853587750000	\$452.88
42145829190000	\$1,062.61
42037563580000	\$116.56
42253585320000	\$529.25
42252868640000	\$471.16
42252825390000	\$11.58
32232944220000	\$286.38
22871137820000	\$1,111.26
32451324440000	\$1,112.70
42453278250000	\$2,762.68
32934199450000	\$5.59

42247072910000	\$3,272.63
42235862310000	\$264.44
32070516410000	\$361.24
4203803637BS02	\$178.59
33410822350000	\$994.42
32362412610000	\$308.25
42131593690000	\$354.98
32289581980000	\$174.38
32925383990000	\$439.35
42259595770000	\$783.15
23838296470000	\$484.29
23839258090000	\$451.08
33147268000000	\$100.34
23946765520000	\$157.71
33415351530000	\$452.51
33122878140000	\$378.32
32167701660000	\$455.43
22486083680000	\$719.75
32049867940000	\$241.48
22463418030000	\$40.00
42036022170000	\$2,069.38
32142519670000	\$824.33
32368741480000	\$95.56
22750800970000	\$441.21
22750832890000	\$2,320.52
42349916680000	\$1,019.16
42349927010000	\$3,395.97
33139347490000	\$277.13
22342258420000	\$482.85
33938910690000	\$178.94
33937864650000	\$11.09
42248029540000	\$1,020.30
33144415470000	\$1,114.63
32475611300000	\$668.44
33045732100000	\$2,843.36
23956265890000	\$76.60
23956266370000	\$76.60
23956274920000	\$76.60
23956275400000	\$76.60
23956283630000	\$89.21
23959254530000	\$731.14

### 2023 Delinquent Parcels as of 2/2/2024

33050246340000	\$764.61
42230484890000	\$2,907.61
42231403030000	\$1,238.33
42231421450000	\$6,321.95
33146539590000	\$93.80
43033795620000	\$59.18
32241053560000	\$838.66
32292527570000	\$488.25
33141394540000	\$226.95
22559819460000	\$783.73
32234043410000	\$1,199.95
43032785360000	\$814.55
43033900080000	\$99.41
33929417140000	\$684.95
43023435990000	\$123.93
33934197820000	\$1,033.30
33844142100000	\$102.18
33939691500000	\$92.47
33926392810000	\$23.12
33927315740000	\$1,037.38
32153280590000	\$241.48
43025574920000	\$519.67
33936112850000	\$501.69
33939742960000	\$948.38
33939702420000	\$24.97
23623898260000	\$102.68
33927868660000	\$1,163.80
33927963970000	\$959.73
33927981670000	\$751.96
32363048180000	\$262.79
32364103350000	\$1,473.45
33938530050000	\$714.64
43031758530000	\$36.07
43031778100000	\$766.72
43032984520000	\$147.03
43032757990000	\$439.89
43020541640000	\$42.55
43030591690000	\$700.51
33928668350000	\$1,108.85
43030612040000	\$10.17
32153292240000	\$604.73

43031895020000	\$736.95
33927994680000	\$195.34
33957051810000	\$624.21
33934149430000	\$302.54
42267305190000	\$233.55
32296818210000	\$193.18
32451382490000	\$365.33
23747503760000	\$635.07
33929707020000	\$1,443.98
33615593650000	\$467.70
33615594730000	\$184.96
33754324970000	\$958.88
32552855750000	\$313.45
32278957180000	\$83.60
32288031940000	\$97.94
33752229420000	\$54.61
22566651570000	\$192.95
32552845600000	\$262.79
32246396400000	\$293.84
32246397110000	\$250.83
32246398210000	\$236.98
32246399110000	\$241.28
23845120730000	\$727.03
23852440650000	\$237.27
23852436060000	\$1,200.97
23852521010000	\$23.43
23402805060000	\$5,978.10
23402810910000	\$6,307.42
23851132920000	\$396.38
23528345560000	\$10,869.00
23636124500000	\$4,750.23
23852364830000	\$3,053.81
23851135980000	\$449.28
23526267510000	\$441.94
23950122310000	\$189.27
23852312300000	\$1,319.59
22346486710000	\$127.38
22580498380000	\$1,861.90
23853141080000	\$119.45
23853161150000	\$1,004.92
23930993550000	\$129.00

### 2023 Delinquent Parcels as of 2/2/2024

23845152410000	\$211.95
43020426100000	\$1,207.55
33929716810000	\$93.55
43020407990000	\$38.47
22951211430000	\$1,017.52
22951202200000	\$948.93
22695657780000	\$103.60
23848228350000	\$11.77
33420091210000	\$270.44
32296159260000	\$16.42
32194315530000	\$1,269.80
32194456270000	\$46.36
42030575180000	\$2,791.48
42146888480000	\$917.86
42147807070000	\$483.26
42130779620000	\$592.27
32584531920000	\$3,281.87
42144372740000	\$3,516.41
42021861650000	\$2,889.47
42253566790000	\$1,553.25
22554027230000	\$520.02
22554063870000	\$123.23
42131403930E06	\$513.23
42033207980000	\$1,116.56
42033209830000	\$4,408.06
32921988290000	\$77.54
32921989340000	\$1,956.20
42033300260000	\$1,173.55
42131403930D28	\$441.95
42122545610000	\$4,844.62
32195536240000	\$143.91
32195545290000	\$1,259.89
32476269400000	\$183.47
32476288780000	\$256.10
33615613110000	\$689.45
33123248280000	\$387.24
42234777470000	\$949.85
32450358720000	\$141.43
32450378420000	\$112.76
42154795460000	\$326.96
42049484050000	\$2,701.98

42162449910000	\$2,383.72
42162455400000	\$289.96
42162456140000	\$4.52
42131561950000	\$4,079.98
42037801934080	\$19.21
33005069800000	\$220.31
33005131970000	\$263.24
33005178640000	\$869.68
33005192580000	\$1,108.19
33005097070000	\$300.09
42130720130000	\$555.69
33320780760000	\$1,211.49
22774203950000	\$1,576.86
22774343670000	\$144.04
33316694510000	\$125.57
33317603440000	\$144.88
33317612480000	\$132.82
33411674020000	\$17.40
33929432200000	\$1,038.11
42253848190000	\$1,931.60
32487151670000	\$671.16
3229311571002I	\$278.42
42340341330000	\$490.07
42241490600000	\$1,257.90
42350561420000	\$2,995.06
23835386960000	\$1,196.30
32451321830000	\$194.40
32293031560000	\$204.44
22981082650000	\$405.78
33407984500000	\$545.00
32451248070000	\$193.27
32570896980000	\$17.14
33836985480000	\$1,458.20
42039614260000	\$86.18
33833965210000	\$323.67
33836982990000	\$92.47
33836994800000	\$21.27
33837922350000	\$249.70
33942333500000	\$53.22
33943335500000	\$95.44
33048722240000	\$422.34

### 2023 Delinquent Parcels as of 2/2/2024

32233194990000	\$282.84
33317605180000	\$2,048.66
32171470980000	\$878.07
32832336670000	\$1,385.25
42450017500000	\$1,229.86
42121479260000	\$3,041.05
42124725030000	\$68.70
22476743410000	\$497.69
22476760120000	\$3.93
32936387580000	\$6,313.33
32936451100000	\$409.16
42351665770000	\$898.97
42032180640000	\$1,760.23
42033005310000	\$6,473.56
3351887078000L	\$97.57
32475569600000	\$997.99
22348305280000	\$895.39
22546468460000	\$1,102.92
22547561280000	\$1,288.93
22548624930000	\$2.14
22640380060000	\$118.54
22640484850000	\$40.68
22641323820000	\$139.73
22641414820000	\$1,630.31
22640488690000	\$192.16
22641530070000	\$385.17
22546775560000	\$225.15
22347031780000	\$122.25
22347051150000	\$157.22
32241405730000	\$477.62
22535550370000	\$4.23
32475842810000	\$253.53
32476630340000	\$76.44
32476621330000	\$68.80
32476629370000	\$1,257.35
32240491000000	\$332.26
32146549990000	\$2,841.31
32146642530000	\$224.08
32146553020000	\$607.61
32146567550000	\$373.78
32146577900000	\$100.44

33006749600000	\$374.16
22748821330000	\$1,731.17
22649846140000	\$295.27
33138772740000	\$4.56
42149901650000	\$2,295.97
22937215350000	\$2,384.33
22950121730000	\$318.45
32289433740000	\$2,169.61
32289434670000	\$132.87
42049298320000	\$887.14
32830280330000	\$2,596.74
43024506260000	\$517.49
42037079020000	\$8.44
32451284150000	\$238.91
32451292980000	\$308.65
22987992660000	\$1,067.97
32800557520000	\$139.71
22897810170000	\$234.79
33222482640000	\$429.72
22564101580000	\$329.92
32291057460000	\$89.45
22299704350000	\$1,614.08
22298701880000	\$479.04
22479272620000	\$643.63
22762981980000	\$205.90
22773099890000	\$205.51
22774112360000	\$205.51
22845800860000	\$728.49
32196059270000	\$216.39
32196069210000	\$217.78
32196151510000	\$453.59
33045767440000	\$678.72
42246897770000	\$924.75
42145237590000	\$909.38
32371686710000	\$225.04
32923420090000	\$4,507.04
42257430240000	\$314.65
22675856160000	\$93.88
32332651170000	\$1,826.16
32921964090000	\$4,598.03
33312954800000	\$188.72

### 2023 Delinquent Parcels as of 2/2/2024

33312994160000	\$186.78
22791326010000	\$219.79
22791335350000	\$209.47
22546529680000	\$54.73
32366475420000	\$166.74
32366484440000	\$187.20
22872320740000	\$468.94
32367414440000	\$178.30
33145008890000	\$626.18
33419109290000	\$1,531.69
32190390390000	\$216.35
33312240140000	\$205.50
32343237190000	\$1,066.95
33409907420000	\$9.51
33417034720000	\$1,400.93
33510151930000	\$36.24
33417153840000	\$2.66
22489475860000	\$8.02
22580411800000	\$9.57
32055244870000	\$88.86
42356109250000	\$307.03
32246393730000	\$609.11
32472992520000	\$115.41
32474801430000	\$405.66
33614748210000	\$588.51
42356200080000	\$307.03
32923387310000	\$3,210.61
32818994850000	\$536.26
33843027670000	\$31.00
32194463180000	\$142.95
42139222460104	\$48.08
33232156490000	\$842.77
32366220360000	\$562.20
42143254050000	\$599.73
42144194940000	\$558.57
42145114750000	\$662.85
23547087550000	\$556.61
32340310890000	\$231.27
42150077860000	\$305.51
42150079720000	\$332.45
42151003180000	\$287.56

42141954580000	\$779.18
4214197102000L	\$2,158.61
42141946930000	\$1,878.06
42150072660000	\$1,463.48
33318671950000	\$139.75
42253045720000	\$3,044.01
42253056840000	\$644.75
32733217340000	\$872.21
42362491170000	\$253.68
33500686100000	\$657.10
33136480350000	\$538.63
32497971680000	\$99.96
32356496050000	\$1,276.49
32817492580000	\$81.60
4225163331000L	\$368.94
42167036960000	\$12.43
42251631320000	\$1,592.49
23948981390000	\$977.87
32248327590000	\$1,497.98
23824581730000	\$15.46
23825574420000	\$2,213.12
23824684040000	\$211.16
32248249530000	\$1,141.73
32334704940000	\$1,014.49
32353013060000	\$919.80
42235831370000	\$2,462.59
42235840710000	\$373.32
42021863320000	\$4,135.48
42156850250000	\$254.58
22870751130000	\$120.23
42350495380000	\$515.37
42035715310000	\$524.30
22776362460000	\$409.11
32553473550000	\$376.33
22486696120000	\$155.22
22487621270000	\$156.40
22491446110000	\$286.09
32639551180000	\$1,316.15
42141234000000	\$434.28
32239061420000	\$634.70
32238012530000	\$2,585.48

### 2023 Delinquent Parcels as of 2/2/2024

42024844970000	\$1,626.19
32708496130000	\$80.49
32063759020000	\$797.70
32063870450000	\$3,900.47
32930176460000	\$3,084.64
32800643100000	\$2,326.25
32800645940000	\$854.13
2287565203000L	\$1,608.26
22875674730000	\$3,186.22
22876616090000	\$1,140.12
22876627250000	\$1,048.17
22856962180000	\$157.43
22771077140000	\$115.60
32474688080000	\$521.98
33320636620000	\$1,550.82
32453385840000	\$271.38
32232838640000	\$171.93
32024533960000	\$2,081.89
32023357370000	\$975.89
32023322520000	\$1,145.69
32023355990000	\$884.44
32365652880000	\$1,449.79
32355112640000	\$1,014.56
42136065800000	\$5,935.72
32455541020000	\$1,187.39
32460947520000	\$2,509.35
42342404800000	\$952.78
42342413260000	\$3,042.05
32922143220000	\$179.57
23413837740000	\$73.35
42250538740000	\$1,170.71
22779529040000	\$57.10
32232902590000	\$69.12
32637074890000	\$378.96
42456505650000	\$105.55
42367038280000	\$33.89
42242827560000	\$710.29
42141215850000	\$437.37
33144006190000	\$709.75
33413355040000	\$96.58
23944716920000	\$1,191.13

33002238330000	\$1,150.81
33002266420000	\$439.39
32473862730000	\$241.48
32473902400000	\$72.20
32481049960000	\$839.80
32481068940000	\$273.34
32481086850000	\$219.73
33143114970000	\$54.47
33143134190000	\$790.14
33142182990000	\$35.84
33142192590000	\$42.99
33007349820000	\$16.14
33007431080000	\$8.59
33007441370000	\$8.59
22746926120000	\$1,337.13
33304874240000	\$1,899.69
33003204430000	\$1,162.28
33009211930000	\$1,061.84
3248857891000L	\$731.76
32192968260000	\$494.03
33102071520000	\$27.54
32190961770000	\$1,513.92
33106084720000	\$19.70
32193853480000	\$929.37
32473911610000	\$902.05
32099993430000	\$398.04
32190828750000	\$1,388.48
32190849590000	\$20.28
33003962090000	\$981.69
33100553100000	\$52.84
33140934080000	\$1,326.76
33140920630000	\$1,316.69
33041049110000	\$253.22
32054351360000	\$1,743.47
22931399100000	\$125.38
22486094990000	\$252.55
33142943600000	\$867.65
32290205940000	\$235.82
33228615230000	\$4,333.88
33227762550000	\$1,594.39
22347378070000	\$472.69

### 2023 Delinquent Parcels as of 2/2/2024

32920621680000	\$926.11
32294329450000	\$4.85
32346878640000	\$706.30
32346888160000	\$160.54
22774141080000	\$780.45
22776024920000	\$249.70
22293196550000	\$116.45
22858355040000	\$500.13
42148293710000	\$1,381.23
22293195180000	\$116.45
32334918290000	\$242.63
42455474110000	\$1,044.71
42037829764570	\$1,043.02
42354590000000	\$8,313.98
22476963190000	\$138.72
42149991050000	\$1,654.90
22341299280000	\$783.32
33203826100000	\$1,015.51
23814360180000	\$83.38
22249272770000	\$521.41
22792155930000	\$818.91
32800521550000	\$143.51
22477827980000	\$11.78
22688045460000	\$616.52
33200114990000	\$24.15
22773092220000	\$816.15
23932762400000	\$204.67
23932720370000	\$282.27
23932741590000	\$204.67
23933655960000	\$415.97
22688038200000	\$544.79
22477910230000	\$1,204.45
2350429541000L	\$302.42
32722830820000	\$100.76
23933670260000	\$347.07
23932792300000	\$296.80
22695703580000	\$186.34
22697799300000	\$119.34
22698810870000	\$281.13
23504381960000	\$157.22
23508019540000	\$316.40

23508069360000	\$2,622.95
23508130740000	\$240.04
42143178020000	\$639.83
42143178720000	\$648.72
42143187970000	\$605.61
42143188300000	\$597.91
42143197530000	\$597.91
42143199190000	\$603.05
42143199850000	\$597.91
42143270170000	\$633.86
42143280430000	\$621.01
42144106760000	\$592.79
42144107100000	\$595.35
42144108980000	\$592.79
42144109310000	\$592.79
42144115890000	\$592.79
42144116230000	\$592.79
42144118440000	\$592.79
42144125360000	\$595.35
42144127570000	\$592.79
42144128010000	\$592.79
42143224130000	\$648.72
42143240940000	\$2,353.80
42143250730000	\$639.83
42143260420000	\$639.83
42144161860000	\$595.35
42144162170000	\$590.22
42144162520000	\$592.79
42144165430000	\$603.05
42144174080000	\$600.48
42144174420000	\$600.48
32925329130000	\$419.64
32235591080000	\$4,392.26
32477355330000	\$1,889.85
22764294760000	\$800.38
32334966400000	\$245.48
42452279700000	\$1,923.87
22558340850000	\$1,170.53
22558341460000	\$84.55
22558342290000	\$78.17
23856067590000	\$336.46

### 2023 Delinquent Parcels as of 2/2/2024

22932412960000	\$474.66
32937147870000	\$34.76
32291121640000	\$454.37
32291256430000	\$293.55
32143707480000	\$193.18
32236981970000	\$1,639.08
32142710030000	\$107.64
32920131200000	\$38.11
42133609250000	\$1,717.22
32166893560000	\$233.75
32296543740000	\$2,671.58
32292184340000	\$421.71
32366480190000	\$60.20
32148882450000	\$1,389.60
32354980010000	\$1,548.89
42453237286130	\$1,467.24
23545065530000	\$41.09
32346954720000	\$434.79
32346967060000	\$449.13
32346975770000	\$465.84
32833514070000	\$245.89
23545067860000	\$41.82
23545056280000	\$149.17
23545098810000	\$938.98
22777237890000	\$231.20
22777370050000	\$245.17
32355037500000	\$1,396.80
32355036740000	\$117.73
32355035770000	\$114.38
32355036810000	\$97.00
32286079080000	\$742.66
42138294360000	\$34.59
33157018090000	\$202.40
33157141550000	\$218.97
32241192070000	\$9.24
32043786070000	\$1,539.79
22778659360000	\$57.10
22787234260000	\$364.90
32716031930000	\$656.17
32815588650000	\$3.08
32838794540000	\$259.07

32497917790000	\$476.93
32496987420000	\$1,903.04
42347879160000	\$303.05
32476794880000	\$958.19
22781554430000	\$175.14
33419322860000	\$97.08
22791476500000	\$754.01
22791477760000	\$92.70
42147807600000	\$976.26
33151180040000	\$785.14
22491312500000	\$1,492.38
33318044500000	\$717.84
32358338300000	\$270.70
32238108160000	\$2,479.73
22864749650000	\$1,332.15
42145876650000	\$252.17
42352214340000	\$1,204.40
22932039880000	\$187.85
33312888730000	\$253.06
32345164110000	\$80.26
42152177940000	\$2,054.24
32291698270000	\$65.67
32057844730000	\$387.79
32291254910000	\$92.73
32354088510000	\$329.68
42120480460000	\$3,743.96
22448815780000	\$327.04
22458005620000	\$163.81
22538963520000	\$347.89
22541807600000	\$665.78
22550017680000	\$3.43
22631929120000	\$86.45
22632893100000	\$178.79
22634807880000	\$4.25
22641037260000	\$14.17
22642034920000	\$15.66
32236020840000	\$2.70
32928441360000	\$72.59
32234115350000	\$332.55
32234123290000	\$351.65
32565882310000	\$56.38

### 2023 Delinquent Parcels as of 2/2/2024

32477149900000	\$1,856.98
32452279320000	\$251.78
32352183110000	\$164.84
42136905260000	\$72.63
42146817100000	\$1,089.18
32910635400000	\$2,846.21
32291597880000	\$447.70
32232493170000	\$992.90
32230669830000	\$982.69
32555638820000	\$287.44
32233232570000	\$813.74
32926908180000	\$380.08
32926908610000	\$309.83
32926917140000	\$305.75
32455303140000	\$872.35
42455306700000	\$212.34
33412150850000	\$2.68
32563612000000	\$887.87
32199186760000	\$124.04
32199188070000	\$125.32
22742928520000	\$450.10
32482050350000	\$479.45
42455469030203	\$532.46
32371766590000	\$34.64
32371797370000	\$221.17
33501484030000	\$1,003.34
42353753750000	\$5,455.88
42364425430000	\$1,950.89
32927841560000	\$831.73
32927849820000	\$709.39
32461801530000	\$814.93
22931005840000	\$279.13
22931015570000	\$279.13
22931026200000	\$279.13
22931036030000	\$279.13
22777258980000	\$399.96
33137904430000	\$540.67
23529511680000	\$1,205.04
22777304560000	\$190.05
22777331460000	\$159.06
22931493650000	\$191.61

22932403280000	\$177.72
32833010350000	\$527.45
32926791990000	\$408.31
32829956820000	\$1,658.20
22295400510000	\$188.24
32730542260000	\$674.54
32832217800000	\$97.75
32832256160000	\$121.17
42049333940000	\$989.94
42450087030000	\$2,137.93
32230776430000	\$879.50
22745872090000	\$859.75
33146511960000	\$205.45
32164843530000	\$386.34
32380115350000	\$354.85
32234108890000	\$551.00
32233579920000	\$181.56
22677818850000	\$1,310.40
32541886930000	\$82.19
23700596240000	\$98.99
23701524620000	\$1,734.52
22754605940000	\$348.18
23936737640000	\$835.93
32730784620000	\$1,560.63
32730887100000	\$1,549.98
32732741840000	\$1,642.75
32732815570000	\$1,757.54
32732890290000	\$60.35
32733920860000	\$1,118.86
32234025500000	\$1,040.11
32166224580000	\$373.78
42151489950000	\$263.81
32826174420000	\$4.69
22957207990000	\$165.41
32295964870000	\$555.40
33418473020000	\$562.92
42241311290000	\$7.69
32143607470000	\$679.70
33120813480000	\$179.34
22676226320000	\$1,012.28
32198396170000	\$699.00

### 2023 Delinquent Parcels as of 2/2/2024

32198396880000	\$256.62
32199316060000	\$284.36
32199316540000	\$287.83
42153431230000	\$1,129.70
42245091780000	\$1,069.65
42021675390000	\$8,656.71
42033789730000	\$39.81
32050345720000	\$346.52
32672458430000	\$1,108.34
23923053230000	\$927.44
32922517710000	\$4,800.42
42026182210000	\$3,419.22
32228968970000	\$465.11
33055014520000	\$102.75
42027189890000	\$4,296.28
42021798480000	\$25.68
42343550250000	\$4,093.13
32939303750000	\$53.70
42350557940000	\$2,352.40
42259368040000	\$738.21
42353453840000	\$1,073.13
42140153870000	\$1,154.62
32819631840000	\$59.97
42023948920000	\$3,321.46
33146529520000	\$113.71
33146662730000	\$941.43
33146670190000	\$110.85
33146673920000	\$110.85
43030507570000	\$499.87
32703803870000	\$337.45
33326806460000	\$54.47
33326806730000	\$51.62
33326815360000	\$41.38
33326815730000	\$38.13
33326816000000	\$46.34
33326825200000	\$39.07
33327739590000	\$38.22
33327749260000	\$41.09
33327766680000	\$99.29
33327768080000	\$39.17
33327768660000	\$38.22

33327778050000	\$39.17
33327778550000	\$40.15
33327786550000	\$113.23
33327788040000	\$41.09
33327788540000	\$41.09
33327798040000	\$40.15
33327811060000	\$48.73
33327811530000	\$48.73
33327811920000	\$48.73
33327820380000	\$44.91
33327820750000	\$42.99
33327830120000	\$40.15
33328708050000	\$39.17
33328708550000	\$38.22
33328718060000	\$37.27
33328718570000	\$37.27
33328728080000	\$36.32
33328728590000	\$36.32
33328729920000	\$35.35
33328739430000	\$36.32
33328739950000	\$38.22
33328749370000	\$39.17
42451123340000	\$22.52
22932422690000	\$193.56
22932404820000	\$179.17
32818411340000	\$125.59
42149907010000	\$652.54
33615579680000	\$124.84
42353641950000	\$861.41
42158533710000	\$1,775.76
33937004800000	\$337.53
32923627790000	\$914.93
22930002110000	\$191.25
42253606820000	\$1,298.92
32398632650000	\$304.72
22580417170000	\$788.77
22748518590000	\$557.50
42023865630000	\$3,106.66
42132513020000	\$329.33
32800915940000	\$3,582.55
42153415860000	\$884.48

### 2023 Delinquent Parcels as of 2/2/2024

32354836520000	\$926.27
42267448010000	\$1,126.62
42267457730000	\$348.31
42268420460000	\$341.01
43031475280000	\$113.74
43031456250000	\$348.27
42269591480000	\$2.75
32725856480000	\$258.80
42268466650000	\$812.18
43020300720000	\$285.10
43031753910000	\$640.06
22348251120000	\$556.46
32144407250000	\$361.77
42142242460000	\$2,991.20
22873751940000	\$244.71
33235170100000	\$114.67
32247360390000	\$545.15
33400916430000	\$1,794.49
42350553450000	\$805.16
23835157790000	\$671.28
32237392830000	\$436.70
32936687920000	\$319.47
42141924610000	\$709.79
33938650190000	\$485.68
42049848300000	\$1,847.28
42141867870000	\$821.89
42141928440000	\$2,638.36
42141934970000	\$332.32
42142596700000	\$818.36
32575775510000	\$29.34
32575794270000	\$56.02
33927945270000	\$916.07
33937858800000	\$25.89
3393786728000L	\$199.28
33937867860000	\$652.69
33927954560000	\$74.91
33938806410000	\$1,850.51
42140995410000	\$320.78
42049994000000	\$259.07
32563943760000	\$5.17
42269488410000	\$326.21

42269496150000	\$1,120.83
42049940790000	\$250.95
42150086050000	\$1,715.01
42140778720000	\$662.08
42141775890000	\$240.14
42151054840000	\$2,076.56
42142733090000	\$796.82
42142733220000	\$251.73
33938308590000	\$166.46
32238654500000	\$694.67
22842996520000	\$827.01
33937434660000	\$175.71
43033826240000	\$172.93
22562312050000	\$22.36
42257348100000	\$303.02
22562316680000	\$106.33
32836519990000	\$2,387.32
42247840650000	\$557.19
32846850920000	\$1,429.08
32847813340000	\$746.47
32847963950000	\$150.24
32847778190000	\$286.36
22979696560000	\$1,118.17
32821083420000	\$48.59
32297683970000	\$17.24
32476735870000	\$1,266.89
42034643710000	\$168.84
32163014860000	\$506.11
33415170200000	\$212.69
22295295030000	\$565.02
42269834060000	\$26.99
23957127800000	\$913.70
33758481720000	\$161.84
23836278400000	\$722.01
23833317880000	\$1,239.69
33406060140000	\$459.46
32935194900000	\$78.71
42049746180000	\$4,517.75
42158541350000	\$2,284.61
32838191530000	\$576.48
32644997980000	\$374.24

### 2023 Delinquent Parcels as of 2/2/2024

42268502440000	\$1,429.22
42360435200000	\$411.86
42151085200000	\$460.12
42343437370000	\$5,017.33
3272581009000L	\$73.37
42145083870000	\$14,996.59
42048491110000	\$2,939.05
42135901810000	\$1,759.55
42143230970000	\$759.86
42143258460000	\$816.71
42143269260000	\$816.71
42143341780000	\$876.01
42143352750000	\$861.19
42143370150000	\$842.67
42143381410000	\$842.67
42144303080000	\$842.67
42144305850000	\$842.67
42144322480000	\$853.78
42144334030000	\$901.97
42146314610000	\$1.92
42047594930000	\$463.50
42048439860000	\$457.49
42048458090000	\$455.43
42048513580000	\$500.42
42047584390000	\$1,162.31
42144051340000	\$557.42
32649443050000	\$1,420.13
32346115550000	\$3,527.16
32453423150000	\$30.94
32157250750000	\$1,865.01
42154159630000	\$979.57
32833566600000	\$941.17
22665021410000	\$147.54
42246828090000	\$375.47
22655011370000	\$893.68
42049325020000	\$1,039.45
32171443250000	\$823.58
33147045860000	\$67.36
33147054670000	\$131.01
42159179210000	\$500.66
33938504030000	\$46.25

22761647160000	\$416.15
22762619060000	\$416.15
22860313850000	\$1,628.77
32284839800000	\$102.20
42152052070000	\$83.63
42152068380000	\$3,168.03
22489205790000	\$123.30
22750731560000	\$120.23
32140869270000	\$197.37
32140858540000	\$106.10
22770584470000	\$297.07
22769379350000	\$1,677.45
23611604510000	\$1,601.67
22675834840000	\$92.47
22676706820000	\$228.65
32356600350000	\$215.97
22765212030000	\$609.14
22489355720000	\$89.15
22489364610000	\$89.88
32455172570000	\$334.46
32454207570000	\$114.67
22761703820000	\$341.70
22566917350000	\$585.26
22751726540000	\$1,200.26
22860267530000	\$1,099.07
22791669720000	\$240.71
22762628490000	\$124.84
22761654390000	\$108.76
22482319030000	\$94.50
22475863570000	\$672.72
22576254980000	\$438.82
22761686840000	\$35.60
22678901050000	\$283.44
22689201440000	\$98.95
22488205560000	\$94.64
22761697170000	\$332.56
32334604060000	\$661.06
32824026810000	\$9.25
33123806800000	\$827.85
33123872540000	\$60.20
32802509960000	\$109.33

### 2023 Delinquent Parcels as of 2/2/2024

42250605520000	\$1,781.36
22481639110000	\$26.37
32159260720000	\$205.72
32243754260000	\$260.80
32371756560000	\$26.05
32243791240000	\$173.85
33132693230000	\$571.44
42131403930D39	\$54.95
42048406240000	\$798.11
42145010790000	\$1,560.32
22466449500000	\$1,019.53
22876773350000	\$3,726.63
22877820430000	\$955.35
22977677860000	\$344.34
42353777980315	\$1,579.95
42122621710000	\$88.30
42145208710000	\$872.31
42350327700000	\$477.98
32455299600000	\$2,075.25
32828085920000	\$39.91
32375683980000	\$145.16
42251118150000	\$1,221.67
32344188050000	\$1,238.93
32238122260000	\$2,588.96
32238133110000	\$346.87
32357022970000	\$957.79
33147050260000	\$174.36
22456747080000	\$499.53
22456765080000	\$215.01
32232252780000	\$837.25
23826652450000	\$610.03
32333687680000	\$626.10
32925235730000	\$63.71
32296157480000	\$2,201.72
32296188070000	\$587.45
33927936360000	\$1,152.93
32570960440000	\$508.36
42268300360000	\$344.38
32540671220000	\$327.28
32926300680000	\$440.23
23848213870000	\$595.72

32376672750000	\$76.78
33041360700000	\$1,095.34
33042311100000	\$689.59
32499849860000	\$540.91
32499859850000	\$78.24
33223899310000	\$1,346.67
32449613210000	\$363.13
32050326590000	\$1,428.73
32293242020000	\$1,598.24
32292458210000	\$420.12
32553579910000	\$145.25
32375630690000	\$85.49
32922507790000	\$1,390.49
32376662620000	\$151.16
32452393080000	\$1,921.76
32452360570000	\$796.15
32921689640000	\$336.71
42141336040000	\$3,141.76
32376527690000	\$466.36
42361491510000	\$303.02
32233076810000	\$1,557.84
42259476270000	\$146.68
33927837680000	\$180.33
42454363710000	\$52.52
33929659670000	\$146.78
32473092520000	\$1,298.29
32242817110000	\$246.77
33049869130000	\$778.65
32234319840000	\$818.47
32341841580000	\$1,156.70
33300014020000	\$54.82
33145352480000	\$690.96
32145890190000	\$1,343.71
32376653760000	\$284.45
42039854410000	\$316.05
4212362865BS04	\$439.04
42123607920000	\$2,960.11
4212362865B021	\$330.97
42138254980000	\$711.55
32638386600000	\$1,271.31
33419443650000	\$238.09

### 2023 Delinquent Parcels as of 2/2/2024

42035711240000	\$367.36
32233314900000	\$36.32
42249283240000	\$3,650.16
42246739710000	\$401.24
42246766730000	\$1,155.53
42247756970000	\$564.27
42254515480000	\$3,017.69
42246850750000	\$531.31
42154673030000	\$33.36
42152637940000	\$337.65
42152648470000	\$226.22
42154850030000	\$128.35
42154624750000	\$15.48
42154633690000	\$15.48
42154634090000	\$15.48
42154634120000	\$15.48
42154634460000	\$15.48
42154634930000	\$15.48
32497981940000	\$731.06
32497877580000	\$465.19
32911605910000	\$11,569.77
32932111620000	\$5,861.70
32157288110000	\$342.87
32157298210000	\$299.43
32934235270000	\$11.10
32141452100000	\$362.69
22481784990000	\$559.65
42344661430000	\$5,453.39
33144135340000	\$252.27
22675177780000	\$2,138.99
22856478060000	\$184.09
22791594250000	\$464.85
22768898920000	\$434.64
32480309020000	\$137.84
32925410230000	\$1,584.33
33614632050000	\$1,987.66
32563937570000	\$941.20
33317643550000	\$2,243.37
22865972620000	\$929.16
22866973420000	\$3,747.71
23828901710000	\$836.07

23828945920000	\$248.35
23828876780000	\$1,033.21
33412066910000	\$371.01
23623716320000	\$280.54
32557461400000	\$100.82
32365462040000	\$1,287.68
32365472750000	\$103.20
32243849060000	\$1,648.74
32243933990000	\$294.11
32243938340000	\$299.90
42130916510000	\$4,397.04
23501592980000	\$973.47
22747721230000	\$1,926.80
23815178210000	\$972.70
22747637060000	\$150.19
22653442110000	\$311.64
23815248380000	\$100.15
23815256960000	\$663.08
23815334460000	\$84.81
33142172360000	\$764.83
42125979810000	\$4,299.53
22893983190000	\$921.39
22995299780000	\$229.89
22995390080000	\$192.21
33510752690000	\$604.64
32353688550000	\$286.67
32355770080000	\$334.46
23505209320000	\$64.74
23505229190000	\$115.60
23504363410000	\$157.22
22955404450000	\$146.81
33153258930000	\$1,836.76
42035235360000	\$2,934.81
42453233031110	\$1,637.81
32499878240000	\$441.86
32499879670000	\$281.15
42157743110000	\$1,027.51
22478848680000	\$711.41
33613835690000	\$1,548.16
32925244520000	\$9,550.30
32166910130000	\$241.48

### 2023 Delinquent Parcels as of 2/2/2024

33305808430000	\$1,001.48
22677511290000	\$1,370.18
42037826724370	\$1,234.02
43030661100000	\$1,562.70
43030667230000	\$116.98
42035273870000	\$659.73
23812293910000	\$239.85
23812296380000	\$2,784.65
42037128330000	\$1,558.20
33049524630000	\$81.22
33049474370000	\$823.18
33146506110000	\$199.71
33049458210000	\$129.00
32064699130000	\$56.74
33503682500000	\$192.91
33204374490000	\$1,018.16
33231999230000	\$313.91
42134913050000	\$1,222.34
32158528200000	\$227.66
42248164160000	\$941.51
32576905050000	\$1,259.97
32249370400000	\$528.53
32355811880000	\$371.46
42351660600000	\$1,130.41
42028103130000	\$3,936.69
42268540260000	\$315.80
42036827700000	\$2,537.50
42154615300000	\$1,651.54
22695617640000	\$754.58
33122898300000	\$180.37
33920296890000	\$3,892.04
42361430810000	\$21.68
42351637620000	\$528.37
32239717470000	\$37.07
4224336830BS07	\$287.41
4224336830PK07	\$123.57
32481064680000	\$756.30
42145215770000	\$16.68
32232831640000	\$668.56
32256216330000	\$609.66
32262532820000	\$1,733.40

32362110470000	\$978.15
32251116280000	\$1.70
32259270340000	\$592.46
32257264490000	\$506.47
22488382890000	\$1,245.14
22488392410000	\$112.45
22345524700000	\$1,101.96
32292305930000	\$629.12
32243787260000	\$584.34
22956495760000	\$257.40
22957312670000	\$687.03
22957315110000	\$148.99
32716364280000	\$8,203.65
42037824334250	\$602.87
22950492990000	\$2,122.41
33418067040000	\$495.00
32235516790000	\$2,088.35
22934046130000	\$335.64
33120533560000	\$251.75
23824769590000	\$129.00
33042333940000	\$198.19
33041325790000	\$1,387.23
33040414870000	\$136.74
22746690360000	\$1,620.04
33042344490000	\$645.02
23949458930000	\$2,165.89
2274197827000L	\$302.85
32165195410000	\$949.24
23833533350000	\$259.16
32356136290000	\$5,407.94
32923498410000	\$5,558.24
32923218890000	\$892.41
32923219280000	\$883.22
32498806570000	\$1,437.45
32193652290000	\$793.58
2276113345000L	\$1,053.05
33143070760000	\$1,221.23
32259020290000	\$212.14
32236529110000	\$1,398.43
32835785110000	\$1,208.24
32836776970000	\$1,221.08

### 2023 Delinquent Parcels as of 2/2/2024

32837732990000	\$212.67
32837784630000	\$218.80
32837793880000	\$217.91
32837830000000	\$744.33
32838704570000	\$216.41
32838714810000	\$214.92
32838735140000	\$214.92
32838744480000	\$214.17
32838773810000	\$3.63
32838841550000	\$2,142.10
32840129380000	\$19,684.46
23606095070000	\$886.12
32745507380000	\$837.57
32837752140000	\$211.18
32837753960000	\$217.91
32837773100000	\$216.41
32845083320000	\$2,206.20
23606029940000	\$736.27
23606237140000	\$1,192.07
32745475350000	\$1,350.81
42265773450000	\$2,574.47
33103346950000	\$389.62
42241351890000	\$888.86
32839036270000	\$19.58
32819517100000	\$27.74
42455469030112	\$532.46
22916792140000	\$2,415.59
42454229160000	\$4,982.82
42358024770000	\$7,081.02
42358062380000	\$5,776.06
42358070670000	\$1,553.76
42358072720000	\$12,834.59
42358083000000	\$1,217.74
42348869490000	\$4,505.58
42351540940000	\$1,750.43
42453235090000	\$5,747.37
32708556180000	\$2,829.87
32636657250000	\$2,238.41
32816974280000	\$1,169.58
32826385300000	\$714.47
42367052800000	\$619.53

32819675680000	\$1,315.35
32910673480000	\$7,038.49
32473931410000	\$375.99
42149446250000	\$661.41
33143120130000	\$208.89
23846261980000	\$619.10
42357481850000	\$2,768.39
42357491280000	\$2,850.50
32559680160000	\$142.38
32559682740000	\$363.63
32650519080000	\$606.80
32650603820000	\$450.08
32826082040000	\$185.53
42454432400000	\$3.01
42454440090000	\$662.86
42358455320000	\$486.12
42142679840000	\$1,400.47
33419499710000	\$1,531.70
32291131460000	\$123.51
32355869820000	\$703.48
22996637390000	\$6.66
32268581380000	\$238.91
32552874740000	\$747.33
42357970230000	\$203.41
32730316920000	\$2,571.30
22341323210000	\$553.39
23308514730000	\$767.43
32828422670000	\$806.07
33142105310000	\$80.52
22653691210000	\$164.61
22651693170000	\$74.42
22652641730000	\$254.31
22653534900000	\$170.15
22653544680000	\$156.29
22653555260000	\$156.29
22653567430000	\$156.29
22653573300000	\$196.52
22653575020000	\$164.61
22653578350000	\$156.29
22653579930000	\$156.29
22653586000000	\$179.85

### 2023 Delinquent Parcels as of 2/2/2024

22653588710000	\$156.29
22653597550000	\$157.67
22653680620000	\$164.61
22654489540000	\$235.81
22654503090000	\$172.93
22654506470000	\$168.76
22654509500000	\$195.13
22654517880000	\$161.84
22654526590000	\$156.29
22654531830000	\$164.61
22654533180000	\$163.23
22654534480000	\$160.45
22654536100000	\$166.00
22654541700000	\$164.61
22654548980000	\$196.52
22654549550000	\$170.15
22654550780000	\$170.15
22654553150000	\$157.67
22654556790000	\$178.47
22654557380000	\$188.19
22654563230000	\$154.90
22654564280000	\$195.13
22654565190000	\$179.85
22654570080000	\$22.16
22654573510000	\$179.85
22654584940000	\$172.93
22654592230000	\$182.65
22654593140000	\$156.29
22654620810000	\$167.38
22655408840000	\$211.76
22655429430000	\$184.03
22655438390000	\$188.19
22655459650000	\$204.84
22655468100000	\$174.32
22655477500000	\$228.42
22655479400000	\$174.32
22655498520000	\$232.11
22655507490000	\$163.23
22655514700000	\$166.00
22655515610000	\$156.29
22655516610000	\$161.84

22655517540000	\$174.32
22655540420000	\$192.35
22656414580000	\$248.31
32824115470000	\$31.56
32297088830000	\$4,163.57
32924434660000	\$1,358.11
23528652120000	\$159.48
23529608290000	\$2,633.10
23621788410000	\$1,603.39
42037141200000	\$11.42
32139788860000	\$902.49
42123618930000	\$3,452.76
4212362865BS38	\$469.06
42355564320000	\$3,101.57
33933535220000	\$847.99
23933724520000	\$78.37
23933725040000	\$103.20
22846814510000	\$309.57
22845967200000	\$650.00
23933754220000	\$1,723.58
23504391810000	\$25.13
23936731540000	\$858.93
32022243350000	\$81.71
3202226685000L	\$857.22
42259672400000	\$473.33
43033479920000	\$149.82
42038479800000	\$581.87
42039404870000	\$1,878.38
3283334122000I	\$2,248.75
22995364490000	\$652.87
23622881950000	\$302.24
23623717090000	\$516.26
23623831520000	\$959.38
33313915320000	\$275.26
33313756270000	\$33.66
32477568110000	\$696.28
32477569410000	\$64.50
32452284770000	\$198.76
22547736290000	\$61.43
22481646900000	\$92.95
22481648130000	\$73.51

### 2023 Delinquent Parcels as of 2/2/2024

22481658710000	\$94.34
32247403240000	\$133.79
22956372510000	\$851.28
23738981670000	\$620.16
33122597340000	\$756.79
32090548860000	\$363.35
42242444110000	\$6,965.61
32262185500000	\$1,127.58
32264008810000	\$1,951.29
32828019630000	\$2,746.38
33519661680000	\$360.66
42250438910000	\$349.51
32923620480000	\$1,295.54
32197541630000	\$349.55
42341338900000	\$3,833.73
42126949670000	\$1.93
33158035230000	\$1,350.69
33158115560000	\$1,256.07
32157252020000	\$574.64
32346767150000	\$4,700.93
33101312470000	\$289.75
33658494610000	\$373.42
33738807160000	\$65.08
33748983680000	\$107.79
33840935050000	\$52.77
33759157920000	\$134.56
32340109210000	\$670.77
32817566930000	\$146.39
32296823430000	\$576.77
33501710040000	\$292.01
33505465480000	\$78.49
32294889910000	\$811.53
32371651100000	\$152.90
32371661440000	\$150.50
22872378890000	\$911.11
42351265720000	\$1,208.46
32063794600000	\$587.25
4212362865BS37	\$311.32
32815846670000	\$3,121.07
32815921590000	\$3,205.67
32818738170000	\$3,502.73

32818832060000	\$893.42
32456203700000	\$263.42
42253632810000	\$1,014.65
32241065320000	\$496.26
33938726970000	\$909.46
33939727260000	\$190.67
33752524440000	\$92.47
32239790640000	\$31.23
32292057670000	\$634.98
42123618710000	\$10.60
32147442010000	\$810.07
23504353180000	\$197.25
22839090010000	\$391.76
22930001330000	\$187.85
42030598980000	\$2,272.58
42258662910000	\$528.92
32044304900000	\$196.56
33939608410000	\$286.15
32237729060000	\$1,539.29
32237802230000	\$663.50
33939606350000	\$614.32
22657059320000	\$256.63
22657068120000	\$262.91
42147562360000	\$4.75
32295442180000	\$54.73
33226318450000	\$1,911.18
22745599300000	\$153.08
22488471860000	\$830.84
42038405320000	\$2,164.00
22679404700000	\$1,171.95
42451194680000	\$60.05
42250642380000	\$961.78
42350323640000	\$481.92
32817474500000	\$48.28
42152733890000	\$183.43
42152753990000	\$175.94
42153708520000	\$232.86
42153718590000	\$20.88
42153739180000	\$336.93
42153833220000	\$1,098.04
42153851340000	\$466.67

### 2023 Delinquent Parcels as of 2/2/2024

33352202860000	\$2,103.15
42344546150000	\$5,314.14
32233454080000	\$1,028.65
33141432450000	\$4.35
43032796370000	\$420.87
22556883790000	\$184.96
42268258730000	\$314.65
33206549360000	\$933.06
32833473510000	\$247.11
32833484210000	\$735.38
32833462700000	\$61.79
32924526670000	\$404.72
3248668240000L	\$497.41
32232390070000	\$850.17
2235806877000L	\$1,286.70
22792413120000	\$843.52
22792414070000	\$79.08
33510554200000	\$715.89
33510562090000	\$162.94
32189360230000	\$231.98
42027199240000	\$4,627.92
42138188080000	\$4,758.39
42450023190000	\$1,499.49
42354463270000	\$5,557.08
42455327110000	\$336.35
22583561870000	\$1,026.16
22585448860000	\$2,253.15
22859519770000	\$712.32
32621800920000	\$810.56
42269406550000	\$283.29
42148810750000	\$505.13
32701968430000	\$49.15
32036961400000	\$241.95
22940974720000	\$199.45
2277103557000L	\$317.19
22580411110000	\$607.62
33139307980000	\$1,164.42
22694204230000	\$752.52
22862234030000	\$261.75
22863412350000	\$153.67
3263912479000L	\$1,012.82

42131403930D27	\$441.95
32290229320000	\$147.38
32836010470000	\$332.45
42247811090000	\$636.62
23944791530000	\$932.70
42037884880000	\$1,727.28
32923601920000	\$1,281.09
33937844770000	\$134.56
22580306920000	\$1,313.81
22580333250000	\$344.01
32936223240000	\$1,311.32
32827202870000	\$411.00
42255771630000	\$4,182.93
22751061200000	\$1,014.80
33415963420000	\$552.35
23841851580000	\$524.50
33127536000000	\$558.39
32291212140000	\$1,443.83
33214316640000	\$491.42
22765494530000	\$415.07
42154811010000	\$1,062.58
42154821060000	\$48.47
32290152260000	\$291.51
32334231900000	\$1,603.89
32244658980000	\$1,265.21
32293770450000	\$1,433.61
42241330510000	\$327.79
42241229680000	\$592.62
22688195310000	\$95.52
22689104700000	\$258.00
32373467280000	\$2.74
42269648040000	\$92.89
22956225000000	\$84.50
33205599330000	\$906.75
22932150240000	\$193.67
23933808310000	\$114.67
22771017890000	\$598.78
32047435340000	\$990.00
32291100560000	\$91.45
32291100980000	\$92.54
32292100550000	\$520.17

### 2023 Delinquent Parcels as of 2/2/2024

32755535110000	\$523.83
32825474770000	\$1,201.15
42343652600000	\$53.83
42450079010000	\$682.34
23618165890000	\$178.69
23619166980000	\$315.44
23710066190000	\$449.13
23711246560000	\$501.68
32802744320000	\$4,110.00
33519627660000	\$195.98
33233100650000	\$1,945.04
32366614030000	\$926.46
32357542390000	\$4,216.74
23538259660000	\$1,252.98
23538279260000	\$95.56
23538360260000	\$37.59
32824931200000	\$1,045.12
32340249050000	\$631.57
32352152430000	\$1,116.57
32829203890000	\$3,337.08
33239222750000	\$143.87
23851041630000	\$1,868.20
32333679110000	\$1,144.14
32333686020000	\$1,268.32
32333733410000	\$1,200.04
33046486250000	\$2,072.76
22670118990000	\$140.69
22674234950000	\$465.52
22674237730000	\$439.25
32573051540000	\$1,006.49
32352046310000	\$74.54
32353103720000	\$473.88
33615591200000	\$94.34
33615591480000	\$187.83
32372483680000	\$682.15
32373405600000	\$823.50
32232322520000	\$1,172.65
32292675130000	\$2,280.76
32374548610000	\$144.88
22753042760000	\$878.70
33142174790000	\$874.37

22791359810000	\$217.21
23529447020000	\$282.47
23621507400000	\$965.91
32297894500000	\$1,624.74
32292520850000	\$98.36
32292521610000	\$12.24
32932154740000	\$56.44
32448625690000	\$185.38
32448627940000	\$1,233.19
22761160310000	\$172.52
32838297620000	\$1,763.93
42024923040000	\$821.55
42363270160000	\$27.79
33419311080000	\$401.90
32372489880000	\$953.82
42353777980314	\$1,087.36
42355376440000	\$777.21
22753657510000	\$1,309.38
33042332400000	\$619.89
42143229010000	\$887.13
42153599310000	\$42.77
32493232050000	\$1,882.01
42450120530000	\$2,114.64
42140029960000	\$2,362.90
42145867080000	\$1,287.67
42352890760000	\$7,862.30
32375559310000	\$978.83
42350688210000	\$341.11
42252815010000	\$530.41
32834214720000	\$666.49
33936845670000	\$117.91
33141571930000	\$132.05
22854525450000	\$374.84
22777552130000	\$132.15
32181650810000	\$1,412.78
32291205070000	\$660.22
22996853190000	\$1,098.66
22997857660000	\$450.47
22691192220000	\$751.76
32046197410000	\$503.40
22956238130000	\$64.23

### 2023 Delinquent Parcels as of 2/2/2024

23838488580000	\$351.10
32181630550000	\$1,363.16
32292604780000	\$1,861.59
32299800610000	\$1,001.59
32284957810000	\$346.80
32291694440000	\$217.30
32291695980000	\$117.91
22695822140000	\$1,519.34
22695769680000	\$472.53
22695755830000	\$116.20
22695737390000	\$95.56
22695884720000	\$37.52
22696803770000	\$35.35
33142367260000	\$81.22
33938450820000	\$241.52
33102366890000	\$1,254.84
33144410450000	\$610.06
32292083860000	\$969.82
32292084240000	\$174.79
32180696460000	\$236.84
32291375680000	\$573.34
33142466340000	\$437.49
33142503070000	\$1,052.26
22777478310000	\$121.60
33143420620000	\$171.04
22482433190000	\$166.46
22786395980000	\$846.12
22997789930000	\$482.62
22695887580000	\$1,034.64
33143058250000	\$529.73
22695866110000	\$275.59
22696872960000	\$1,282.12
32164264210000	\$550.54
32583094990000	\$78.12
32584008410000	\$58.30
32584111370000	\$135.81
32584191860000	\$54.91
32585045290000	\$96.27
32585057880000	\$50.16
22679467440000	\$526.86
22494230340000	\$663.99

33141592170000	\$131.68
22997737100000	\$1,439.62
22676535890000	\$2,032.56
4223693842BS4A	\$50.96
42236953940000	\$3,509.66
32371782780000	\$72.44
42250662450000	\$17.60
22958112010000	\$893.31
32921684910000	\$1,127.71
32293229040000	\$724.95
42048592390000	\$932.07
32199376620000	\$418.29
23935789720000	\$82.19
32044731750000	\$908.09
42353182640000	\$49.29
32498892580000	\$320.07
33153260940000	\$202.23
22565463350000	\$55.49
22566432040000	\$750.43
22567445280000	\$139.89
32230885840000	\$855.15
32345044500000	\$11.18
32924581760000	\$1,421.31
4215233544000L	\$154.45
22778658870000	\$57.10
22778665790000	\$57.10
22778666490000	\$57.10
22778667180000	\$57.10
22778681730000	\$57.10
22778682430000	\$57.10
22778686870000	\$57.10
22778687360000	\$57.10
22778688160000	\$57.10
22778690130000	\$57.10
22778719060000	\$57.10
22778800650000	\$57.10
22778801280000	\$82.78
22779527750000	\$57.10
22779535080000	\$62.65
22779602610000	\$57.10
22779603420000	\$57.10

### 2023 Delinquent Parcels as of 2/2/2024

22779611110000	\$57.10
42233698670000	\$4,156.68
42234607620000	\$153.31
43031756520000	\$47.16
42358072720D22	\$213.22
32065664320000	\$550.50
42140041960000	\$3,069.72
23856220980000	\$797.43
23855290870000	\$584.91
32472581390000	\$1,021.93
32071437970000	\$38.75
23932692740000	\$853.36
42354498970000	\$411.79
42356432660000	\$2,089.86
33926209930000	\$115.60
33926410900000	\$235.81
42145836940000	\$136.87
43022499030000	\$1,041.10
32927713990000	\$420.93
42145833050000	\$814.85
32927722690000	\$420.93
43026501490000	\$265.86
43026512670000	\$219.64
43026564950000	\$219.64
43026587130000	\$4.05
43026597380000	\$543.29
43026602960000	\$219.64
33939583050000	\$551.70
33928863560000	\$845.61
32354826380000	\$235.17
33946115690000	\$553.84
22762077890000	\$247.01
32344040310000	\$260.30
3322924492000L	\$240.80
33936130220000	\$903.15
32352162990000	\$1.93
33936449210000	\$49.00
33939604720000	\$86.94
33229205770000	\$182.02
32291135720000	\$371.42
3216579293000L	\$639.85

42049960760000	\$1,017.90
33518755150000	\$113.88
23944748970000	\$402.97
22951128310000	\$1,065.60
33516766760000	\$68.87
33516871830000	\$2,497.96
33517802980000	\$196.56
32247389380000	\$936.79
32247387920000	\$386.63
32247398690000	\$408.99
32247492570000	\$605.36
22550088470000	\$984.38
22550099890000	\$109.30
22787347370000	\$473.06
32829058850000	\$2,096.25
42148800450000	\$536.86
42147891990000	\$865.94
42147921630000	\$421.23
42020765030000	\$996.20
32920509950000	\$1,449.84
32920509950000	\$1,419.15
32920509950000	\$1,533.44
32920644030000	\$391.48
32920644030000	\$383.20
32920644030000	\$414.06
32829664060000	\$289.64
32829664060000	\$283.49
32829664060000	\$306.33
32834517920000	\$245.89
32834528620000	\$1,377.26
32834539570000	\$308.40
32935453030000	\$3,263.52
32925371280000	\$750.24
33323053700000	\$1,106.98
33411170960000	\$131.75
23635460340000	\$666.28
33005303880000	\$700.98
2353913917000L	\$299.38
42351557820000	\$668.60
23619135740000	\$874.56
33013678640000	\$1,822.74

### 2023 Delinquent Parcels as of 2/2/2024

33006304970000	\$219.73
33103427610000	\$96.58
33103558110000	\$1.75
23836033400000	\$726.38
33004442110000	\$724.76
23507379110000	\$354.14
33046491310000	\$713.98
23957200720000	\$1,058.27
33005878980000	\$33.82
33006806800000	\$1,434.96
33004856200000	\$577.39
32242276240000	\$1,026.23
32242351600000	\$631.66
32242278090000	\$1,768.63
32242360670000	\$208.62
33142521830000	\$37.24
32355873640000	\$104.73
32355883570000	\$999.48
32242341270000	\$418.21
33944455370000	\$36.53
33145575200000	\$155.38
32247332890000	\$2,284.52
32065615130000	\$154.16
32065623590000	\$166.62
42134728420000	\$1,712.77
33152053230000	\$1,686.98
33135349070000	\$2,344.89
33319475310000	\$207.66
22490208470000	\$907.10
42036995234920	\$1,152.55
23806498310000	\$296.24
22992710080000	\$226.69
32142518570000	\$76.30
22484765260000	\$231.20
32845306990000	\$2,691.20
32672403010000	\$168.58
22866203460000	\$492.59
22989606150000	\$102.39
33233231950000	\$58.24
32334967520000	\$251.89
32291355820000	\$614.59

32356043610000	\$72.62
32356032690000	\$594.27
22996225970000	\$1,093.23
22996326470000	\$96.58
22958242920000	\$643.33
32291006480000	\$91.82
32291007440000	\$91.63
32356042190000	\$82.09
32356044210000	\$101.30
32490799480000	\$422.70
32491606640000	\$74.75
33309099130000	\$23.35
42122569120000	\$201.50
42157764620000	\$80.86
42157778970000	\$4,674.49
42246882990000	\$127.76
22482496790000	\$564.54
42039371420000	\$445.66
22678205930000	\$439.25
22678202090000	\$416.15
32829115190000	\$725.42
33949533200000	\$444.70
32294400310000	\$723.60
32164889270000	\$390.20
42358072720B33	\$213.22
22957050310000	\$283.49
32352232740000	\$241.09
32672379080000	\$548.03
32825993280000	\$320.48
42152244040000	\$295.53
32241050420000	\$541.85
32242011160000	\$56.35
32352115690000	\$1,269.50
32364415880000	\$717.23
32241080090000	\$235.29
22989557820000	\$95.62
22859578710000	\$434.64
22859535620000	\$170.96
32363154690000	\$223.62
32363161170000	\$138.91
32474767690000	\$212.49

### 2023 Delinquent Parcels as of 2/2/2024

32475757620000	\$246.29
32476832900000	\$325.49
23504269790000	\$73.05
32827351240000	\$1,323.69
32935220420000	\$657.80
32800837240000	\$2,828.08
33141469860000	\$132.44
33142601810000	\$232.21
32291257260000	\$2,278.40
32291340780000	\$91.90
32291340800000	\$1,241.46
33502504040000	\$116.39
33502505690000	\$37.19
22957228400000	\$154.05
22957310540000	\$262.72
22956203710000	\$232.62
42138139530000	\$1,227.79
42138167110000	\$5,061.54
33144402790000	\$4.28
23424082800000	\$284.77
32562799200000	\$1,397.83
32562890060000	\$39.17
32563885330000	\$131.40
22487262200000	\$158.37
32348117530000	\$1,368.51
32563845590000	\$92.70
32563855750000	\$76.44
32193037970000	\$664.09
32671597400000	\$225.42
32722860860000	\$345.43
22873568620000	\$1,152.17
32293936060000	\$249.82
32291045090000	\$92.19
32937618970000	\$229.09
32291599770000	\$1,229.15
32193067300000	\$173.85
32291391900000	\$1,057.24
43024499330000	\$128.77
22859611960000	\$96.58
32363079030000	\$238.91
23701557480000	\$25.99

22483727220000	\$233.94
33057141380000	\$547.97
22957377520000	\$488.23
22698838100000	\$363.02
22483766040000	\$3.54
33144187700000	\$281.89
42140916080000	\$221.64
33500394670000	\$434.90
33501335760000	\$398.68
33501568680000	\$86.94
32450393680000	\$1,310.88
32234413980000	\$1,011.85
32231777830000	\$1,286.56
32353888110000	\$859.85
32292336400000	\$495.12
32472620460000	\$2,058.97
42354465970000	\$41.47
32477999740000	\$1,382.31
42145906470000	\$1,195.16
32819694380000	\$1,502.41
23749735010000	\$1,100.34
23748652850000	\$580.01
42167384310000	\$1,302.76
32284868790000	\$678.00
3223076105000L	\$163.23
23840739230000	\$1,120.87
33317615520000	\$193.49
33615650690000	\$147.97
32672511170000	\$156.14
23833492530000	\$186.63
23835383880000	\$1,024.42
32552867360000	\$95.56
32083328110000	\$7,980.14
2293326131000L	\$287.37
32233264660000	\$781.62
32230882550000	\$1,096.09
32234260990000	\$1,183.90
32233140330000	\$1,315.64
32223996410000	\$388.92
32232037900000	\$240.80
32232078520000	\$1,386.17

### 2023 Delinquent Parcels as of 2/2/2024

32233080490000	\$221.70
32233189690000	\$328.73
32279655770000	\$2,050.16
33048581550000	\$1,101.28
32452251820000	\$143.62
32800548200000	\$265.34
32362261480000	\$862.26
42148939910000	\$429.41
23848960470000	\$414.72
33500509770000	\$679.52
33409643920000	\$94.67
32362329160000	\$1,144.57
42355261190000	\$285.62
42355261620000	\$285.62
42355270180000	\$285.62
2255791386000L	\$1,386.28
22985492530000	\$658.65
33141456530000	\$41.09
33141401570000	\$178.30
33141416800000	\$145.45
33141434290000	\$155.09
33141446270000	\$1,468.49
32815736120000	\$5,716.50
42142753040000	\$266.71
22751998520000	\$487.69
42361369290000	\$561.99
22955541680000	\$144.88
4202827832BS05	\$323.65
42340229160000	\$819.63
22453021870000	\$328.92
32376518270000	\$627.80
22347020370000	\$95.25
22431930250000	\$469.86
22761677400000	\$417.53
32927673960000	\$1,657.53
32672561170000	\$1,448.71
32941214230000	\$26.76
42236996150000	\$3,351.21
42046552110000	\$4,847.96
33205061830000	\$733.37
33205033830000	\$569.60

32934107470000	\$2,124.92
22474723620000	\$1,042.95
32912905370000	\$870.37
33040435830000	\$1,551.33
32095437050000	\$630.23
42451271100000	\$943.73
32342904210000	\$17.59
23935753850000	\$1,441.58
23936704420000	\$1,827.87
23936724180000	\$129.00
22743980670000	\$346.74
22489367220000	\$131.26
22489384510000	\$79.65
32145587080000	\$826.15
23754469420000	\$730.29
42350626530000	\$9.77
42039452710000	\$10.74
32372429640000	\$456.83
32371469360000	\$2,640.31
32291674710000	\$534.34
32296431720000	\$1.92
43033606950000	\$231.64
43032827730000	\$335.22
33938658770000	\$10.17
33937703780000	\$596.23
33938762120000	\$92.47
42362413140000	\$287.22
33939553570000	\$675.63
43030599210000	\$391.18
33939354230000	\$1.69
33946015940000	\$279.93
42362414840000	\$594.83
43031600580000	\$64.74
42361349760000	\$591.80
42361359510000	\$17.03
42361450350000	\$150.93
4223693860BS2A	\$50.96
22678353570000	\$702.59
42453493560000	\$2,733.07
42033991710000	\$350.93
22341236580000	\$515.28

### 2023 Delinquent Parcels as of 2/2/2024

32355199160000	\$888.62
33318143430000	\$577.11
33208181440000	\$413.99
32290077860000	\$92.19
32562270580000	\$1,065.67
22579228000000	\$315.58
22480288100000	\$119.30
22480566750000	\$72.02
22480586570000	\$138.72
22481492880000	\$85.90
23848816920000	\$508.93
23613548700000	\$1,767.24
32562176980000	\$111.80
22678220650000	\$300.12
22482402200000	\$104.40
22761645790000	\$92.47
32822989310000	\$189.33
32832072520000	\$510.66
32832969800000	\$585.88
42043054140000	\$751.10
32036831090000	\$958.36
32035892090000	\$106.72
33004924880000	\$845.06
32249257650000	\$1,137.64
32352059860000	\$964.13
32352151600000	\$121.83
33500284480000	\$1,673.70
23848434060000	\$136.55
23928240040000	\$142.76
32292299950000	\$73.51
32190768240000	\$577.40
22692104200000	\$822.08
42143069610000	\$141.21
42363354280000	\$608.03
42136932250000	\$78.67
32819501640000	\$5,287.78
32169550520000	\$33.92
32169449160000	\$1,070.54
42358182200000	\$6,837.17
42347964590000	\$223.51
42156896200000	\$215.99

32938478755050	\$1,794.74
32829711520000	\$3,307.76
22657247530000	\$304.56
42144029700000	\$1,976.81
22974747030000	\$198.97
32927402890000	\$369.90
42455581810000	\$880.27
33041484500000	\$980.83
42144077540000	\$40.99
22796261000000	\$91.25
23622795310000	\$431.26
42020893090000	\$2,988.88
32357527970000	\$31.87
32292307470000	\$1,090.36
32293288900000	\$2,347.33
32293289410000	\$344.01
22562341950000	\$270.49
42452215160000	\$4,718.84
<b>TOTAL DUE</b>	<b>\$5,294,964.45</b>





**Pender County  
Approval of Budget Amendment and  
Purchase Order to purchase 13 Ford  
Explorers in the amount of \$735,800.00.**

---

**TO:** Board of County Commissioners  
**FROM:** Alan Cutler  
**DATE:** February 20, 2024  
**SUBJECT:** Approval of Budget Amendment and Purchase Order to purchase 13 Ford Explorers in the amount of \$735,800.00.

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**SUMMARY:**

There are significant challenges anticipated with ordering and receiving vehicles in the future and still a significant need for Sheriff's Office Pursuit Rated vehicles. In the FY25 budget, there are 20 vehicles recommended for replacement due to age and significant mileage for patrol vehicles.

We are requesting to purchase 13 Ford Explorers from Performance Auto.

The total cost of 13 vehicles including upfit from Batteries of NC is \$735,800.00.

Please consider the attached budget amendment and quote for a purchase order to Performance Auto in Clinton for the purchase of these 13 vehicles from the FY24 510-407403 Capital Outlay Vehicles line item.

**ACTION REQUESTED:**

Approval of Budget Amendment and Purchase Order to purchase 13 Ford Explorers in the amount of \$735,800.00.

# PERFORMANCE

AUTOMOTIVE



## 2023 Ford PI Utility, AWD

North Carolina Statewide Vehicle Contract #202100002

Category H - Police Pursuit SSV Vehicles

Contract Term Dates: May 10, 2020 - May 9, 2023

**PENDER COUNTY**

### Powertrain Configurations

Cost

<input type="checkbox"/>	99W-44B	3.3L V-6 DIRECT INJECTION <b>HYBRID</b> ENGINE	\$ 39,760.14
<input type="checkbox"/>	99B-44U	3.3L V-6 DIRECT INJECTION <b>GASOLINE</b> ENGINE	\$ 36,699.58
<input checked="" type="checkbox"/>	99C-44U	3.0L V-6 <b>ECOBOOST</b> GAS ENGINE	\$ 40,523.50

Option Availability and Compatibility Vary

**USE THIS FORM AS A GUIDE**

Please Return to your Performance Representative for Confirmation

### Ford Factory Options

Code *Please Consult PIU Order Guide for Add'l Options*

PREFERRED EQUIPMENT PACKAGES		MSRP	6% Disc
<input type="checkbox"/>	65U Interior Upgrade Package	\$ 390	\$ 366.60
<input type="checkbox"/>	66A Front Headlamp Lighting Solution	\$ 895	\$ 841.30
<input type="checkbox"/>	86T Tail Lamp / Police Interceptor Housing Only	\$ 60	\$ 56.40
<input type="checkbox"/>	66B Tail Lamp Lighting Solution	\$ 430	\$ 404.20
<input type="checkbox"/>	66C Rear Lighting Solution	\$ 455	\$ 427.70
<input type="checkbox"/>	67H Ready for the Road Package	\$ 3,595	\$ 3,379.30
<input type="checkbox"/>	67U/67V Ultimate Wiring Package <i>(Includes Front/Rear Connectors)</i>	\$ 745	\$ 700.30
<input checked="" type="checkbox"/>	60A Pre Wiring for Grill LED Lights, Siren, Speaker <i>(Included in 67U &amp; 67H)</i>	\$ 50	\$ 47.00

### Interior Options

MSRP

6% Disc

<input type="checkbox"/>	96 Standard Configuration: Cloth Front / Vinyl Rear	STD	Included
<input type="checkbox"/>	16C 1st & 2nd Row Carpet Floor Covering w Mats	\$ 125	\$ 117.50
<input type="checkbox"/>	88F 2nd Row Cloth Seats	\$ 60	\$ 56.40
<input type="checkbox"/>	87P Power Passenger Seat	\$ 325	\$ 305.50
<input type="checkbox"/>	47E 12.1" Integrated Computer Screen	\$ 2,745	\$ 2,580.30
<input type="checkbox"/>	61B OBD-II Split Connector	\$ 55	\$ 51.70
<input type="checkbox"/>	85D Front Console Plate Delete	N/C	N/C
<input type="checkbox"/>	85S Rear Center Seat Delete	N/C	N/C
<input type="checkbox"/>	85R Rear Console Plate	\$ 45	\$ 42.30
<input type="checkbox"/>	17A Auxiliary Rear Air Conditioning	\$ 610	\$ 573.40
<input type="checkbox"/>	17T Red/White Dome Light - Rear Cargo Area	\$ 50	\$ 47.00
<input checked="" type="checkbox"/>	55F Remote Keyless - Entry Key FOB	\$ 340	\$ 319.60
<input type="checkbox"/>	18D Global Lock / Unlock Feature	N/C	N/C
<input type="checkbox"/>	87R Rear View Camera - Mirror Display	N/C	N/C
<input type="checkbox"/>	19V Rear Camera on Demand	\$ 230	\$ 216.20

<b>Exterior Options</b>			<b>MSRP</b>	<b>6% Disc</b>
<input type="checkbox"/>	41H	Engine Block Heater	\$ 90	\$ 84.60
<input checked="" type="checkbox"/>	153	License Plate Bracket - Front		N/C
<input checked="" type="checkbox"/>	942	Daytime Running Lights	\$ 45	\$ 42.30
<input type="checkbox"/>	92G	Glass - Solar Tint 2nd Row, Liftgate, Rear Qtr	\$ 120	\$ 112.80
<input type="checkbox"/>	92R	Glass - Solar Tint, 2nd Row Only - Privacy Rear	\$ 85	\$ 79.90
<input checked="" type="checkbox"/>	76D	Deflector Plate	\$ 335	\$ 314.90
<input type="checkbox"/>	549	Mirrors - Heated Sideview Mirrors	\$ 60	\$ 56.40
<input type="checkbox"/>	76P	Pre-Collision Assist with Pedestrian Detection	\$ 145	\$ 136.30
<input type="checkbox"/>	55B	BLIS - Blind Spot Monitoring w/ Cross Traffic Alert	\$ 545	\$ 512.30
<input checked="" type="checkbox"/>	593	Perimeter Anti Theft Alarm (Req 55F)	\$ 120	\$ 112.80
<input checked="" type="checkbox"/>	76R	Reverse Sensing System	\$ 275	\$ 258.50
<input type="checkbox"/>	16D	Badge Delete	N/C	N/C
<input type="checkbox"/>	19K	H8 AGM Battery	\$ 110	\$ 103.40
<input type="checkbox"/>	59E	Keyed Alike (Specify Frequency)	\$ 50	\$ 47.00

<b>Tire / Wheel Options</b>			<b>MSRP</b>	<b>6% Disc</b>
<input type="checkbox"/>	CAP	Black Steel Wheels with Chrome Center Caps	STD	STD
<input checked="" type="checkbox"/>	65L	Wheel Covers, 18 Inch Full Face Wheel Cover	\$ 60	\$ 56.40
<input type="checkbox"/>	64E	18 Inch Painted Aluminum Wheels	\$ 475	\$ 446.50

<b>Spotlight Options</b>			<b>MSRP</b>	<b>6% Disc</b>
<input checked="" type="checkbox"/>	51R	Spot Lamp - LED Bulb, Driver Side (Unity)	\$ 395	\$ 371.30
<input type="checkbox"/>	51T	Spot Lamp - LED Bulb, Driver Side (Whelen)	\$ 420	\$ 394.80

<b>Police Equipment Options</b>			<b>MSRP</b>	<b>6% Disc</b>
<input checked="" type="checkbox"/>	43D	Dark Car Feature	\$ 25	\$ 23.50
<input type="checkbox"/>	47A	Police Engine Idle Feature	\$ 260	\$ 244.40
<input type="checkbox"/>	68B	Police Perimeter Alert System	\$ 675	\$ 634.50
<input type="checkbox"/>	63V	Cargo Storage Vault	\$ 245	\$ 230.30
<input type="checkbox"/>	60R	Noise Suppression Bonds	\$ 100	\$ 94.00
<input type="checkbox"/>	68E	Low-Band Frequency Noise Suppression Kit	\$ 195	\$ 183.30
<input type="checkbox"/>	52P	Hidden Door/Lock Plunger. Rear Doors Inoperable	\$ 160	\$ 150.40
<input type="checkbox"/>	68G	Rear Door Handles/Controls/Locks Inoperable	\$ 75	\$ 70.50
<input type="checkbox"/>	90D	Ballistic Door Panels (LVL III+) Driver Door	\$ 1,585	\$ 1,489.90
<input type="checkbox"/>	90E	Ballistic Door Panels (LVL III+) Driver & Passenger Door	\$ 3,170	\$ 2,979.80
<input type="checkbox"/>	90F	Ballistic Door Panels (LVL IV+) Driver Door	\$ 2,415	\$ 2,270.10
<input type="checkbox"/>	90G	Ballistic Door Panels (LVL IV+) Driver & Passenger Door	\$ 4,830	\$ 4,540.20

<b>Factory Standard Lighting Configuration</b>			<b>MSRP</b>	<b>6% Disc</b>
<b>Drivers Side-Red/Passenger Side-Blue</b>				
<input type="checkbox"/>	21L	Front Warning Auxiliary Light (Fog Lights)-Red/Blue	\$ 550	\$ 517.00
<input type="checkbox"/>	43A	Rear Auxiliary Liftgate Lights	\$ 395	\$ 371.30
<input type="checkbox"/>	96W	Front Interior Visor Light Bar	\$ 1,145	\$ 1,076.30
<input type="checkbox"/>	63L	Rear Quarter Glass Side Marker Lights	\$ 575	\$ 540.50
<input type="checkbox"/>	96T	Rear Spoiler Traffic Warning Lights	\$ 1,495	\$ 1,405.30
<input type="checkbox"/>	18X	100 Watt Siren/Speaker (bracket & pigtail)	\$ 315	\$ 296.10
<input type="checkbox"/>	63B	Side Marker LED - Sideview Mirrors (Req. 60A)	\$ 290	\$ 272.60

**Standard Colors:**

	Code	Color	Quantity
<input type="checkbox"/>	BU	Medium Brown Metallic	
<input type="checkbox"/>	E3	Arizona Beige	
<input type="checkbox"/>	E4	Vermillion Red	
<input type="checkbox"/>	FT	Blue Metallic	
<input type="checkbox"/>	HG	Smokestone	
<input type="checkbox"/>	JL	Dark Toreador Red	
<input type="checkbox"/>	JS	Iconic Silver	
<input type="checkbox"/>	J1	Kodiak Brown	
<input type="checkbox"/>	LK	Dark Blue	
<input type="checkbox"/>	LM	Royal Blue	
<input type="checkbox"/>	LN	Light Blue Metallic	
<input type="checkbox"/>	M7	Carbonized Gray	
<input type="checkbox"/>	TN	Silver Grey Metallic	
<input type="checkbox"/>	UJ	Sterling Gray	
<input checked="" type="checkbox"/>	UM	Agate Black	1
<input type="checkbox"/>	YG	Medium Titanium Clear Coat	
<input type="checkbox"/>	YZ	Oxford White	

Enter Quantity of Each Color Here

**Dealer Added Options**

<input type="checkbox"/>			

<b>Total Price Each:</b>	\$	<b>42,069.80</b>
<b>Number Units This Spec:</b>		<b>1.00</b>
<b>Total Price:</b>	\$	<b>42,069.80</b>

**Notes:**

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**Agency Information:**

Agency Name: PENDER COUNTY  
 Contact: ANDY DEVANE  
 Position: \_\_\_\_\_  
 Address 1: \_\_\_\_\_  
 Address 2: \_\_\_\_\_  
 City, State, Zip: \_\_\_\_\_  
 Office Phone: \_\_\_\_\_  
 Cell Phone: \_\_\_\_\_  
 Email: \_\_\_\_\_  
 Fax: \_\_\_\_\_

**Dianne Nelms**

**Government & Fleet Sales**

605 Warsaw Road  
Clinton, NC 28328  
[dnelms@ramclinton.com](mailto:dnelms@ramclinton.com)  
(910) 214-2956 Cell



**Amy Hill**

**Government & Fleet Sales**

605 Warsaw Road  
Clinton, NC 28328  
[ahill@ramclinton.com](mailto:ahill@ramclinton.com)  
(336) 687-7964 Cell

08/02/22

## 2023 POLICE INTERCEPTOR STANDARD

The following items are std. 2023MY POLICE INTERCEPTOR UTILITY vehicle:

### MECHANICAL

- Axle Ratio – 3.73 (AWD)
- Brakes – 4-Wheel Heavy-Duty Disc w/H.D. Front and Rear Calipers
- Class III Trailer Hitch Receiver with 5,000 lbs. towing capacity and (2) recovery hooks  
**Note:** Includes Class III Trailer Tow Lighting Package
- Column Shifter
- DC/DC converter – 220-Amp (in lieu of alternator)
- Drivetrain – All-Wheel-Drive
- Electric Power-Assist Steering (EPAS) – Heavy-Duty
- Engine – 3.3L V6 Direct-Injection Hybrid Engine System
- Engine Hour Idle Meter
- Engine Hour Meter
- Engine Oil Cooler
- Fuel Tank – 19-gallons
- H7 AGM Battery (800 CCA/80-amp)
- Lithium-Ion Battery Pack
- Suspension – independent front & rear
- Transmission – 10-speed automatic
- Transmission Oil Cooler

### EXTERIOR

- Antenna, Roof-mounted
- Cladding – Lower bodyside cladding (MIC)
- Door Handles – Black (MIC)
- Exhaust, True Dual (down-turned)
- Daytime Running Lamps – Configurable ON/OFF through instrument cluster  
**Note:** Select option (942) if desire is to have Daytime Running Lamps permanently on (cannot be turned off or reprogrammed)
- Door-Lock Cylinders (Front Driver / Passenger / Liftgate)
- Glass – 2<sup>nd</sup> Row, Rear Quarter and Liftgate Privacy Glass
- Grille – Black (MIC)
- Headlamps – Automatic, LED Low-and-High-Beam  
**Note:** Includes Front Headlamp / Police Interceptor Housing (with LED wig-wag feature)
  - Pre-drilled hole for side marker police use, does not include LED strobe, but includes LED wig-wag functionality (eliminates need to drill housing assemblies and provides LED wig-wag feature)
  - Pre-molded side warning LED holes with standard sealed capability (does not include LED installed lights)
  - Wig-wag default is traditional ping-pong pattern; can be programmed to triple-burst pattern or ping-pong / triple-burst  
**Note:** Must be wired to vehicle's light controller to enable wig-wag functionality; recommend Ready for the Road Package (67H) or Ultimate Wiring Package (67U)
- Liftgate – Manual 1-Piece – Fixed Glass w/Door-Lock Cylinder
- Mirrors – Black Caps (MIC), Power Electric Remote, Manual Folding with Integrated Spotter (integrated blind spot mirrors not included when equipped with BLIS®)
- Spare – Full size 18" Tire w/TPMS

- Spoiler – Painted Black
- Liftgate Handle – (MIC)
- Tail lamps – LED
- Tires – 255/60R18 A/S BSW
- Wheel-Lip Molding – Black (MIC)
- Wheels – 18" x 8.0 painted black steel with polished stainless steel hub cover
- Windshield – Acoustic Laminated

**INTERIOR/COMFORT**

- Cargo Hooks in cargo area
- Climate Control – Dual-Zone Electronic Automatic Temperature Control (DEATC)
- Door-Locks
  - Power
  - Rear-Door Handles and Locks Operable
- Fixed Pedals (Driver Dead Pedal)
- Floor – Flooring – Heavy-Duty Thermoplastic Elastomer
- Glove Box – Locking/non-illuminated
- Grab Handles – (1 – Front-passenger side, 2-Rear)
- Heated Sanitization Solution
- Liftgate Release Switch located in overhead console (45 second timeout feature)
- Lighting
  - Overhead Console
  - Red/White Task Lighting in Overhead Console
  - 3<sup>rd</sup> row overhead map light
- Mirror – Day/night Rear View
- Particulate Air Filter
- Powerpoints – (1) First Row
- Rear-door closeout panels

- 3

# RECEPTOR UTILITY EQUIPMENT

PROPRIETARY

## INTERIOR/COMFORT (continued)

- Rear-window Defrost
- Scuff Plates – Front & Rear
- Seats
  - 1<sup>st</sup> Row Police Grade Cloth Trim, Dual Front Buckets with reduced bolsters
  - 1<sup>st</sup> Row – Driver 6-way Power track (fore/aft. Up/down, tilt with manual recline, 2-way manual lumbar)
  - 1<sup>st</sup> Row – Passenger 2-way manual track (fore/aft. with manual recline)
  - Built-in steel intrusion plates in both driver/passenger seatbacks
  - 2<sup>nd</sup> Row Vinyl, 35/30/35 Split Bench Seat (manual fold-flat, no tumble) – fixed seat track
- Speed (Cruise) Control
- Speedometer – Calibrated (includes digital readout)
- Steering Wheel – Manual / Tilt / Telescoping, Urethane wheel finish w/Silver Painted Bezels with Speed Controls and 4 user – configurable latching switches
- Sun visors, color-keyed, non-illuminated
- Universal Top Tray – Center of I/P for mounting aftermarket equipment
- Windows, Power, 1-touch Up/Down Front Driver/Passenger-Side with disable feature

## SAFETY/SECURITY

- AdvanceTrac® w/RSC® (Roll Stability Control®)
- Airbags, dual-stage driver & front-passenger, side seat, passenger-side knee, Roll Curtain Airbags and Safety Canopy®
- Anti-Lock Brakes (ABS) with Traction Control
- Brakes – Police calibrated high-performance regenerative braking system
- Belt-Minder® (Front Driver / Passenger)
- Child-Safety Locks (capped; set to “on”)
- Individual Tire Pressure Monitoring System (TPMS)
- LATCH (Lower Anchors and Tethers for Children) system on rear outboard seat locations
- Rearview Camera with Washer viewable in 4.2” center stack.  
**Note:** Rearview Camera viewable in rearview mirror (available) – order 87R (no-charge option)
- Seat Belts, Pretensioner/Energy-Management System w/adjustable height in 1<sup>st</sup> Row
- SOS Post-Crash Alert System™

## FUNCTIONAL

- Audio
  - AM/FM / MP3 Capable / Clock / 4-speakers
  - Bluetooth® interface — Includes hands-free voice command support (compatible with most Bluetooth connected mobile devices)
  - USB Port — (1)
  - 4.2" Color LCD Screen Center-Stack "Smart Display"
- Easy Fuel® Capless Fuel-Filler
- Ford Telematics™ – Includes Fleet Telematics Modem and complimentary 2-year subscription
- Front door tether straps (driver/passenger)

- Power pigtail harness
- Simple Fleet Key (w/o microchip, easy to replace; 4-keys)
- Two-way radio pre-wire
- Two (2) 50 amp battery power circuits – power distribution junction block (behind 2<sup>nd</sup> row passenger seat floorboard)
- Wipers – Front Speed-Sensitive Intermittent; Rear Dual Speed Wiper

3 -

Ford Division

Pender County Budget Ordinance Amendment

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Fiscal Year

FY 2023-2024

Department

510 - SHERIFFS DEPARTMENT

Proposed Amendment:

REVENUES

	Account # (ORG-OBJECT)	Account Description	Amount
1	695-399000	GF Fund Balance	735,800
2			
3			
4			
5			
6			
7			
8			
9			
10			

EXPENDITURES

	Account # (ORG-OBJECT)	Account Description	Amount
1	510-407403	Capital Outlay Vehicles	735,800
2			
3			
4			
5			
6			
7			
8			
9			
10			

Total Revenues  
735800

Total Expenditures  
735800

Budget Amendment Balances when Zero.  
0

Prepared By:  
Meg Blue

Email  
mblue@pendercountync.gov

**Batteries of NC & S.W.S. LLC**

81 Medical Drive  
 Angier, NC 27501  
 (919) 331-0241  
 www.batteriesofnc.com



**Estimate**

ADDRESS  
 Pender County Sheriff's Office  
 P.O Box 1449  
 Burgaw, NC 28425

SHIP TO  
 Pender County Sheriff's Office  
 605 E FREMONT ST  
 BURGAW, NC 28425-5115 US

ESTIMATE 259749  
 DATE 02/08/2024

SALES REP  
 Lonnie

PRODUCT/SERVICE	DESCRIPTION	QTY	RATE	AMOUNT
Non-Inventory	2024 Ford Interceptor SUV-Marked	1	0.00	0.00T
INTG51J	Part Number: INTG51J Federal Signal 51" Integrity Dual Color Light Bar Blue/White in Front and Blue/Amber in Rear	1	3,195.00	3,195.00T
PF200R	Part Number: PF200R Federal Signal Pathfinder with Rumbler Capability Remote Head	1	0.00	0.00T
ES100C	Part Number: ES100C Federal Signal DynaMax Siren and Speaker	1	0.00	0.00T
ESBL-FPIU20	Part Number: ESBL-FPIU20 Federal Signal Speaker Bracket Ford Interceptor Utility SUV with Two Lights	1	0.00	0.00T
EXPMOD24	Part Number: EXPMOD24 Federal Signal 24-Channel Expansion Module	1	0.00	0.00T
OBDCABLE25-2	Part Number: OBDCABLE25-2 Federal Signal 25-Ft OBDII Interface Cable for Ford Interceptor Utility	1	0.00	0.00T
RBKIT2-COMPACT	Part Number: RBKIT2-COMPACT Federal Signal Pair of Rumbler Compact Low Frequency Speakers	1	0.00	0.00T
RBC2-FPIU20ND	Part Number: RBC2-FPIU20ND Federal Signal (2) Compact No Drill (1) Passenger Side Bracket (1) Driver Side Bracket, Ford Police Interceptor Utility	1	41.40	41.40T
ES100C	Part Number: ES100C Federal Signal DynaMax Siren and Speaker	1	195.00	195.00T
ESB-U	Part Number: ESB-U Federal Signal Universal Speaker Bracket	1	30.00	30.00T
MPS61U-B	Part Number: MPS61U-B Federal Signal MicroPulse Ultra 6-LED Light Head Blue ***Rear Gate When Open***	2	80.00	160.00T

Returns: 30 Days to return merchandise. Returns within the 30 days will have a 25% restocking fee. Special Order are Non-Returnable.

3SC0CDCR	Part Number: 3SC0CDCR Whelen 3" Round Compartment Light White	2	65.00	130.00T
C-VS-1012-INUT	Part Number: C-VS-1012-INUT Havis High Angled Console For 2020-2023 Ford Interceptor Utility	1	385.28	385.28T
C-EB30-FSR-1P	Part Number: C-EB30-FSR-1P Havis 1-Piece Equipment Mounting Bracket, 3" Mounting Space, Fits Federal Signal Pathfinder PF200R Switch Panel Remote	1	0.00	0.00T
C-EB30-APS-1P	Part Number: C-EB30-APS-1P Havis 1-Piece Equipment Mounting Bracket, 3" Mounting Space, Fits Motorola APX-4500, Self-Contained Radio	1	0.00	0.00T
C-PM-124	Part Number: C-PM-124 Havis Brother PocketJet Printer Mount for Ford Interceptor Utility (6")	1	165.12	165.12T
CUP2-1001	Part Number: CUP2-1001 Havis Self-Adjusting Double Cup Holder (4")	1	42.88	42.88T
C-AP-0325-1	Part Number: C-AP-0325-1 Havis 3" Accessory Pocket, 2.5" Deep (3")	1	32.64	32.64T
C-ARM-108	Part Number: C-ARM-108 Havis Side Mounted Swing- Away Flip-Up Armrest	1	159.36	159.36T
C-MCB	Part Number: C-MCB Havis Mic Clip Bracket	2	12.16	24.32T
C-MD-112	Part Number: C-MD-112 Havis 11" Slide Out Locking Swing Arm with Motion Adapter	1	234.88	234.88T
DS-DELL-426	Part Number: DS-DELL-426 Havis Docking Station For Dell 5430, 7330, 5420, 5424 & 7424 Notebooks With Standard Port Replication & LIND Power Supply	1	643.63	643.63T
MMBP	Part Number: MMBP Magnetic Mic Clip	2	39.00	78.00T
1K0574ITU20WD	Part Number: 1K0574ITU20WD Setina Single Prisoner Transport Partition #6VS Stationary Window Coated Polycarbonate for Use with Stock Seats	1	867.30	867.30T
PK0123ITU202ND	Part Number: PK0123ITU202ND Setina #12VS 2ND Vinyl Coated Expanded Metal Partition	1	433.30	433.30T
WK0514ITU20	Part Number: WK0514ITU20 Setina Window Barrier VS Steel Vertical	1	230.30	230.30T
TK0241ITU20	Part Number: TK0241ITU20 Setina Cargo Box-DSC- Drawer, Sliding with Combination Lock-BSN-Base Sliding with No Lock	1	1,259.30	1,259.30T
TPA9289	Part Number: TPA9289 Setina Cargo Radio Slide Out Tray	1	272.99	272.99T
GK0068E	Part Number: GK0068E Setina Single T Rail Mount 1080E Blac-Rac Weapons Mount System	1	566.30	566.30T
GT0536ITU20	Part Number: GT0536ITU20 Setina Weapon Mount SPT Transfer Kit	1	62.30	62.30T
GK10251STHK	Part Number: GK10251STHK Setina Single T-Rail Trunk Tray Mount Small, Handcuff Key Override	1	216.30	216.30T

Returns: 30 Days to return merchandise. Returns within the 30 days will have a 25% restocking fee. Special Order are Non-Returnable.

78104	Part Number: 78104 Streamlight Stinger 2020 Rechargeable Flashlight with 12V DC Charger	1	150.00	150.00T
488756	Part Number: 488756 Tessco Laird 806-866 MHZ Phantom Elite 3/4 Hole	1	35.00	35.00T
391637	Part Number: 391637 Tessco Brass 3/4 Hole Permanent Mount 25' Cable	1	29.35	29.35T
Shipping Estimate	Estimated Shipping Charges-Subject to Change	1	425.00	425.00T
Shop Supplies	Shop Supplies	1	300.00	300.00T
Inside Labor	Installation of Equipment Listed Above	1	3,800.00	3,800.00T
Sales Tax	Sales Tax calculated by AvaTax on Thu 08 Feb 15:22:55 UTC 2024	1	956.20	956.20

SUBTOTAL 15,121.15

TAX (0%) 0.00

TOTAL **\$15,121.15**

Accepted By

Accepted Date

Returns: 30 Days to return merchandise. Returns within the 30 days will have a 25% restocking fee. Special Order are Non-Returnable.

# PCSO Current Vehicle Request

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# Current PSCO Fleet Status

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Page 15 of 19

- **Typically approve budget to replace 8-12 per year**
  - Those 8-12 are intended to go to specific running vehicles, but they end up having to replace whichever vehicle goes down
- **Very limited availability, difficult to place order for long lead time**
- **Perpetuates the issue of aging fleet and increased mileage**
  - FY2015 leasing Situation

# FY2015 Leasing Situation:

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- Leased 2013/2014 vehicles with intention of replacing in 3-5 years, now on year 11, and still have 26 from 2013/2014
- Note these 2013/2014 Dodge Chargers are very rapidly removing themselves from service due to mechanical failures related to age and mileage
- Putting PSCO in a bind now because they are being pulled offline faster than they can be replaced

**Currently: 37 vehicles that are over 150,000 miles with an average year of 2012.7**

Metric	Total	Age	Mileage
Total Vehicles	137	2017.8/6.2	94,932
2013/2014s	26	10-11	169,057
CY Lost	18-22	Mostly 13/14s (some 2018s)	150,000+
Average Annual Repairs & Maintenance since 2017	\$209,072		

## Current Fleet Status

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# Current Solution and Request

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Performance Automotive in Clinton, NC (State Contract Holder) reached out to PSCO with an order that fell through, of which they had 13 remaining.

- Vehicles – 43,000
- Upfit – 13,600
- Cost per Unit – 56,600
- For 13 – 735,800

## Additional Information:

- Short-Term Solution: Catch up from fund balance
- Long-Term Solution: annually budget per vehicle replacement policy
- Current projected replacement cost would be more like \$62,000 per unit
- Dependent on windows available to place orders and long lead times, needs are urgent

# **Thank you for your continued support of the Pender County Sheriff's Office**

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**Pender County Sheriff Alan Cutler**





**Pender County  
Consideration of contract and purchase  
order with Clarion Associates, LLC to  
complete new comprehensive land use  
plan**

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**TO:** Board of County Commissioners  
**FROM:** Daniel Adams  
**DATE:** February 20, 2024  
**SUBJECT:** Consideration of contract and purchase order with Clarion Associates, LLC to complete new comprehensive land use plan

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**SUMMARY:**

As part of the FY24 budget, staff requested \$150,000 for a new comprehensive land use plan. The Board approved this request but phased the monies over FY24 and FY25 because this project is expected to take about 18 months to complete. A comprehensive land use plan is a policy document that is intended to guide land use decisions for a community over an extended period of time, generally 20 years or more. It can be thought of as a roadmap that analyzes the existing conditions of a community and then develops a path towards the desired vision of the community. It involves significant public engagement where that community vision is developed, then identifies policies, goals and objectives for how to reach that vision.

On September 27, 2023, staff published a Request for Qualifications (RFQ) soliciting statements of qualifications from firms interested in completing the comprehensive land use plan. Submittals were due by October 31. Six firms submitted statements of qualifications. Staff evaluated the proposals and created a selection committee that held in-person interviews with four of the firms. Based on the proposals submitted and the scoring of the selection committee, staff is recommending a contract be awarded to Clarion Associates, LLC. Clarion's initial cost proposal exceeded the County's budget, but through the negotiation process that cost has been reduced from \$215,796 to \$168,481.

**ACTION REQUESTED:**

To consider approval of a contract with Clarion Associates, LLC, and approval of a purchase order in the amount of \$168,481.

**ATTACHMENTS:**

1. Request for Qualifications
2. Clarion Associates, LLC Statement of Qualifications

3. Draft Contract
4. Exhibit A: Scope of Services



Pender County

**REQUEST FOR QUALIFICATIONS # 24-257**

**Pender County Comprehensive Plan**

**Date of Issue: September 27, 2023**

**Questions Deadline: October 13, 2023 at 5:00 PM**

**Submission Deadline: October 31, 2023 at 2:00 PM**

**Planning and Community Development Department**

Post Office Box 1519  
805 South Walker Street  
Burgaw, North Carolina 28425

# Pender County Comprehensive Plan

## REQUEST FOR QUALIFICATIONS

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## Purpose and Background

### Purpose

Pender County is seeking Statements of Qualifications from interested parties to help the County define its vision for the future and assist in the creation of a new Comprehensive Land Use Plan. The current Pender 2.0 Comprehensive Land Use Plan was adopted in 2018. The Plan shall focus on Pender County in its geographical entirety.

The firm awarded the contract will have the responsibility of leading the plan development process from creation to adoption, while working in direct coordination with Pender County Planning and Community Development Department Staff, the Comprehensive Plan Steering Committee, Pender County Planning Board, and the Pender County Board of Commissioners. Statements of Qualifications (SOQ) should demonstrate the ability to provide a plan with clear strategic goals, policies, and objectives that are realistic and practical in nature. A firm's SOQ should take into consideration the changes and pressures the County is experiencing from global market phenomena (remote work, pandemic effects, migration to coastal communities, and environmental impacts) as well as localized pressures of being adjacent to growing metropolitan areas and planning for growth in various regions of the County.

### Community Background

Located in southeastern North Carolina, Pender County is a large and diverse community covering over 870 square miles and is North Carolina's tenth largest county by area. Pender County contains six municipalities, large areas of rural agricultural lands, two expansive state game lands, and rapidly urbanizing unincorporated areas along the coast and major transportation corridors. The North Carolina Office of State Budget and Management estimates that the 2021 population of Pender County was 62,978 people, a 4.2 percent (2,537 people) increase from NCOSBM's 2020 County population estimate. According to the US Census Bureau, Pender County was the third fastest growing county in the State between 2020 and 2021.

Northern and western portions of Pender County consist primarily of farm and forest land with small, but tightly-knit rural communities. By contrast, southern and eastern portions of the County continue to experience substantial suburban and urban growth, due in large part to the proximity of area beaches and the growing metropolitan population of the City of Wilmington and New Hanover County. Similarly, this area of the County is also influenced by the City of Jacksonville and Camp Lejeune Marine Corps Base just to the north in Onslow County.

Growth in Pender County is representative of what is occurring along much of coastal North Carolina with traditionally rural, agrarian counties being challenged and transformed by unprecedented growth. Areas close to the Atlantic Ocean and scenic rivers of eastern North Carolina are experiencing development interest and pressure. This growth has challenged transportation, school, and utility systems, the environment, and the ability of Pender County to provide the appropriate levels of public services and infrastructure to its citizens. Pender County faces a challenging future, but one full of promise for a better community, higher quality of life, and sustainable development.

## Related Planning Efforts, Existing Land Use & Transportation Plans

Previous and ongoing planning efforts include those listed below. Copies of these plans may be found at: <https://pendercountync.gov/pcd/planning-zoning/adopted-plans/>.

### Unified Development Ordinance

- Pender County Unified Development Ordinance
- Pender County Flood Damage Prevention Ordinance

### Comprehensive Plans

- Pender 2.0 Comprehensive Plan (2018)
- Pender County Comprehensive Plan (2010)

### Hazard Mitigation Plan

- Southeastern North Carolina Regional Hazard Mitigation Plan (2021)

### Transportation Plans

- Wilmington Urban Area Metropolitan Planning Organization Metropolitan Transportation Plan 2050 (*Forthcoming*)
- Pender County Bicycle and Pedestrian Plan (2023)
- NC 210 East Coast Greenway Feasibility Study (2023)
- Pender County Streets Plan (2021)
- Cape Fear Regional Bike Plan (2017)
- Pender County Collector Street Plan (2016)
- Pender County Comprehensive Transportation Plan (2016)
- Cape Fear Transportation 2040 Plan (2015)
- US 17/NC 210 Corridor Study (2012)

### Community Plans

- Pender County Parks and Recreation Comprehensive Master Plan (2022)
- Housing Needs Assessment (2012)

### Small Area Plans

- Maple Hill Small Area Plan (2014)
- Currie Small Area Plan (2012)

### Capital Improvement Plan

- Pender County Capital Improvement Plan (FY 2019-2023)

## General Information

### RFQ Schedule *(Tentative)*

Event	Responsibility	Date
Issue RFQ	County	September 27, 2023
Question Submittal Deadline	Vendor	October 13, 2023
Provide Response to Questions	County	October 20, 2023
Deadline for Submission of Statements of Qualifications	Vendor	October 31, 2023 at 2:00 PM
Schedule Interviews and Presentations	County/Vendor	November 1-5, 2023
Vendor Interviews and Presentations	County/Vendor	November 6-9, 2023
Vendor Selection & Contract Award	County	December 4, 2023

### Questions

Upon review of the RFQ documents, vendors may have questions to clarify or interpret the RFQ in order to submit the best Statement of Qualifications (SOQ) possible. To accommodate the SOQ questions process, vendors shall submit any such questions by the above due date.

Written questions shall be emailed to [amoran@pendercountync.gov](mailto:amoran@pendercountync.gov) by October 13, 2023 at 5:00 PM. Vendors should enter "RFQ Pender County Comprehensive Plan Questions" as the subject for the email. Question submittals should include a reference to the applicable RFQ section.

Questions received prior to the submission deadline date, the County's response, and any additional terms deemed necessary by the County will be posted in the form of an addendum. No information, instruction or advice provided orally or informally by any Pender County personnel, whether made in response to a question or otherwise in connection with this RFQ, shall be considered authoritative or binding. All communication with County staff regarding this RFQ shall be via email directed to Adam Moran, Long Range Planner at [amoran@pendercountync.gov](mailto:amoran@pendercountync.gov).

### Request for Qualifications Document

The RFQ is comprised of this Request for Qualifications document, any attachments, and any addenda released before the Contract award. All attachments and addenda released for this RFQ in advance of any Contract award are incorporated herein by reference.

### Notice regarding RFQ Terms and Conditions

It shall be the Vendor's responsibility to read the instructions, the County's terms and conditions, all relevant exhibits and attachments, and any other components made a part of this RFQ and comply with all requirements and specifications herein. Vendors are also responsible for obtaining and complying with all addenda and other charges that may be issued in connection with this RFQ.

### Final Deliverables

The Vendor shall provide both a print-ready, and a web-formatted copy best suited for online display, of the completed Comprehensive Plan. At the completion of the project the selected vendor shall provide to the Planning & Community Development Department digital copies of all data, photos, files, reports, and other documents collected and created during the planning process, in both static (PDF) and editable formats (ex: .JPG, .SHP, .INDD, .XLSX, .AI, .MXD, etc.) when applicable.

## Scope of Work

The purpose of this project is to actively engage citizens, staff, and the community in a process that will result in a Comprehensive Plan that will provide guidance in directing the County's land use policies, and physical and community development for the next 20 years. The Plan will be required to meet the North Carolina Coastal Area Management Act planning requirements as outlined in 15A NCAC 07B and must be approved by the Coastal Resources Commission.

## Key Principles and Elements

### Historical Component

A historical component will be included in the Plan, wherein the history of Pender County and cultural context is relayed, and significant County policy changes are placed in historical context. A review of current and past planning efforts and land use tools shall be included.

### Defined Goals, Policies, and Actions

The goals, policies, and actions that are identified through the Plan shall be clear, consistent, actionable, and identified through an attractive and recognizable schematic throughout the Plan. Specific goals, policies, objectives, and actions recommended to be implemented should be included for each element of the plan, including suggested and anticipated timelines.

### Public Engagement

The Plan shall be developed with robust public engagement, ensuring those that often do not participate have opportunities to participate in the development of the Plan. The engagement will include some traditional methods of public engagement, such as surveys and public meetings. In addition, public input will also employ innovative non-traditional digital and online engagement techniques, connecting to citizens where they are, examples of which include: outdoor community kiosks, online forums, a website, including a web-based portal for education and input on the County's website, videos, social media, etc. The engagement will intentionally include and seek out citizens with unique perspectives who have been traditionally underserved (i.e., youth, people facing economic barriers, minority communities, people with disabilities, and those who speak English as a second language). Public engagement efforts shall be described and quantified to ensure accountability and validity. The selected vendor will provide a Communication and Public Engagement Plan, which will outline best practices for equitable and accessible in-person and online participation. The vendor will assist in the development of a toolkit to enable Planning staff to engage in outreach efforts with the public without the need for the vendor to be present at every meeting or event. Methods of outreach to solicit participation among various constituencies shall be specified.

### Zoning, Future Land Use Classifications, and Special Districts

A description of existing conditions and recommended changes to county-wide zoning, future land use classifications, and proposed special overlay districts (for example, Bicycle and Pedestrian Overlay, Conservation, Building Design, School, Utility, and any other special overlay districts) should be included. Strong consideration should be given to the use of form-based code in certain areas of the county (areas where current or future urbanization is anticipated).

### Future Needs

The Plan shall seek to educate and call out the need for additional planning efforts, if needed, including small area plans or other stand-alone plans. Proposed and recommended stand-alone plans for utility, transportation, education, conservation, hazard resiliency, and other public needs and desires should be included in the Plan as well.

### Coastal Area Management Act Plan and Environmental Protection

The Plan will address the topics, policies, and necessary sections to meet the requirements of the North Carolina Coastal Area Management Act as outlined in 15A NCAC 07B. The Plan will prioritize the County's efforts in resiliency and hazard mitigation, as well as outline future goals and actions necessary to maintain and improve the County's natural resources and environmental health. A review of the sustainability policies, Hazard Mitigation Plan, and Land Use Plans, as well as the County's environmental ordinances will be included in this component. Current planning efforts and future action steps for resiliency and mitigation shall be outlined. Environmentally sensitive areas, wetlands, and existing and recommended tree canopies should be described, analyzed, and addressed with recommended policies and actions. Tree and wetland preservation has been a key concern as it relates to recent and future development. Conservation zoning and districts along with regulations and plans should be included.

### Tourism and Seasonal Populations

The Plan shall seek to describe how tourism is projected to impact County needs and growth. Impacts from the tourism industry (such as employment, existence of short-term rentals, hotels, restaurants, special events, public service availability, and infrastructure capacity) should be analyzed and ascribed recommended policies, goals, and actions. Impacts of seasonal population increases should be taken into consideration as well.

### Regionalism

Much of Pender County's growth is influenced by rapidly growing metropolitan areas to the north and south of the county; these pressures and trends should inform the Plan's analysis and recommendations. The Plan's geographical area will be Pender County, but when possible and appropriate, the connection between the County, its municipalities, adjacent counties, and our regional partners shall be addressed. Special attention should be devoted to the differential needs and services available to urban and rural communities.

### Transportation

The Plan shall seek to describe the current and future state of transportation in Pender County and how it is projected to impact County needs and growth. Attention should be given to public transportation, bicycle, pedestrian, and alternative modes of transportation, access to services and job opportunities, future passenger rail service, flood and natural hazard evacuation and resiliency measures, road conditions, traffic congestion, commuter patterns, and other topics related to building a resilient, versatile, and robust transportation network. The Plan should provide policy, goal, and other recommendations regarding these topics with consideration given to recent transportation-related plans (Pender County Bicycle and Pedestrian Plan, Pender County Streets Plan, Comprehensive Transportation Plan, etc.).

### Health & Equity

The Plan will consider, study, analyze, and address the availability of Health and Nutrition goods and services for the population of the county. Phenomena such as food deserts and low access to healthcare services should be given special attention and the needs of affected social and demographic groups as well as affected geographic areas should be addressed. The Plan will approach all Key Principles, Elements, and Components with an eye for equity. This equity lens will be specific to the needs of communities and populations of Pender County.

### Economic Development and Tax-base Growth and Retention

The Plan should consider, analyze, and address the current state of Pender County economic development opportunities. In particular, the desired growth of a non-residential tax base and more job opportunities should be emphasized. Consideration of existing and potential employment centers as well as the broad spectrum of job-creating development is necessary to be included in this Plan. The County continues to seek opportunities to increase its non-residential tax base and intends that the Plan should address land use and development policy and regulation solutions to guide implementation of this priority.

### Utilities and Internet Connectivity

The Plan should consider, analyze, and address existing water, sewer, stormwater, electric, and internet (high-speed broadband) availability, connectivity, and capacity. Future plans for increased or expanded capacity and maintenance should be analyzed and recommended, including the use of public-private partnerships to improve coverage and service for all utilities. Alignment and coordination of new development and utility infrastructure should be addressed. Actionable priorities for each kind of utility (as listed earlier in this section) should be described.

### Nodes, Existing Infrastructure, and Development

The importance of situating new development in areas already served by utilities and infrastructure is a priority and policy of Pender County Planning and Community Development Department. Therefore, concepts, policies, and recommendations supporting this continued effort should be included in the Plan. Finding targeted areas for planned growth and incremental density should be identified and described. Situating new development around key nodes where existing transportation and utility infrastructure exists should be considered in the Plan.

### Housing

The current state of the County's housing stock and trends should be considered and described. Particular attention should be given to identifying land use and development policies that would work towards building a resilient housing stock that would serve the growing needs of resident families and individuals in various stages of life, including housing typologies that are considered attainable, affordable, or workforce housing.

### Public Services and Education

A fundamental part of public infrastructure that has been strained due to development is the public school system. As such, consideration, description, and actionable recommendations regarding the acquisition of land and resources for the siting of public services (such as schools, healthcare facilities, public utilities, administrative buildings, and transportation and recreation facilities) should be included in the Plan.

## Components of the Plan

Pender County has established the preliminary components of the Plan under this Scope of Work to serve as the guide for the Plan's framework. The components will serve to direct the Plan's development and potential partners are encouraged to suggest innovative additions or modifications to these components through explanation in the submitted Statement of Qualifications. Existing planning and policy documents for the various components of the proposed Comprehensive Plan have been gathered and will be used to further synthesize and build upon the basis of our current development policies and practices. Please note that components may be added or removed as the planning process unfolds based on feedback from staff, the community, boards, commissions, and elected officials.

### Graphics

The selected vendor shall use visualization techniques that graphically and accurately depict pertinent information for each component of the Plan, including, but not limited to branding, infographics, wordmaps, photographs, illustrations, and renderings. Easy to read and informative charts, graphs, and maps shall be used throughout the Plan. Graphics and coloring schemes shall be used as tools to distinguish important items as themes or goals throughout the Plan.

### Plan's Accessibility and Length

The Plan shall be written in a way that is accessible and understandable; the Plan will not be written for Planners but for the general public. The Plan will be concise but include all necessary components.

### Executive Summary

An executive summary that outlines the vision, detailed goals, and elements that are laid out in the Comprehensive Plan.

### Community Profile Development and Existing Conditions

A history and review of current planning efforts, including an inventory, review, and analysis of existing policies and conditions. Demographic and population analysis using the most recent and reliable data available will be included. A comprehensive land use survey and database should be prepared resulting in a parcel level current land use data set which should be used to develop a future land use plan. A property inventory shall be created which identifies industrial, institutional, commercial, recreational, vacant, and residential land uses. Topographic and natural feature maps (including steep slope/high elevation, protected ridge, floodplain, wetlands, and conserved properties), and infrastructure maps (including public water, public sewer, natural gas, transportation, broadband, and public schools) shall be included.

Within the Community Profile section of the Plan, the existing conditions of and current plans related to the following areas should be described:

- Transportation
- Housing Trends, Typologies, and Affordability
- Hazard Mitigation and Resiliency
- Emergency Management and Public Safety
- Sustainability, Environment, and Conservation
- Aging Population and other demographic trends and projections

- Current Facilities and Services for Youth and Seniors (Senior Centers, Retirement Homes, Daycares, Child and Senior Health Care Facilities, etc.)
- Land Use and Development Trends
- Previously-adopted Future Land Use Plan
- Nodes for Growth
- Special Districts (Public Utility and Tax Districts)
- Infrastructure and Public Services
- Education and Schools
- Economy and Industry
- Farmland, Agriculture, and Local Food Systems
- Health & Equity (including medical services and food security)
- Parks, Public Facilities, Greenways, and a Healthy Community
- Tourism
- Historical Context and Preservation

#### Future Land Use Map and Description

A major component of the Plan will be the Future Land Use Map and its accompanying recommended categories and explanations. Characteristics of each future land use category should be described and illustrated regarding density, preferred uses, design standards, and other relevant characteristics of each area.

#### Visioning and Development of Goals, Policies, Actions

The goals, policies, and actions shall be developed only after significant public engagement. These items will help define the vision for the County regarding future growth and development. A needs assessment will be developed which identifies gaps or conflicts between current Ordinances or policies and recommended items.

A description of the pertinent public engagement activities should be provided in this section of the Plan. The types of outreach and number of participants should be included, as well as examples of insight and focus provided.

Within this component of the Plan, recommendations for implementation policies and actions shall be provided. These policies and actions should include benchmarks, priorities, and measures for accountability with specific targets and an implementation schedule.

A GIS database shall be created identifying areas of potential future growth, and infrastructure needs required for this growth. Former and intact Extra-Territorial Jurisdictions (ETJs) within the County should be identified.

The future land use plan and GIS database shall be provided by the Vendor and prepared using population projections and build-out scenarios of preferred land-use patterns. The build-out scenarios shall use projections of uses and infrastructure improvements (projected and required). The impact of major development activities and master plans should be considered. This map should be created in a format that is compatible with Pender County's current Geographical Information System (GIS).

## Coastal Area Management Act Plan Requirements

The Plan will address the statutorily mandated elements, topics, policies, and sections to meet the requirements of the North Carolina Coastal Area Management Act (CAMA) as outlined in 15A NCAC 07B. The Plan should also lay out the process by which the Plan will be certified by the North Carolina Coastal Resources Commission and carefully document the required elements of a CAMA plan.

## Submittal Requirements

### Submittal Format

Statement of Qualification packages will be received until October 31, 2023 at 2:00 PM. All SOQs may be submitted in a sealed envelope(s) or electronically submitted via email and properly identified with "RFQ Pender County Comprehensive Plan Submittal."

Statements of Qualifications should be sent to:

**By Mail:** PO Box 1519, Burgaw, NC 28425, Clearly mark RFQ # 24-257

**NOTE:** Do not send by USPS to the physical address. For USPS, only use the PO Box above.

**By Courier:** 805 S. Walker Street, Burgaw, NC 28425, Clearly mark RFQ # 24-257

By Email: [amoran@pendercountync.gov](mailto:amoran@pendercountync.gov)

Qualification packages should be prepared simply and economically and bound in a single volume whenever practical. Pender County does not expect, nor will any more favorable consideration be given to submittals with fancy covers or binding, color photographs, sample plans, non-pertinent information on other accomplishments of the firm which have no direct bearing on these projects, resumes of individuals who will not be engaged in the work, or pages of other nonrelated project materials.

**Brevity will be appreciated.** Submittals shall be limited to 30 pages, double sided 8 ½ x 11, minimum 12-point font. Covers and Dividers do not count in the 30-page total. Submissions received after that date will be disqualified from consideration. **Flash drives will not be accepted.** Digital files larger than 20MB cannot be accepted by email and should be sent via a WeTransfer link. Visit [wetransfer.com](http://wetransfer.com) to establish a free account and follow directions. You will securely submit your files via a unique link. The County will download and save prior to the 7-day expiration.

All interested and qualified firms are requested to submit their statement of qualifications no later than 2:00 PM on October 31, 2023. It is the bidder's responsibility to ensure the SOQ is received prior to the submission deadline. Late submissions will not be accepted. The County reserves the right to accept or reject all or any part of any SOQ, waive informalities and award the contract to best serve the interest of the County. It is the responsibility of the vendor to ensure their Qualification package is received. Receipt of submittals can be verified by calling 910-259-1408.

## Submittal Contents

Vendors shall populate all attachments of this RFQ that require the vendor to provide information and include an authorized signature where requested. Vendor RFQ responses shall include the following items and those attachments should be arranged in the following order:

1. Cover Letter
2. Title Page: Include the vendor name, address, phone number, and authorized representative.
3. Describe the firm's background, experience, and capabilities as it relates to the Scope of Work outlined in the RFQ.
4. Identify all subcontractors to be used for the proposed Scope of Work. For each subcontractor or subconsultant listed, vendors shall indicate: (1) what products and/or services are to be supplied by that subcontractor and; (2) what percentage of the overall scope of work that subcontractor or subconsultant will perform.
5. List the names, title, and qualifications of each of the key personnel who will be assigned to complete the Scope of Work, and briefly explain what role in the process each person will have if there are defined roles.
6. List at least three (3) client references, including public and private organizations, for whom the vendor has provided services in the past two (2) years. Provide telephone numbers and contact names for references.
7. Provide a link to a digital copy of a plan completed by the vendor within the last two (2) years.
8. Provide a brief summary of your understanding of the proposed project.
9. Outline how you, the vendor, will achieve the goals of the project as outlined in the Scope of Work. Particular attention should be given to describing your plan for Public Engagement.
10. Provide specific costs for services.
11. Each vendor shall submit with its Statement of Qualification package the name, address, and telephone number of the person(s) with authority to bind the vendor and answer questions or provide clarification concerning the vendor's SOQ.

## Qualification Criteria

To be considered for this project the firm must meet the minimum requirements set forth below to be included in the statement of qualifications. The successful firm must demonstrate a high level of competence in the subject matter areas along with a demonstrated ability to provide high quality services on time and within budget. The selected firm should have a proven ability to work effectively with public agencies and other stakeholders. Qualification statements should include, at minimum, the following:

### A. Firm Information

- Include information about the firm's size, history, office locations, and service offerings
- Include number of years the firm has been in business as a consultant
- Include number of years the firm has been in business under its present business name
- List the point of contact and contact information

### B. Project Approach

- Provide a statement of your understanding of the project
- Provide a probable timeline for development, and completion of the Plan

*C. Experience*

- In the firm’s SOQ, provide a sample of past work similar to the proposed Comprehensive Plan and include the following:
  - Name, location, and brief description of the project
  - Name, address, and telephone number of the Project Owner (indicate contact person)

*D. Key Personnel Resumes*

- Demonstrate qualifications of your key staff
  - Provide a proposed project organization chart and resumes of key individuals included in your team
  - Indicate what elements of the work your firm intends to self-perform or subcontract
  - Indicate what team members would be assigned to the proposed Comprehensive Plan

*E. References*

- Provide at least three (3) references to substantiate qualifications to perform this type of work

### Vendor Experience

In its Statement of Qualifications, the Vendor shall demonstrate experience with public sector clients with similar or greater size and complexity to Pender County. Vendor shall provide information as to the qualifications and experience of all executive, managerial, legal, and professional personnel to be assigned to this project, including citing experience with similar projects and the responsibilities to be assigned to each person.

### Costs Incurred by Submission

The submitting firm will be responsible for all costs associated with the submission of their respective statement of qualifications. The County will not be responsible for the reimbursement of any costs associated with this submission.

## Method of Award and Evaluation

### Method of Award

All qualified Statements of Qualifications will be evaluated, and awards will be made to the Vendor which best meets the RFQ requirements and needs of the County.

Pender County reserves the right to reject any and/or all submittals, and to waive defects, technicalities and/or irregularities in any submittal. The County reserves the right to finalize a contract with one or more vendors based on all factors involved in the written qualification submittal without further discussion or interviews. Vendors are cautioned that this is a request for qualifications, not an offer or request to contract, and the County reserves the right to reject any and all offers at any time if such rejection is deemed to be in the best interest of the County.

Submittals will generally be evaluated according to completeness, content, and experience with similar projects, ability of the vendor and its staff, and cost.

## Evaluation Criteria

Following the deadline for submittals, Planning and Community Development staff will verify each submission for adherence to the format and document requirements stated in this RFQ (and any other official documents, as stated herein). After the initial review of the SOQs submitted, the County shall select finalists to participate in an in-person interview and presentation with the selection committee, County management, and Planning staff. The committee may also include representatives from County Boards, stakeholders, and other individuals whom the vendor will be working with on an ongoing basis during the planning process. The selection committee will review, analyze, and rank all Vendors based on their qualifications. Selection criteria will be based on the following factors:

Evaluative Criteria	Percent of Score
<b>Track Record</b> <i>The firm's demonstrated ability to carry out the project on time and within the allotted budget, as well as securing certification by the Coastal Resources Commission.</i>	30%
<b>Firm Ability and Competency</b> <i>The firm's demonstrated professional and technical ability and competency related to the scope of services and final product requested.</i>	25%
<b>Staff Experience</b> <i>The demonstrated competency and experience of firm staff assigned to project related to scope of services and products requested.</i>	25%
<b>References</b> <i>The feedback from previous clients is taken into consideration. Pertinent information related to the evaluation of firms, their qualifications, and submittals is assessed.</i>	20%

References may be contacted along with other evaluations Pender County feels necessary to accurately determine the criteria listed above in the selection criteria. Scoring and ranking of the submitted SOQs will be based on the criteria above. Pender County reserves the right to interview firms who are being considered.

## Questions and Point of Contact

**Adam Moran, Long Range Planner**  
805 South Walker Street  
Burgaw, NC 28425  
Phone: 910-259-1408  
E-mail: amoran@pendercountync.gov

## General Terms and Conditions

### 1. Contract Only with Designated Party

After the date and time established for receipt of SOQs by the County, any contact initiated by any firm with any County representatives, other than Adam Moran with the Planning Department, concerning this RFQ is prohibited. Any such unauthorized contact may cause the disqualification of the firm from this qualification process.

### 2. Non-Collusion Affidavit

Each qualification package must be accompanied by a notarized affidavit on non-collusion, executed by the firm or in the case of a corporation, by a duly authorized representative of said corporation. The Non-Collusion Affidavit is provided herein.

### 3. Conflict of Interest

All parties (including subconsultants) must maintain compliance with conflicts of interest guidelines that meet or exceed those required under 2 C.F.R. § 200.318(c)(1) for all projects funded in part or whole with federal or State financial assistance (direct or reimbursed). In addition to the prohibition against self-benefiting from a public contract under N.C. G.S. 14-234, no officer, employee, elected official, governing body member, or agent of Pender County may participate directly or indirectly in the selection, award, or administration of a contract supported by a federal or State award if he or she has a real or perceived conflict of interest. A real or perceived conflict exists when any of the following parties has a financial or other interest in or receives a tangible personal benefit from award of a contract: the officer, employee, elected official, governing body member, or agent involved in the selection, award, or administration of a contract; as well as any member of his or her immediate family; his or her partner; or an organization which employs or is about to employ any of these parties. Any such conflict shall be disclosed in writing and included with the Statement of Qualifications. Contractors that are related to County personnel having any influence over the decisions to consider or award a contract are strictly prohibited from bidding/responding or accepting award of County contracts. Accepting gifts and favors from vendors and contractors is prohibited under N.C. G.S. 133-32, additionally officers, employees, elected officials, governing body members, and agents of Pender County are prohibited from accepting or soliciting gifts, gratuities, favors, or anything of monetary value from contractors, suppliers, or parties to subcontracts. Violating this policy will result in disciplinary action for the employee and termination of the contract and violating firms/persons may not be eligible for future contract awards.

### 4. Addenda and Changes

Any additions, deletions, modifications or changes made to this RFQ shall be processed through the Pender County Finance Department. Any deviation from this procedure may result in the disqualification of the firm's submittal or the cancellation of any contract resulting from this RFQ.

### 5. Proprietary Information

All Statements of Qualifications received are considered public record and available for public inspection as required by General Statutes 132 - 1.2. Trade secrets or proprietary information submitted by a firm in connection with a procurement transaction shall not be subject to the public disclosure under the North Carolina Public Records Act pursuant to NC General Statutes §66-152(3).

However, the firm must invoke the protection of this section prior to or upon submission of the data or other materials, and must identify the data on other materials to be protected and state the reasons why protection is necessary. Each individual page considered a trade secret or proprietary information must be labeled "Confidential" in the top right corner. This right of privacy will be construed as narrowly as possible to protect the interests of the individual responding to the RFQ while attempting to maximize the availability of information to the public.

## 6. Minority-Owned Businesses

Pender County encourages all businesses, including DBE, minority, and women-owned businesses to respond to all Request for Qualifications.

## 7. Award and Contract Time

No part of this solicitation is to be considered part of a contract nor are any provisions contained herein to be binding on Pender County.

Award shall be made to the responsible firm whose qualifications are determined to be the most advantageous to the County, taking into consideration the evaluation factors set forth in the RFQ.

The County wishes to enter into an agreement with one firm which will be responsible for the work associated with this RFQ.

A notice of contract award is anticipated on/by October 17, 2022. The detailed Scope of Work and schedule of deliverables shall be negotiated with the successful firms for each specified project.

## 8. Contract Document

The successful firm will be required to enter into a contract with Pender County. A sample contract shall be provided by the firm at the time of submission of the Statement of Qualifications.

## 9. Subconsultants

If any subconsultants will be used for the various projects, the successful firm shall provide to the Finance Director a list of names of any of the intended subconsultants, their applicable license number(s) and a description of the work to be done by each subconsultant.

The successful firm shall not substitute other subconsultants without the written consent of the County.

The successful firm shall be responsible for all services performed by a subcontractor as though they had been performed by the successful firm. Responsibilities include, but are not limited to, compliance with applicable licensing regulations.

If at any time the County determines that any subcontractor is incompetent or undesirable, the County shall notify the successful firm accordingly, and the successful firm shall take immediate steps for cancellation of the subcontract and replacement.

Nothing contained in any contract resulting from this RFQ shall create any contractual relationship between any subcontractor and the County of Pender.

It shall be the successful firms' responsibility to ensure that all terms of the primary contract with Pender County are incorporated into all subcontracts.

## 10. Insurance

The selected firm shall purchase and maintain in force, at its own expense, such insurance as will protect the firm and the County, to include general liability insurance coverage, professional liability (E&O), automobile and worker's comp (as applicable), from claims which may arise out of or result from the firm's execution of the work, whether such execution be by himself, his employees, agents, subcontractors, or by anyone for whose acts any of them may be liable. The insurance coverage shall be such as to fully protect the County, and the general public from any and all claims for injury and damage resulting by any actions on the part of the firm or its forces as enumerated above.

Terms and Limits should be reasonably associated with the contract. As a minimum, the Contractor or vendor shall provide and maintain the following coverage and limits.

**Commercial General Liability** – General Liability Coverage, on a Comprehensive Broad Form on an occurrence basis in the minimum amount of \$1,000,000.00 combined single limit (Defense cost shall be in excess of the limit of liability).

**Professional Liability (E&O)** – Professional Liability Coverage, on a Comprehensive Broad Form on an occurrence basis in the minimum amount of \$1,000,000.00 combined single limit (Defense cost shall be in excess of the limit of liability).

**Automobile** – Automobile Liability Insurance, to include liability coverage, covering all owned, hired, and non-owned vehicles used in connection with the contract. The minimum combined single limit shall be \$150,000.00 bodily injury and property damage; \$150,000.00 uninsured/under-insured motorist; and \$1,000.00 medical payment.

**Worker's Compensation (when applicable)** – The Contractor or vendor shall provide and maintain worker's compensation insurance, as required by the laws of North Carolina, as well as employer's liability coverage with minimum limits of \$150,000, covering all of Contractor or vendor's employees who are engaged in any work under the contract. If any work is sublet, the Contractor or vendor shall require the subcontractor to provide the same coverage for any of his employees engaged in any work under the contract.

The selected firm shall furnish a copy of an original Certificate of Insurance, naming Pender County as an additional insured within 10 days of notice of contract award. Should any of the policies be canceled before the expiration date, the issuing company will provide thirty (30) days written notice to the certificate holder. The firm shall furnish insurance in satisfactory limits, and on forms and of companies which are acceptable to the Pender County Finance Director and shall require and show evidence of insurance coverage on behalf of any subcontractors (if applicable), before entering any agreement to sublet any part of the work to be completed under this contract.

## 11. Indemnification

Contractor agrees to defend, indemnify, and hold harmless the County for all loss, liability, claims, or expense (including reasonable attorney's fees) arising from bodily injury, including death or property damage, to any person or persons caused in whole or in part by the negligence or misconduct of the Contractor, except to the extent same are caused by the negligence or willful misconduct of the County. It is the intent of this section to require Contractor to indemnify Pender County to the extent permitted under North Carolina law.

### 12. Venue for Legal Actions

By responding to this RFQ, all parties agree to be governed by North Carolina law without regard to its conflicts of law principles. Any legal actions arising from this RFQ process or resulting contract shall be brought in Pender County, North Carolina.

### 13. Availability of Funds

Any resulting contract shall be deemed in force only to the extent of appropriations available to each department for the purchase of such goods and/or services. The County's extended obligations on contracts that include funding through successive fiscal periods shall be contingent upon actual appropriations for the successive periods (additional years).

### 14. Non-Exclusive Contract

Nothing herein is intended nor shall be construed as creating any exclusive arrangement with the selected firm. A contract of award shall not restrict the County from acquiring similar, equal, or like goods and/or services from other sources.

- END -

Attachment

NON-COLLUSION AFFIDAVIT

A completed, signed, and notarized form shall be submitted with the SOQ.

The firm submitting a Statement of Qualifications (SOQ), under penalty of perjury under the laws of the United States, certifies that neither they, nor any official, agent, or employee has entered into any agreement, participated in any collusion, or otherwise taken any action which is in restraint of free competitive bidding in connection with any bid or contract.

By execution of any response in this procurement, you attest, for your entire organization and its employees or agents, that you are not aware that any collusion has been offered, accepted, or promised by any employees of your organization.

FIRM NAME: \_\_\_\_\_

BIDDER/RESPONDING REPRESENTATIVE: \_\_\_\_\_

Print

\_\_\_\_\_

Sign

\_\_\_\_\_

Date

NOTARY-

\_\_\_\_\_ State \_\_\_\_\_ County

I, \_\_\_\_\_, a Notary Public for said County and State, do

hereby certify that \_\_\_\_\_ personally appeared before

me this day and acknowledged the due execution of the foregoing instrument.

Witness my hand and official seal, this the \_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_.

(Official Seal)

Notary Public Commission expires \_\_\_\_\_, \_\_ 20 \_\_\_\_.



RFQ #24-257

# Pender County Comprehensive Plan

Pender County, NC

**CLARION**

In collaboration with:

Equinox

Rose & Associates, Southeast

Tate Consulting

Cape Fear Council of Governments

Page 22 of 75

# CLARION

101 Market Street, Suite D  
Chapel Hill, NC 27516  
919.967.9188  
www.clarionassociates.com

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# COVER LETTER

# CLARION

October 31, 2023

Pender County, NC  
Planning and Community Development Department  
Post Office Box 1519  
805 South Walker Street  
Burgaw, North Carolina 28425

101 Market Street, Suite D  
Chapel Hill, NC 27516  
919.967.9188

[www.clarionassociates.com](http://www.clarionassociates.com)

**Re: RFQ#: 24-257: Pender County Comprehensive Plan**

Dear Members of the Selection Committee:

On behalf of the Clarion Associates team, I am pleased to submit this response to your request for proposals. Clarion Associates is a national planning and zoning consulting firm with offices in Chapel Hill, NC and Denver, CO and affiliate offices in Cincinnati, OH and Philadelphia, PA. Firm principals have decades of experience in assisting local governments to prepare comprehensive and small area plans, growth management strategies, sustainability assessments, design approaches, and development codes for communities throughout the Southeast and across the nation. All of these efforts have required a strong focus on community engagement, and a commitment to building support among diverse stakeholder groups on a wide range of issues.

To provide Pender County with a complete array of planning services, Clarion Associates is joined by **Equinox, Cape Fear Council of Governments, Rose & Associates, Southeast, and Tate Consulting**. These partners will bring to the project decades of expertise in comprehensive planning that meets the needs of this project: environmental and working lands assessments and planning recommendations; real estate and market economic analysis; community sustainability, resiliency modeling, and hazard mitigation planning strategies; and innovative public engagement strategies. Our team blends regional understanding of coastal issues, North Carolina planning experience, and national planning expertise.

The Clarion team excels in the practice areas required for this effort and we have received awards for several of our projects. We are known for generating comprehensive plans driven by responses to community needs, legal frameworks, fiscal considerations, and infrastructure impacts; conducting highly successful public engagement processes; and crafting plans that are designed to inform budgetary and capital investment decisions to ensure implementation. We are excited about the prospect of working with Pender County on this important initiative and welcome an opportunity to discuss our proposal with you in person.

Sincerely,



Leigh Anne King, AICP, Director  
[laking@clarionassociates.com](mailto:laking@clarionassociates.com) | 919-391-6856



Planning | Zoning & Land Use | Sustainability & Resiliency

# TITLE PAGE

## VENDOR INFORMATION

As requested in the RFQ, the vendor contact information is identified below.

### CLARION ASSOCIATES, LLC

Clarion Associates is a limited liability company established under the laws of the state of Colorado in 1992. Leigh Anne King, LEED AP, AICP is th authorized representative. The contact information is:

### **Leigh Anne King, Equity Partner and Director**

Clarion Associates

101 Market Street, Suite D

Chapel Hill, North Carolina 27516

[laking@clarionassociates.com](mailto:laking@clarionassociates.com)

919-391-6856



# CLARION FIRM BACKGROUND

Clarion Associates is a national land-use consulting firm with offices in Denver, Colorado and Chapel Hill, North Carolina, and affiliate offices in Cincinnati and Philadelphia. Since our founding in 1992, Clarion has become particularly known for its expertise in comprehensive planning, development regulations, and plan implementation. We have developed expertise in a broad range of services, including:

- Community and regional plans;
- Community and stakeholder engagement;
- Sustainable plans and codes;
- Zoning codes and development regulations; and
- Plan implementation strategies.

**CLARION**

919-391-6856

[www.clarionassociates.com](http://www.clarionassociates.com)



**31**  
years of  
effective land  
use solutions



**20**  
staff to meet the  
needs of our client  
communities



**600+**  
diverse community  
partnerships



**128+**  
adopted  
community plans



**237+**  
adopted  
development codes

**EXPERIENCE** Public sector plans and codes have been Clarion's core focus for more than 20 years. Many of our staff members have experience working on both core practice areas. This "cross-training" allows us to not only provide effective plan and policy direction, but to also build in recommendations regarding future code updates that may be needed to implement the plan. We are often hired to implement those recommendations following the adoption of the plan—either through targeted code amendments as an extension of the plan process or as a standalone code rewrite. Clarion has a reputation for preparing plans and codes that are accessible to stakeholders and the community while still being very strong on substance to ensure that they meet the needs of plan administrators and decision-makers. We accomplish this by focusing on organizational structure, the development of clear and concise policy language, legibility of key plan concepts, and use of illustrative graphics and images. We are highly experienced at translating complex concepts and technical data into user-friendly language and graphics.

**WHY US** Clarion takes a hands-on approach with all of its projects. Our ability to do this is supported by our emphasis on maintaining a relatively small, but highly skilled and efficient staff. We establish strong working relationships with our clients that extend from the first set of meetings through adoption.

# PROJECT TEAM

## ORGANIZATIONAL CHART

This section provides an overview of each team member's role, qualifications, and experience. Our team brings a range of technical and project management experience to the Comprehensive Plan project. A bio for each team member is provided on the following pages.

### CLARION

**PROJECT LEAD**



**LEIGH ANNE KING, AICP, LEED AP**  
DIRECTOR & PROJECT MANAGER



**DAVID HENNING, ESQ., AICP**  
LEAD PROJECT PLANNER



**EMILY GVINO, MCRP, MPH**  
PROJECT PLANNER



**MICHAEL EVERHART, MCRP**  
MAPPING & VISUALIZATION PLANNER



**ADDIE SHERMAN**  
PLAN GRAPHICS AND WEB DESIGNER



**ENVIRONMENTAL AND COASTAL RESILIENCE PLANNING LEAD**



**DAVID TUCH, RLA**  
NATURAL AND RECREATIONAL COMPONENTS LEAD



**ALEXANDER SMITH**  
NATURAL AND RECREATIONAL COMPONENTS PLANNER



**DANVEY WALSH**  
HAZARD MITIGATION LEAD



**REAL ESTATE AND TOURISM MARKET ANALYSTS**



**CAMA PLANNING ADVISOR AND LAND USE INVENTORY LEAD**



**KATHLEEN ROSE, CCIM, CRE**  
REAL ESTATE AND TOURISM MARKET ANALYST



**KAREN BENTLEY**  
HEALTH ASSESSMENTS/TOURISM/GOVERNMENT RELATIONS



**DANIEL BELLOT**  
MARKET ANALYST



**WES MACLEOD**  
CAMA PLANNING ADVISOR AND LAND USE INVENTORY



**DEI ENGAGEMENT STRATEGIST**



**ANDREA GOODE**  
DEI ENGAGEMENT CO-LEAD



**ANTWAIN TATE GOODE**  
DEI ENGAGEMENT CO-LEAD

## IN COLLABORATION WITH

### **EQUINOX | [EQUINOXENVIRONMENTAL.COM](http://EQUINOXENVIRONMENTAL.COM)**

**9% OF SCOPE**

Equinox is an award-winning firm that provides sustainable solutions for a full range of planning and services. The principles of environmental stewardship, ecology, and resource conservation are deeply embedded into all aspects of our work. What sets us apart is that we integrate environmental science and ecology into our planning and design solutions. We are capable of producing tangible benefits for the environment, for the communities in which we work, and for our clients. The depth and breadth of our work includes regionally and nationally recognized greenway and park design, sustainable design, green infrastructure/stormwater management, ecological planning, and water resources planning.

### **CAPE FEAR COUNCIL OF GOVERNMENTS | [CAPEFEARCOG.ORG](http://CAPEFEARCOG.ORG)**

**3% OF SCOPE**

The Cape Fear Council of Governments (CFCOG) is one of 16 multi-county regional planning and development agencies established in 1972 to support local governments. We provide a wide array of planning and development management services to local governments at affordable rates. We are proud to provide support to the 44 member local governments in Brunswick, Columbus, New Hanover, and Pender Counties.

Our staff has served as planners, zoning and subdivision administrators, permitting officers, planning directors, and municipal managers, so we are familiar with how a local government would utilize a Comprehensive Land Use Plan in its day-to-day activities.

### **ROSE & ASSOCIATES, SOUTHEAST | [ROSEASSOCIATES.COM](http://ROSEASSOCIATES.COM)**

**17% OF SCOPE**

Rose & Associates Southeast, Inc. is a boutique firm of uniquely qualified specialists providing real estate and economic development advisory services for private, public and institutional clients. As a leading expert in analyzing real estate market, land use and economic conditions, the firm includes a consortium of professionals with expertise in real estate, socio-economics, economic development, experiential place-making, tourism and small business/ entrepreneurship. We foster economic sustainability through our 30+ years of experience, tested strategies and applied research for over 400 private, public and institutional projects, predominately throughout the Carolinas. The firm meets the qualifications of Small/Women-Owned Business as outlined by State & Federal guidelines.

### **TATE CONSULTING | [TATECONSULTING.ORG](http://TATECONSULTING.ORG)**

**6% OF SCOPE**

Tate Consulting was founded in 2015, by Antwain Tate Goode, Ph.D. and wife Andrea La Mone Goode, BA. The firm is located in Winston-Salem, North Carolina. What makes the firm unique is that Tate brings leadership, skilled facilitation, curricula design, research, and strategy into community engagement excellence. Tate uses a competency based strategic outreach approach to harness the voice of under-represented populations and link progressive initiatives to create thriving, transformative win/win community alliances. Tate is a certified Disadvantaged Business Enterprise (DBE) firm, Historically Underutilized Business (HUB), NCDOT North Carolina Department of Transportation Qualified firm for Meeting Facilitation Code 00079, and Code 00171: Public Involvement and Environmental Analysis, Small Professional Services Firm (SPSF), Small Business Enterprise (SBE) firm, and Minority and Women-Owned Business Enterprise (MWBE) certified.

## KEY PERSONNEL

The key members for this project and their anticipated roles are provided below. We take a “hands on” approach with all of our projects. Our ability to do this is supported by our emphasis on maintaining a relatively small but highly skilled and efficient staff. You can expect that the team’s leadership will be deeply involved in not just the management of the project, but in presentations at key partnership meetings, facilitation of broader stakeholder and community meetings, day-to-day coordination with the project team, and in the development and review of work products.

**CLARION**



**LEIGH ANNE KING,**  
**AICP, LEED AP**

Director and Project  
Manager

Leigh Anne King is a Director in Clarion’s Chapel Hill office and leads the east coast planning practice. She has worked with local governments for more than 20 years to develop sustainable community plans, comprehensive plans, affordable housing studies, growth management strategies, and open space planning initiatives. She was the lead author or core team member for ten award winning plans in the Carolinas, including the 2023 APA Burnham Award winner, Charlotte Future 2040. Leigh Anne speaks regularly at national and state conferences on the topics of comprehensive and strategic planning, affordable workforce housing, and other planning topics. She serves as a co-chair for the APA-NC’s Affordable Housing Task Force. Before joining Clarion, Leigh Anne worked for a national land conservation nonprofit.



**DAVID HENNING,**  
**AICP, ESQ.**

Lead Project Planner

David Henning is a planner and lawyer serving as a Senior Associate with Clarion’s Chapel Hill office. David’s work for Clarion has included crafting and analyzing comprehensive plan updates, strategic plans, land development code updates, and affordable housing studies for communities throughout the Southeast and Mid Atlantic. He has presented at state and national planning conferences on dark skies and design of planning documents, and his academic projects have been recognized by the American Planning Association and the U.S. Department of Energy. David strives to help communities realize their potential to improve the lives of their current and future residents.



**EMILY GVINO,**  
**MCRP, MPH**

Project Planner

Emily is an associate in Clarion’s Chapel Hill office. She is passionate about helping communities plan for a resilient and sustainable future and engage the community in thoughtful and equitable ways. Emily brings an interdisciplinary approach to Clarion’s team, specializing in the environmental/climate, resilience, and health aspects of planning. In addition to experience speaking on national and international platforms, Emily has established a strong foundation in equitable engagement and policy writing across public and private sector roles. Emily holds a bachelor’s degree in Urban and Environmental Planning from the University of Virginia, and a Master of Public Health and a Master of City and Regional Planning from the University of North Carolina at Chapel Hill.



**MICHAEL EVERHART**

Mapping and  
Visualization Planner

Michael serves as a Mapping and Visualization Planner in the Chapel Hill office. Much of his work occurs behind the scenes where he supports comprehensive community planning projects, building and maintaining many of our maps and geodatabases, contributing to plan research and document drafting. On the code development side, Michael applies his site planning and design interests to create dimensional SketchUp models and graphics that feature in our regulatory code work. Prior to formal employment, Michael was an intern at Clarion while attending planning school at UNC. He is active in the community in various ways, including serving on the Chapel Hill Planning Commission for the past 4 years.



**ADDIE SHERMAN**

Plan Graphics & Web  
Designer

Addie is the Graphics and Marketing Coordinator in Clarion's Chapel Hill office. At Clarion, Addie helps fashion creative tools for public engagement and works with project leads to produce effective graphics for plans, development codes, and other work products. Her current work involves website design, graphic design, 3D renderings, document design, and GIS mapping. Examples of plan projects for which she has developed websites and graphics include Orange County, Iredell county, and Buncombe County, NC; and Henrico County, VA. She received her bachelor's degree in urban planning from the University of Cincinnati.



**DAVID TUCH, RLA**

President / Landscape  
Architect

As the owner and principal in Equinox, David is a landscape architect with a specialty in sustainable development. David has worked on numerous regional plans, land planning, and site planning projects in western North Carolina over the past 23 years. David works from a belief that through smart planning and design it is possible to create a more sustainable pattern of land development, balance growth and the protection of the region's quality of life, create livable communities, and help conserve the regions natural resources. He planned the first conservation subdivision in Buncombe County and led many greenway and parks plans in the region. David integrates best practices for stormwater management, walkability and livable community design into land planning and design projects, which has led to award winning projects that incorporate ecosystem function and protects natural resources.



**ALEXANDER SMITH**

Recreation &  
Environmental Planner

Alex is a Recreation Planner at Equinox and has a background in Urban and Regional Planning, Geographic Information Systems (GIS), and Environmental Studies. Alex provides creative solutions to Equinox's environmental, land use, urban planning, and recreational projects. He also serves as Equinox's GIS specialist. Alex previously worked for the East Cooper Land Trust and as a teaching assistant at the College of Charleston's Lowcountry Hazards Center and GIS Laboratory on coastal resiliency issues. He worked with the SC DHEC's Office of Ocean and Coastal Resource Management (OCRM) on several resiliency projects while providing research to the SC Sea Grant Consortium.



**WES MACLEOD**

CAMA Planning Advisor  
and Land Use Inventory

Wes MacLeod joined the CFCOG in December 2015. He brings a wealth of experience from private consulting practice where he worked for nearly 10 years. Wes's primary practice areas include regional land use planning, coastal development, non-motorized transportation planning, and advanced GIS analysis. He has experience with small area plans, land use plans, development ordinances, parks and recreation master plans, and bicycle/pedestrian plans. Wes is responsible for managing and developing high-quality comprehensive land use plans, developing land development regulations and documents, providing planning- and zoning-related technical assistance and training to local government staff and officials. He has been a recipient of two NC-APA Marvin Collins Awards and is a member of the American Institute of Certified Planners (AICP) and the American Society of Landscape Architects (ASLA).



**KATHLEEN ROSE,  
CCIM, CRE**

Real Estate and Tourism  
Market Analyst

Ms. Rose is President and Chief Executive Officer of Rose & Associates Southeast, Inc. Ms. Rose combined decades of experience as a development expert and real estate analyst to build a unique consulting practice which assists public, private and institutional clients in market feasibility, project positioning, site selection and economic development. Ms. Rose has managed the analysis, planning, development and positioning of over 400 real estate and economic development projects throughout the eastern United States.



**KAREN BENTLEY**

Health Assessments/  
Tourism/Government  
Relations

Karen's professional career spans 30 years working in a diverse array of roles in the healthcare industry. While pursuing her professional interests, Karen also fostered her passion for improving her community by serving four terms representing 200,000 constituents in Mecklenburg County, NC on the Board of County Commissioners. Her ability to successfully ensure her communities received adequate funding for building new schools, parks, greenways, and other critical infrastructure resulted in multiple re-elections. During her tenure on the Board, Karen served on the economic development committee where she and her colleagues were responsible for reviewing, vetting, and recommending projects aimed at driving economic development to the region.



**DANIEL BELLOT**

Market Analyst

Daniel Bellot is a graduate of the University of North Carolina (Charlotte) with a B.S. in Economics. Having broad experience economic data analytics, and in commercial and residential property management for property management firms represented in several markets throughout the southeast, Daniel brings market research, analytics, and asset management skills to the team. Daniel’s role at Rose and Associates includes market-based analytics, land economics, and real estate strategy. His skills include GIS based analytics, research and creative solutions for clients by combining data and visual graphics. In addition, he heads the firm’s growing commercial brokerage division.



**ANDREA GOODE**

DEI Engagement  
Co-Lead

As the Vice President for Tate Consulting, Mrs. Goode’s client engagement projects have included creating economic strategies that compliment curricula design and organizational strategic development. Andrea is a Fler Center Honors graduate from Salem College and leverages 25+ years in marketing and advertising to provide the necessary practitioner perspective clients seek. Leveraging qualitative and quantitative economic analysis to topics within a variety of fields has helped Tate Consulting showcase “Out of the Box” ideas and spur organizational creativity on teams. Professor Goode’s skill as an economist is intangible, as she helps decision makers understand how the economy will affect their business.

Andrea stands firm one of her most significant assets she has is active listening, cultural connectivity, and teamed idea creation strategies to stimulate innovation. Professor Goode was recognized by The North Carolina Community College Association in 2019 for her design “Some Say, Get Out of The Box, We Say, WE ARE THE BOX”-Transforming Lives Through Distance Learning.



**ANTWAIN TATE GOODE**

DEI Engagement  
Co-Lead

Antwain Tate Goode, Ph.D. is a designer of executive customized curricula that have resulted in multifaceted organizational innovations. A scholar and practitioner who has extensive cross-functional career experience and a proven track record of developing leaders. Dr. Goode holds a doctorate of philosophy in the field of Organization and Management with a specialization in Leadership from Capella University. His quantitative research study on Authentic Leadership Theory and Moral Potency Theory.

In addition, Dr. Goode has created impressive customized strategic quantitative metrics, SWOT analysis, leadership designs, and problem-solving techniques in over 25 sectors.

## REFERENCES

HORIZON PLAN 2045 - IREDELL COUNTY, NC

MATTHEW TODD

704-928-2048

[mtodd@co.iredell.nc.us](mailto:mtodd@co.iredell.nc.us)

BUNCOMBE COUNTY 2043 COMPREHENSIVE  
PLAN - BUNCOMBE COUNTY, NC

GILLIAN PHILLIPS, MPA, AICP

828-250-4852

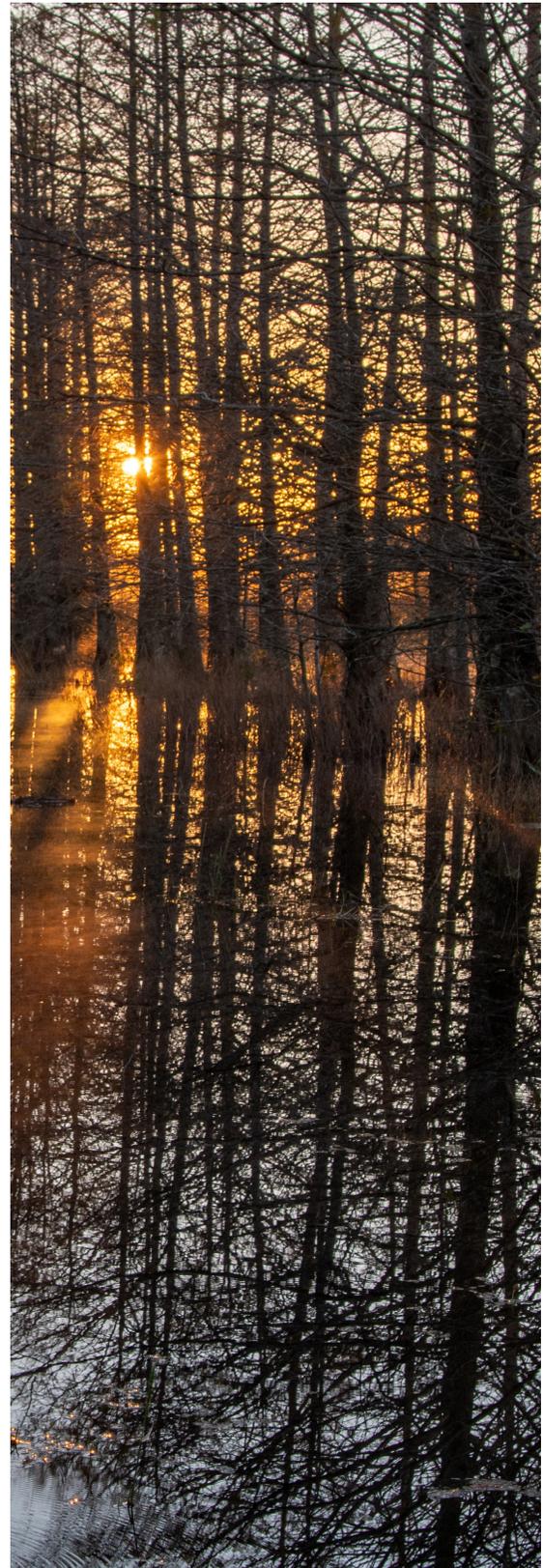
[gillian.phillips@buncombecounty.org](mailto:gillian.phillips@buncombecounty.org)

CHARLOTTE FUTURE 2040 COMPREHENSIVE  
PLAN - CHARLOTTE, NC

ALYSIA OSBORNE

704-336-8364

[alysia.osborne@charlottenc.gov](mailto:alysia.osborne@charlottenc.gov)



# COMPREHENSIVE AND COASTAL PLANNING EXPERIENCE

Clarion Associates' professionals are known nationally as practice area leaders for developing sustainable and resilient plans and codes for coastal communities. We have worked with clients to develop tailored land use approaches that address flooding and severe weather events and that support community growth and development. We provide here a few examples of our work to assist communities to achieve this balance.

## BUNCOMBE COUNTY, NC COMPREHENSIVE PLAN 2043



REFERENCE  
 GILLIAN PHILLIPS, MPA,  
 AICP  
 828-250-4852  
[gillian.phillips@buncombecounty.org](mailto:gillian.phillips@buncombecounty.org)

### Adopted Plan

In Fall 2021, Clarion was retained by Buncombe County, NC, to assist with the development of Buncombe 2043, a new comprehensive plan aiming to guide growth in the county for the next twenty years. Throughout the plan process, there was an intentional focus on equity, sustainability, resiliency, and regionalism. Equity was the key lens for the plan and the other three topics were important priorities. The plan components are a result of the input from county commissioners, staff, community stakeholders and a planning committee as well as 50 community input opportunities, which took place over online meetings, in-person meetings and informational tables at a number of festivals and events. Feedback on what the future of the county should look like was accepted and encouraged from residents of all ages. Over 2,900 residents participated in planning events.

Our teaming partners, including Equinox, worked to identify current environmental conditions and related issues including energy/sustainability initiatives, water quality, working lands/farm lands, and natural lands. Once these issues were identified, they developed strategies related to resiliency and hazard mitigation, working lands, farmland, conservation, and parks and greenways/trails. The plan was unanimously adopted in May 2023. It received two APA NC 2023 Marvin Collins Awards for a large community Comprehensive Plan and for Engagement.

**OUR VOICES, OUR VISION**  
**BUNCOMBE COUNTY 2043**  
 COMPREHENSIVE PLAN  
 DECEMBER 2022 PUBLIC REVIEW DRAFT

**WELCOME!**  
 2,669 people participated in this public input opportunity.  
 60% of people were participating in the planning process for the first time.  
 39 events, including 18 in-person events, 21 virtual events.

**IMPLEMENTATION INTRODUCTION**  
**Guided by Public Input**  
 A concerted effort was made during the Buncombe 2043 planning process to continuously reflect on and incorporate input from community members of Buncombe County into the Plan. Throughout all four phases of the planning process, the Steering Committee, Planning Board, Board of Commissioners, and Project team carefully considered cumulative feedback from the community when making decisions about the Vision Themes, Goals, Policies, and Actions in this Plan. This chapter identifies priorities for implementation identified from public input and how the Actions can be coordinated with other Buncombe County efforts.

*clean the world and help it read*

Children shared their vision for the future of a public input meeting.

JAMES CITY COUNTY, VA  
2035 STRATEGIC PLAN AND 2045 COMPREHENSIVE PLAN



REFERENCE  
Tammy Rosario Director  
Community Development  
(757) 253-6688  
[tammy.rosario@jamescitycountyva.gov](mailto:tammy.rosario@jamescitycountyva.gov)

Engage 2045 Adopted Plan 2035 Strategic Plan

Clarion Associates assisted James City County, located in the Tidewater Region of VA, with the County's first strategic plan. Organizing and prioritizing more than 30 plans and studies including the comprehensive plan, the 2035 JCC Strategic Plan provides a structure for funding and implementing the myriad projects and programs supported by the community. It sets out priorities in 5, 10, 15, and 20 year increments and establishes the collective revenue needs to fund all the initiatives.

Clarion then partnered with James City County to update their comprehensive plan through the Engage 2045 process. The plan effort was directed by five public input priorities identified through the first round of engagement. Clarion also assisted in developing the executive summary of the Plan and implementation approach that directly links to the County's new Strategic Plan. This plan was adopted in October 2021.

Round 3: Deciding and Affirming  
PURPOSE OF ROUND 3 ENGAGEMENT & ACTIVITIES

Engage 2045 has progressed to Round 3 of engagement - Deciding and Affirming. This builds on Round 1, in which citizens affirmed five planning priorities for James City County, and Round 2, in which citizens evaluated options for future growth and preservation, and expressed their opinions about the goals the county should aim to achieve. In Round 3, the County project team solicited input on policy directions the County should pursue and actions it should take to enable citizens' wishes for the future of the community to be realized. Round 3 consisted of three questionnaires, complemented by a series of virtual Community Chats designed to assist citizens in completing the questionnaires. The first questionnaire - Policies and Actions - asked for opinions on steps the County might take to implement the vision for the future, and was conducted January 15-February 21. The second questionnaire - Community Character Strengths/Weaknesses - sought views on the appearance of structures that might be built in the future and the surrounding lands, and was conducted January 26-February 21. The third questionnaire asked for opinions on 21 land use proposals and how those relate to future expectations for development, and was conducted January 26-February 21.

QUESTIONNAIRES

The Round 3 questionnaires were the sole mechanism for collecting public inputs. The three questionnaires were organized by the public input priorities established in Round 1 and the addition of the Future Land Use Plan. Respondents had the choice to self-administer the questionnaires and specific questions they preferred to complete. The questionnaires were provided on the project website and in paper at six public locations throughout the County. The questionnaires are located in the Appendixes of this report.

Through the Policies and Actions Questionnaire, the County sought community input regarding policies and actions that, if implemented, would shape the future of James City County 40 years to come. The questionnaire contained 14 questions that address four of the five planning priorities for the County: Nature, Economic Development, Quality of Life, and Affordable Housing/Resilience.

The Character Design Guidelines questionnaire was a visual preference survey that sought opinions on preferences for the future design of neighborhoods, commercial and employment areas, and rural areas and open spaces in James City County. Questionnaire respondents were asked to rank projects of different types of development and open spaces in these contexts.

The Future Land Use Map Questionnaire sought community input on specific applications for land use designation changes. The County's Board of Supervisors, Planning Commission (Planning Group) and staff are reviewing this community feedback, as well as feedback from previous rounds, as they consider these applications for Land Use Designation changes. Land use designations are used to determine what kind of growth will occur in the County and where. They are policy designations that help guide changes to, and implementation of, development regulations. They also help the County make long-term decisions about infrastructure, road improvements, and public facility locations. Land use designations are also used when the Planning Commission and Board of Supervisors consider certain kinds of development proposals, such as rezonings and special use permits. Planning staff are currently reviewing 27 applications for land use designations. Of these 27, three were initiated by property owners and the remaining 24 were initiated by the County.

POLICIES & ACTIONS QUESTIONNAIRE	CHARACTER DESIGN GUIDELINES QUESTIONNAIRE	FUTURE LAND USE MAP QUESTIONNAIRE
14 PAPER + 263 ONLINE = 277 TOTAL RESPONSES	8 PAPER + 188 ONLINE = 196 TOTAL RESPONSES	20 PAPER + 89 ONLINE = 109 TOTAL RESPONSES

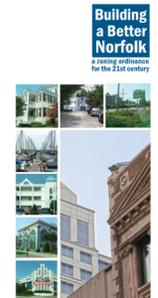
NORFOLK, VA  
ZONING ORDINANCE UPDATE



REFERENCE  
Jeremy Sharp  
Zoning Administrator  
757-439-4833  
[Jeremy.Sharp@norfolk.gov](mailto:Jeremy.Sharp@norfolk.gov)

Adopted Ordinance

In 2014, the City of Norfolk retained Clarion Associates, along with the Renaissance Planning Group and Herd Planning and Design to undertake a rewrite of the its 25-year-old zoning ordinance. The Norfolk City Council adopted the updated Zoning Ordinance in January, 2018. Many consider it to be the most resilience-focused zoning approach in the nation. The ordinance received an Award of Excellence in Sustainability from national APA in 2019. Innovations include a zoning ordinance that is framed around sustainable and resilient development practices (in part through the establishment of a resiliency quotient), and zoning districts and development standards that are context based, recognizing four different character areas in the city.



Zoning Ordinance  
Adopted January 23, 2018



IREDELL COUNTY, NC  
2030 HORIZON PLAN & 2045 HORIZON PLAN



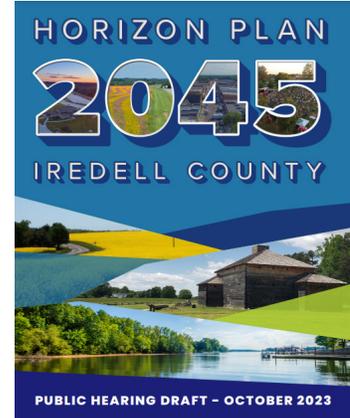
REFERENCE  
MATTHEW TODD  
704-928-2048  
[mtodd@co.iredell.nc.us](mailto:mtodd@co.iredell.nc.us)

[2045 Plan Website](#) [2030 Horizon Plan](#)

In 2008, Clarion Associates was hired by Iredell County, NC, to develop the first county-wide comprehensive plan. The county has become home to many large regional employers because of its excellent regional transportation infrastructure, picturesque lakefront properties on Lake Norman, and affordable cost of living.

The plan included a new policy for extending extraterritorial jurisdiction to the municipalities, a formal policy approach for protecting northern rural and agrarian areas, updates to the county's zoning ordinance, and other policy, funding, and educational initiatives.

There has been new growth in the County and in the region, shifts in community preferences, evolution of industries, and ever-improving best practices to consider. Clarion was retained in 2022 to update the Horizon Plan, leveraging its work with municipalities in the county. The effort will build on the foundation of the 2030 Horizon Plan and updated municipal plans to look and plan for further in the future.



CAMDEN COUNTY, NC  
2035 COMPREHENSIVE PLAN AND GATEWAY TO THE WILD

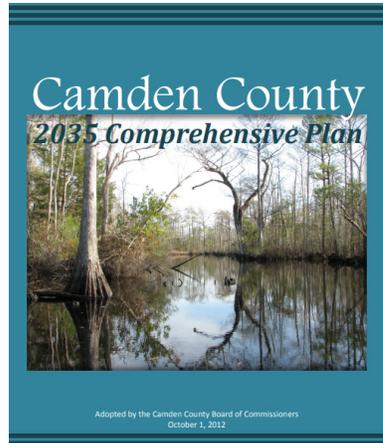


REFERENCE  
Dan Porter, Planning Director  
(252) 338-1919 x263  
[dporter@camdencountync.gov](mailto:dporter@camdencountync.gov)

[Comprehensive Plan](#)

Clarion Associates led the process to create the first Camden County comprehensive plan in collaboration with an NC-DOT update to the county's comprehensive transportation plan. Building on the guidance of the county's CAMA Land Use Plan and particularly the suitability analysis, the plan provides clear guidance for directing growth to established village areas and managing growth in rural areas and on agricultural and environmentally sensitive lands.

The effort included development of a marketing document "Gateway to the Wild" that emphasizes the economic value of the county's natural assets.



PORTSMOUTH, VA  
COMPREHENSIVE PLAN AND ZONING ORDINANCE



REFERENCE  
 Brian Swets, AICP, Manager  
 of Comprehensive and  
 Strategic Planning  
 757-393-8836 ext.4237  
[swetsb@portsmouthva.gov](mailto:swetsb@portsmouthva.gov)

Comprehensive Plan

Clarion Associates served on the team that prepared the Build One Portsmouth Comprehensive Plan. Focused on addressing sea level rise impacts, Clarion assisted with developing sustainable plan policies and actions that support the revitalization of the community, development of equitable economic opportunities, and planning for resiliency. It was adopted in November 2018.



Previously, Clarion Associates prepared a new zoning ordinance for Portsmouth. The code, which primarily focuses on redevelopment issues and form over use, includes: new regulations for the downtown, primary corridors and regional activity centers; a move away from single-use to mixed-use districts; standards that encourage more pedestrian-friendly development forms; and integration of sustainable development concepts through new green building incentives. The zoning ordinance was adopted in February 2010. It received an Innovation Award in 2010 from VAPA, and a Smart Growth Award from the USEPA in 2012.

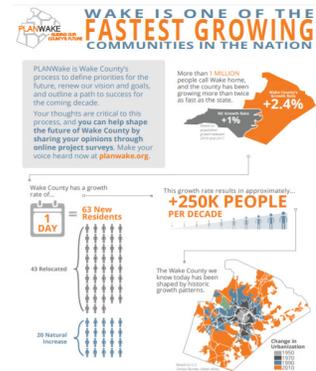
WAKE COUNTY, NC  
PLANWAKE COMPREHENSIVE PLAN



REFERENCE  
 Tim Maloney, Planning,  
 Development, & Inspections  
 Director  
 (919) 856-6678  
[tmaloney@wakegov.com](mailto:tmaloney@wakegov.com)

Adopted Plan

Wake County, North Carolina, is located in one of the fastest growing regions in the nation. Clarion worked with the County to identify the best approach to work with Wake's 12 municipalities to create a joint plan for encouraging growth within existing communities and directing growth away from rural and agricultural edges. During the PLANWake process, public engagement was imperative for guiding the framework of the plan. It was developed using a decentralized process that engaged more residents than any other planning initiative in the County's history: with 9,000 completed surveys and 150,000 responses to survey questions. Building off the priorities set by public engagement inputs, the effort included an evaluation of growth alternatives that was the basis for the plan's three core components: the Vision Outcomes, Development Framework Map, and Performance Goals. The plan was unanimously adopted April 5th, 2021.



## SUBCONSULTANT TEAM PROJECT EXPERIENCE

### EQUINOX

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City Of Oak Ridge & Roane & Anderson Counties, TN | [Oak Ridge Natural Asset Guidebook](#)  
Cherokee County, NC | Comprehensive Plan

Buncombe County, NC | [Greenways Master Plan](#)

Western NC (25 Counties) | [Blue Ridge Natural Heritage Area Management Plan & Environmental Assessment](#)

Boone, NC | Boone 2030 Land Use Plan

East Cooper Region, SC | Connected Land Conservation Plan

### CAPE FEAR COUNCIL OF GOVERNMENTS

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Pender County, NC | Comprehensive Land Use Plan

Town of Surf City, NC | Comprehensive Land Use Plan

Town of Topsail Beach | Comprehensive Land Use Plan

Town of Topsail Beach, NC | Land Development Code

Town of Holly Ridge, NC | Comprehensive Land Use Plan

Town of Lake Waccamaw, NC | Comprehensive Land Use Plan

Town of Calabash, NC | Comprehensive Land Use Plan

Town of Kure Beach, NC | Comprehensive Land Use Plan

City of Southport, NC | Comprehensive Land Use Plan & UDO Update

Town of Carolina Beach, NC | Unified Development Ordinance

### ROSE & ASSOCIATES, SOUTHEAST

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Harnett County, NC | Economic Development Strategic Plan

NC54 West Corridor, Triangle Region | Corridor Study

Iredell County, NC | Comprehensive Plan

### TATE CONSULTING

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NC-DOT | Carolina Bays Environmental Justice Outreach

Partnership for Prosperity & Winston Salem State University's Center for the Study of Economic Mobility | Castle Heights Community Strategic Planning Leadership and Survey Support

# PROJECT UNDERSTANDING

## OUR IMPRESSIONS OF PENDER COUNTY

As a rapidly growing county on the North Carolina coast, Pender County offers pristine beaches and recreation, beautiful natural areas, bountiful agricultural lands, and access to regional transportation infrastructure and employment in the City of Wilmington, City of Jacksonville, and Camp Lejeune. Key environmental assets also include scenic and environmentally important water bodies, such as the Black River, Cape Fear River, and Onslow Bay. Pender County is home to many diverse and dynamic community members who contribute to thriving businesses and other ventures. Partnerships with cross-jurisdictional organizations like the Greater Topsail Area Chamber of Commerce and Tourism and the Wilmington Business Development advance economic development efforts. Residents and visitors alike can enjoy many popular attractions such as the Karen Beasley Sea Turtle Rescue Rehabilitation Center and cultural and historical assets such as the African American Heritage Trail.

## WHAT WE UNDERSTAND ABOUT THE PROJECT

The development of the new comprehensive plan will involve essential questions for those invested in its future: What are the economic strengths and opportunities for the County that should be supported by the plan? Where and how should the County support protection of important natural and coastal areas and agricultural lands? With growth pressures expected to continue, how will the County ensure adequate provision of infrastructure for future residents and businesses? What should future growth look like? These critical questions will be a focus during this effort to generate community support for a new policy direction for Pender County.

This comprehensive plan will build on the County's culture of engagement, innovation, and resilience to challenges. This is demonstrated by County staff's robust and continued efforts to address floodplain management and prioritization of low impact

development to improve the environment, economy, and quality of life. Addressing development and flooding issues through the recent UDO updates and the adoption of the Flood Damage Prevention Ordinance, as well as programs such as the Strategic Buyout Program with ReBuildNC, exhibits their willingness to address their challenges head-on. Community engagement for this plan will incorporate lessons learned from County staff from the previous comprehensive plan's engagement activities as well as other community engagement efforts.

The Pender 2.0: Comprehensive Land Use Plan provides an excellent launching point for the policy direction of the new comprehensive plan, through which Pender County can foster new thinking on visionary ideas to support sustainable development and more economically resilient communities. Pender County's future will be guided by this comprehensive plan and will honor and build upon previous plans and planning efforts, while setting up Pender County's success in the face of changing conditions and new opportunities.

The real value of planning lies in the implementation of collectively supported ideas. We plan so that successful programs, initiatives, and physical projects can come to life after the plan is adopted. The implementation plan can support partnership efforts and put Pender County and its leaders in the position of "co-implementors" that focus on ways to collaborate and maximize available resources. We offer here our recommendation for building Pender County's updated plan and welcome the opportunity to explore these ideas in person with the selection committee.



RFQ# 24-257: Pender County Comprehensive Plan

# FIRM CAPABILITIES AND PROJECT GOALS

## FIRM CAPABILITIES

**Clarion Associates has prepared nearly 30 community plans in North Carolina over the last 20 years.** Ten of these have received accolades from the APA-NC Chapter for best comprehensive plan and one recently received the national APA 2023 Daniel Burnham Award.

**Clarion has a unique focus on countywide plans that consider cross-jurisdictional planning issues.** We have worked with several high growth communities in North Carolina, South Carolina, and Virginia to prepare county planning strategies that address intensifying growth pressures, protect important natural lands and agricultural industries, plan for flooding and natural hazards, identify strategies to address increasing infrastructure demands, and provide opportunities for new types of development that meet demands of changing market dynamics, and planning for community equity.

**Our team has extensive local government planning experience to address all the service areas identified in the RFQ.** We have experience partnering together and as smaller firms, we provide personalized service that has resulted in satisfied clients and successful planning initiatives. The senior level principals and supporting staff that are included in this proposal are the actual people that the County will work with directly on this project.

## PROJECT GOALS

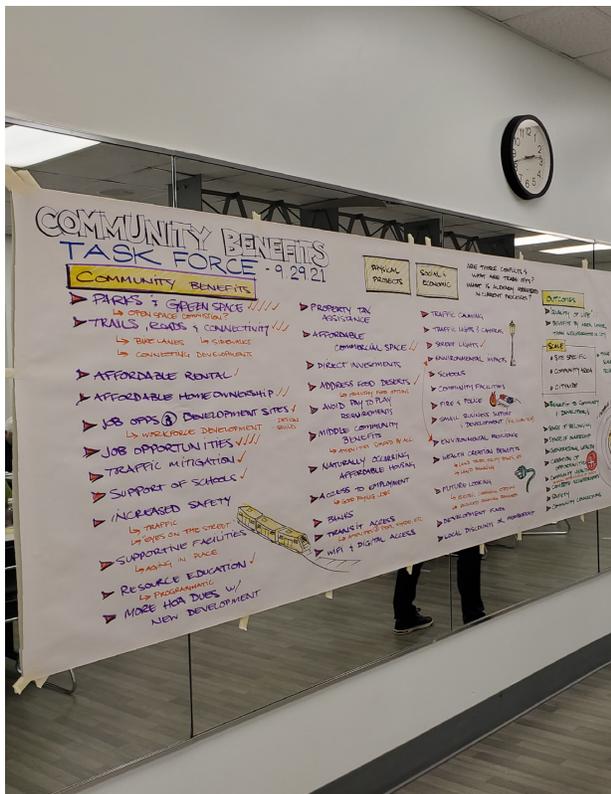
**Responsive and High Quality Project Management** – Clarion will utilize digital tools and draw upon extensive experience to ensure that the project is being well managed, is on schedule, and within budget. Efforts will be made to streamline communications, while maintaining responsiveness throughout the process.

**Identify Critical Planning Issues Early and Build Consensus for Policy Direction** – Our engagement approach is cumulative and builds on early stakeholder interviews to identify critical community issues early in the process and test and build on them throughout the process. This provides a framework for discussions that creates a more productive environment for generating consensus on policy direction.

**Satisfying, Representative, and Record-Breaking Public Engagement** – Clarion will work to achieve these three goals throughout all public engagement activities. After initial stakeholder interviews are conducted to generate an early set of issues and opportunities, two, two-month community engagement windows (CEWs) will provide several fun and engaging opportunities to collect feedback from residents and landowners.



1. **Publicity and outreach materials will be tailored to Pender County.** The publicity approaches will be developed in partnership with the County's Communication Manager to build off past lessons learned and will be documented in the Communications and Public Engagement Plan.
2. **Both CEWs will be launched with a community workshop or public open house.** This will generate visibility for the project, generate media coverage, and draw attention to the project. We have a wealth of activities to draw upon to make these fun and meaningful experiences.
3. **Following the public meetings, an online engagement platform (Konveio) will collect community feedback for approximately one month.** Even before the pandemic, our experience is that most people choose to participate online versus in-person and having a longer length of time to participate assists with maximizing feedback capture.
4. **Targeted meetings will be hosted to engage harder to reach residents that don't attend the main workshop or participate online.** These meetings are intended to augment the other forms of engagement and are typically targeted to a particular community or sociodemographic group to make sure that responses are representative of the entire community.
5. **Meeting-in-a-box materials will be prepared to provide a decentralized way to engage residents.** Elected officials, County Staff, and Steering Committee members can use these materials to engage smaller community groups and leverage public intercept events (such as festivals and farmers markets) to spread the word, bring awareness to the project, and capture additional feedback responses.



# COST PROPOSAL

Based on our proposal for the Pender County Comprehensive Plan, with a total of five phases of work, we estimate that the following not-to-exceed budget will be necessary to complete the scope of work. This budget is inclusive of all project expenses and professional fees for all Clarion team members. It includes all consultant services as identified in the RFQ.

Development of the scope of work and core consulting services are based on two decades of planning experience working in the Carolinas and throughout the Southeast, including working in partnership with local government staff to co-create work products and plans. We welcome discussions with Selection Committee to further explore the scope and budget and tailor it to the county's needs.

<b>Project Phase</b>	<b>Fee</b>
Phase 1: Launch Project	\$45,024
Phase 2: Identify New Issues & Opportunities	\$30,094
Phase 3: Evaluate Planning Influences	\$42,738
Phase 4: Develop the Plan	\$58,642
Phase 5: Adopt the Plan	\$18,598
Budget for Targeted Public Engagement Meetings	\$15,000
Konveio Public Engagement Platform License	\$4,500
Proprietary Custom Real Estate Reports (ESRI, Costar, PlacerAi)	\$1,200
<b>Total Professional Service Fees and Project Expenses</b>	<b>\$215,796</b>

# PENDER COUNTY COMPREHENSIVE PLAN SCOPE OF WORK

The consultant team will be led by Clarion Associates and will include subconsultants Cape Fear Council of Governments, Equinox, Rose and Associates, and Tate Consulting, and a license with the Konveio public engagement platform. The Comprehensive Plan will be developed using a five phase process that incorporates the specific services incorporated in the Comprehensive Plan RFP.



## PHASE 1: LAUNCH PROJECT

In Phase 1, Clarion will gather information, establish the working relationship between the consultant team and County staff (i.e., the “Project Team”), and engage the County’s leaders, stakeholders, and Steering Committee during the project kickoff meetings.

### TASK 1.1: KICKOFF MEETING WITH STAFF, STEERING COMMITTEE, AND RECONNAISSANCE TOUR

The project will be initiated with a two-day series of kickoff meetings. First, the Clarion team will prepare for and help facilitate an in-person project kickoff meeting with the County’s project management team. During this meeting, the project team (staff and consultants) will discuss the key components of the Project Management Plan (Task 1.5), including the Communications and Public Engagement Plan, and make decisions about meeting coordination, communication protocols, the project schedule, and general objectives for the effort. The project team will conduct a mapping exercise to discuss the County’s planning area and identify specific geographic areas that are notable in terms of growth management, redevelopment, utility infrastructure, transportation enhancements

or challenges, environmentally sensitive and coastal flooding areas, important rural and farmland protection areas, intergovernmental agreements, and other future land use challenges and opportunities.

In coordination with the County’s project manager and staff team, the Clarion team will facilitate a kickoff meeting with the Pender County Comprehensive Plan Steering Committee. The focus of this meeting is to introduce the Steering Committee to the Project Team; discuss the overall approach and schedule for the project; define the roles and responsibilities of different entities involved in the process; explore the Steering Committee members’ general objectives for the project, objectives for public engagement, and the “big ideas” for the community’s future.

During the kickoff trip, the Clarion team will tour the County’s planning area. Prior to the tour, the Clarion team will work with the County’s project management team to identify critical areas to view in person and prioritize those locations where change is expected, growth pressures exist, or areas that have strong support for preservation. The Clarion team will take photographs of critical locations and begin to create a profile of the patterns and growth trends in Pender County,

specifically as it has changed since the last plan update.

#### TASK 1.2: STAKEHOLDER INTERVIEWS

During Phase 1, the Clarion team will work with County Staff to facilitate up to 20 individual or small group structured interviews with the following stakeholders. The County will prepare the list of stakeholders and contact information and send out an initial communication to stakeholders about the project and the request for an interview. The Clarion team will schedule interviews directly with stakeholders. Interviews can be topically focused allowing leadership, staff, and partners to join in discussions.

- **County Leadership:** County Commissioners, Planning Board members, and Advisory Board members;
- **County Staff:** Leaders of County departments;
- **County Partners:** partner agencies, including Pender County Schools, public and private utilities, Wilmington Business Development, Inc., and the Visitors Bureau, and
- **Neighboring and Partner Jurisdictions:** Representatives of neighboring municipalities and counties.

The purpose of the interviews is to prepare an early diagnosis of critical planning issues and opportunities that will help guide plan development. Team members will meet with stakeholder groups to provide maximum availability to meet interviewees through virtual meetings, or as schedules permit, interviews can be in-person during the kick-off trip. Interview notes will be prepared, and a summary of interview themes will be prepared and shared with the County's project management team.

#### TASK 1.3: DEVELOP PROJECT MANAGEMENT PLAN

Following the project kickoff week, the Clarion team will prepare a cloud-based tool available to all project team members that will document all project management details. This tool will document the agreed upon details of the project schedule, meeting schedule

and location of project meeting summaries, approach for project team communications, public engagement tracking and coordination, approach for monthly management responsibilities, roles and responsibilities of all engaged parties, and process for decision-making during the planning process. This includes scheduling, hosting, and preparing agendas for monthly project management meetings with the County's project managers to provide status updates and coordinate on preparation of upcoming deliverables and events. This online document will serve as a project management working guide and will be updated throughout the process.

#### TASK 1.4: COLLECT AND INVENTORY ARCGIS DATA, POLICY DOCUMENTS, AND RELEVANT STUDIES

The Clarion team will partner with Pender County staff in the development of GIS analyses and maps. First, Clarion will prepare a data request memorandum for all basic ArcGIS mapping data, plans, reports, and studies (not available online) for the County staff to collect and share with the Clarion team. Pender County will collect, organize, classify, and upload GIS layers and documents requested via a geodatabase to a secure data sharing site provided by the Clarion team. Then Clarion team will then prepare a map template and basemap that can be used throughout the project.

#### TASK 1.5: DEVELOP COMMUNICATIONS AND PUBLIC ENGAGEMENT PLAN, BRANDING, AND WEBSITE

The Clarion team will work with Pender County Staff and the County's Communications Manager to develop the Communications and Public Engagement Plan (CPEP). This will clarify the roles and responsibilities and coordinate communications across the Project Team. The CPEP will identify the approach for publicizing the two community engagement windows and coordinate publicity efforts (social media, press releases, eblasts, and other forms of outreach). In addition to developing the CPEP, this task will include development of the following:

- **Project Identity** - brand (name, logo and tagline)
- **Engagement Objectives** – used to evaluate public engagement outcomes during the process
- **Key Messages** – common set of key project messages for use publicizing the initiative
- **Branded Project Website** – main source of information on the plan and process
- **Public Engagement Coordination** - cloud-based Project Management Plan to coordinate engagement efforts

## PHASE 1 SUMMARY: LAUNCH PROJECT

### CLARION RESPONSIBILITIES & DELIVERABLES

- Project Management Plan
- Context Mapping
- Data Request Memo
- Communications and Public Engagement Plan
- Project Branding
- Scheduling Stakeholder Interviews and preparing summary of interviews
- Project Website

### COUNTY STAFF RESPONSIBILITIES

- Participate in kick-off meetings and context mapping
- Provide data and GIS
- Coordinate logistics for and scheduling of meetings
- Coordinate on development of Communications and Public Engagement Plan
- Affirm project branding materials and review project website
- Monthly project management meeting

**Schedule:** months 1-2

## PHASE 2: IDENTIFY NEW ISSUES AND OPPORTUNITIES

Phase 2 focuses on understanding the guidance and policy direction in the County's existing plans and launching the project with public.

### PHASE 2.1: DEVELOP CURRENT POLICY PROFILE

The Clarion team will prepare an existing policy summary document that synthesizes the policy guidance included in relevant County plans. This policy profile will be organized to provide a concise summary of policy guidance provided by planning topic. It will identify the general direction of policies on different topics and the document providing this direction. This summary will also offer policy considerations that can be explored during the planning process.

This document will serve as the baseline of County policies for developing the new plan's policies. The Clarion team will work with County Staff to identify which policy documents or sections of documents are still relevant. A draft will be provided for staff review and comment. It will be shared with the Steering Committee and will be posted to the project website for viewing by community residents. The link to this policy profile can be distributed widely through the community

with the explanation that it summarizes the foundational adopted policies that this planning process will build upon.

In addition to the summary document, a matrix of plan policies and actions will be prepared. The Project Team will work together to identify that appropriate status of policies and actions (still relevant, need modification, accomplished, etc.) This tool can be used during Phase 4 to assist plan drafting.

### PHASE 2.2: STEERING COMMITTEE MEETINGS #2 & #3

The Clarion team will facilitate two Steering Committee meetings during Phase 2:

- **Meeting #2:** Report on key findings from stakeholder interviews, provide an update on development of the Current Policy Profile, and discuss approached for Community Engagement Window (CEW) #1.
- **Meeting #3:** Present final CEW #1 report and New Issues and Opportunities Report.

### TASK 2.3: PREPARE EQUITABLE COMMUNICATIONS DATABASE

Tate Consulting will work with Pender County Staff and Communications Manager to develop an "equity database" to include leaders, nonprofits, and allies in the underserved community that have a stake in Pender County's future. These members

of the community will be important allies in the planning process and strategic outreach approaches can be taken to engage these community members to ensure that the process is engaging the hardest to reach populations, including Black/ African American, Hispanic/Latino, LGBTQIA+, persons with disabilities, persons suffering from homelessness, and other community members that have been historically disadvantaged.

#### TASK 2.4: COMMUNITY ENGAGEMENT WINDOW #1 (CEW #1) – ENVISIONING PENDER 2050

The Envisioning Pender 2050 community engagement window is focused on accomplishing three objectives: testing and confirming critical planning issues to address in the plan, defining community aspirations for Pender County in 2050, and sharing preliminary data and trends that have an impact on the County's future. We recommend a two-phase community engagement approach that launches the project with an in-person workshop and follows the workshop with virtual engagement analogous to the workshop for a period of weeks. In addition, our proposed approach includes an optional series of targeted meetings that can be used on an as needed basis throughout the project engagement windows to engage harder to reach community members. These targeted meetings would be led by Tate Consulting. Steering Committee members can play a role as plan ambassadors at the workshop.

There are many tested activities that our team can leverage for this milestone. These include asset mapping, individual or small group discussions to respond to key policy direction questions, places to protect and change mapping activity, ranking aspects of community planning, "Did You Know?" trivia questions about the County, idea walls, and other fun activities. Activities would be developed to ensure that all learning from previous planning activities are considered and efforts are not duplicated.

Guided by the Communications and Public Engagement Plan (CPEP) the Clarion team will provide advertising and publicity guidance

to the County during this period to maximize responses and track respondents to make sure targeted community members are participating. This can include prepared social media content, a press release, and email content, as well as leveraging the equity database through targeted eblasts and mailings. The team can also prepare a "meeting-in-a-box" set of materials that would allow Steering Committee members, County leaders, and Staff to host or present the materials at smaller community meetings and engage residents using a decentralized approach. Clarion can provide Spanish translation of publicity materials and community surveys. Translation or interpretation services provided directly during public engagement meetings will be provided by the County.

Once the engagement window has closed, the Clarion team will prepare a report on the results of the engagement window, including an assessment of how well community engagement objectives were achieved. This report will include a summary of responses and verbatim documentation to provide a clear and transparent report of the inputs received. This will build trust in the process and serve as an important report for guiding development of the plan.

#### TASK 2.5: SUMMARY OF NEW ISSUES AND OPPORTUNITIES

The Clarion team will prepare a succinct summary of new issues and opportunities based on vision and policy themes generated from stakeholder interviews, Steering Committee discussions, and inputs received through community engagement window #1. This document will serve as the foundation for policy discussions with County Staff, the Steering Committee, the Planning Board, and the BOCC that will guide development of the new Comprehensive Plan. First a County Staff review draft will be prepared and then a Steering Committee review draft. Following these reviews, the Clarion team will finalize the document for sharing with the Planning Board, Board of County Commissioners, and posting to the project website.

## TASK 2.6: BRIEFINGS TO PLANNING BOARD AND BOARD OF COUNTY COMMISSIONERS

A briefing presentation will be prepared to share with the Planning Board and Board of County Commissioners that summarizes the engagement efforts, analysis, and summary of new issues and opportunities completed through Phases 1 and 2. Key findings from Phase 3 work, that is occurring concurrently with Phase 2, will also be presented at these briefings. The Clarion team will coordinate with County Staff to present these briefings at regularly scheduled meetings of the boards. The purpose of these presentations is to brief the boards on the project status and findings and engage members in discussion about the direction of the plan.

### PHASE 2 SUMMARY: IDENTIFY NEW ISSUES AND OPPORTUNITIES

#### CLARION RESPONSIBILITIES & DELIVERABLES

- Current Policy Profile and Audit Matrix
- Materials for Steering Committee meetings
- Community Engagement Window #1 presentation and materials
- Summary of Engagement Window #1 Results
- Summary of New Issues and Opportunities
- Briefings to BOCC and Planning Board briefings
- Update project website
- Project management and meetings

#### CITY STAFF RESPONSIBILITIES

- Review and provide consolidated comments on Current Policy Profile
- Review and provide consolidated comments on meeting materials
- Coordinate logistics for meetings and events and distribution of materials
- Publicize launch of project and Community Engagement Window #1 opportunity
- Monthly project management meeting

**Schedule:** months 2-7

### PHASE 3: EVALUATE PLANNING INFLUENCES

Concurrent with Phase 2, Phase 3 will evaluate the planning influences facing Pender County, including documentation of how the community has changed since the Pender County 2.0 Comprehensive Land Use Plan was developed and projections for future population and growth.

#### TASK 3.1 DEVELOP THE FACT BOOK

This task documents the trends and conditions for a broad array of community planning topics along with analyzing future planning influences that are important considerations for developing plan policies. This “Fact Book” will include maps, charts, and tables of data that paint a complete picture of Pender County and will leverage recent analyses prepared by the County and regional partners. This Fact Book can either be prepared as a presentation based report with multiple sections or the Clarion team can partner with Pender County GIS staff to build it as an ESRI Storymap organized to be more accessible to the broader community. It will be presented to the Steering Committee and made available to the public

through the project website. This Fact Book will be developed as a series of specialized subtasks lead by Clarion team topic experts.

#### TASK 3.1.1: ANALYZE SOCIODEMOGRAPHIC, REAL ESTATE, AND ECONOMIC DEVELOPMENT TRENDS

The sociodemographic, real estate market, and economic development trends will be prepared by Rose and Associates and will include the following components:

1. Demographic and economic review and analysis from state, local, and proprietary sources used to understand the market dynamics and trends to determine the land use strategy for commercial and residential product types and economic development influences and impacts, including tourism. To determine recommendations, Rose and Associates will analyze a variety of past, current, and projected data, including but not limited to, local population, income, employment, and lifestyle segments. Consideration will be given to the seasonal influx of residents and visitors.
2. Highest and Best Use is used to determine the most appropriate use of land, given

the physical and legal constraints, and the underlying current and future infrastructure which impact valuation. This will include access to utilities, including Broadband, and physical characteristics that impact development.

3. Rose and Associates will then identify targeted sites focused on future development. This may include recommended land uses, development strategies or area positioning that integrate transportation, land use, market realities and economic development to enable tourism opportunities, while balancing both growth of development areas and preservation of farms, agricultural areas and heritage sites, through the elements that result in a healthy community for the entire county.

#### TASK 3.1.2: ANALYZE BUILT ENVIRONMENT CONDITIONS AND TRENDS

Clarion will identify and analyze the critical built environment conditions and trends. This includes map-based and tabular assessments of zoning, and building permit trends by type of use. This will consider land within municipal jurisdictions within the County and identify “hot spot” future land use areas that are receiving growth pressures or are targets for change. The Cape Fear COG will assist by preparing an update of the County’s existing land use layer.

Housing will be evaluated to identify patterns with respect to housing value, type of unit, and housing asset mapping that shows areas that with and without proximate access to employment, shopping, healthcare, and transit accessibility. The presence of short-term and seasonal rentals will be assessed.

The analysis will also include future development suitability that identifies places that are not limited by physical or regulatory constraints to development. An evaluation of buildout capacity under current zoning regulations will be conducted to identify the County’s development potential. Using the annual development trends, an assessment of supply and demand of land for future

types of development will be assessed. This will serve as the basis for evaluating land use alternatives in Phase 4.

The Clarion team will work with the County’s project manager and Director of Economic Development and others identified by the County to identify employment opportunity sites within suitable areas for development.

#### TASK 3.1.3 ANALYZE NATURAL ENVIRONMENT, PARKS AND RECREATION, AND WORKING LANDS CONDITIONS AND ISSUES

Equinox will work to identify current environmental conditions and related issues that could include, but would not be limited to, energy/sustainability initiatives, working lands/ farmlands, conservation properties, parks and recreation, waterways and coastal areas, and natural lands (tree canopy, wetlands, floodplains, etc.) Under the advisement of the Cape Fear COG, Equinox will prepare analyses required by the North Carolina Coastal Area Management Act (15A NCAC 07B). An analysis of current policies, programs, plans, and mapping information will tell the story of what conditions exist in Pender County and how the County is currently addressing those conditions. An example of this analysis could include a review of the County’s current stormwater and flooding policies and ordinances to recommend improvements to best achieve the intended results. Another example could be evaluating the County’s prime farmlands and high-value natural resource areas, including coastal barrier dunes and wetlands, and analyzing the efficacy of the current level of land protection derived through policy and regulations.

#### TASK 3.1.4: IDENTIFY CLIMATE-RELATED VULNERABILITIES AND NATURAL HAZARDS

Equinox will leverage the Southeastern North Carolina Regional Hazard Mitigation Plan to identify key acute and chronic climate-related vulnerabilities within the County. This includes vulnerabilities to property, homes, emergency service facilities, hospitals, roads and transportation, and community services. Near term, mid-term, and long-term

potential climate changes using the NOAA Climate Explorer Tool will be summarized. The results of the most recent Southeastern North Carolina Regional Hazard Mitigation Plan’s critical facilities and loss estimations will be incorporated into this analysis. This will be accomplished by pinpointing critical assets in the County and their vulnerabilities to changing and emerging threats such as sea level rise and increasing storm events. It is important to identify indirect impacts as well, such as impacts due to interruption or loss of services. These causes and indicators will be assessed and documented.

**TASK 3.1.5: SUMMARIZE TRANSPORTATION PLANNING, CONDITIONS AND TRENDS**

The Cape Fear COG will prepare a summary of relevant data and information pertaining to the County’s current and future transportation system. This effort will leverage transportation planning of the Wilmington Urban Area Metropolitan Planning Organization and the Cape Fear Rural Planning Organization planning efforts. The team will review existing plans, policies, and projects related to transportation, including the recently completed Pender County Bicycle and Pedestrian Plan and the forthcoming Transportation Plan 2050. Key identified transportation projects to support future growth will be considered.

**TASK 3.1.6: EVALUATE PUBLIC FACILITIES AND SERVICES CONDITIONS AND TRENDS**

The Clarion Team will prepare an assessment of existing public facilities and services

provided by the County and partners (Pender County Schools and participating utilities). At a minimum, these services and facilities will include public utilities, solid waste, public safety (Sheriff, fire, EMS), emergency management, and libraries. This assessment will document existing facilities and services, capacities, and any plans for enhancing or increasing levels of service. This will also include a mapped assessment of where facilities exist in relationship to flood hazard areas. Working with Pender County departmental representatives, this assessment will determine whether existing facilities and services are expected to adequately support projected future growth.

**TASK 3.1.7: PUBLIC HEALTH AND COMMUNITY EQUITY CONDITIONS AND TRENDS**

The Clarion Team will leverage the 2022 Pender County Community Health Assessment and augment with analyses to identify any access issues related to food, healthcare, and mental health service. With a focus on equitable outcomes, this assessment will identify any vulnerable populations that are at risk based on proximity to goods and services and transportation.

**TASK 3.2: STEERING COMMITTEE MEETING #4**

The Clarion team will facilitate a fourth in-person meeting of the Steering Committee to present the Fact Book findings and identify related policy questions.

**PHASE 3 SUMMARY: EVALUATE PLANNING INFLUENCES**

CLARION RESPONSIBILITIES & DELIVERABLES	CITY STAFF RESPONSIBILITIES
<ul style="list-style-type: none"> <li>• Fact Book</li> <li>• Materials for Steering Committee meetings</li> <li>• Update project website</li> <li>• Project management and meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Review and provide consolidated comments on Fact Book</li> <li>• Review and provide consolidated comments on meeting materials</li> <li>• Coordinate logistics for meetings and events and distribution of materials</li> <li>• Monthly project management meetings</li> </ul>

**Schedule:** months 3-8

## PHASE 4: DEVELOP PLAN

Phase 4 builds off the prior work completed and results in a new public review draft of the Pender County Comprehensive Plan. The Comprehensive Plan will be organized thematically and designed using a systems-based approach that acknowledges and supports the linkages between planning topics. From the outset, the Plan will be drafted to address equity in all aspects within the community, including environmental justice, transportation access, access to affordable housing, access to jobs and job training, access to services and shopping needs, and access to recreational and health amenities.

### TASK 4.1: DEVELOP DRAFT PLAN FRAMEWORK, VISION, AND GOALS

The Clarion team will prepare a staff review draft of the draft Plan Framework (structure and organization of plan) as well as new community vision themes and plan goals. The team will prepare revisions based on staff feedback and prepare for review by the Steering Committee.

### TASK 4.2: PROJECT TEAM WORK SESSION – GROWTH AND CONSERVATION FRAMEWORK

The County Staff team and the Clarion team will conduct a project team work session focused on the land use framework for the County (i.e., the future land use map and classifications). This will be an in-person full-day work session aimed at preparing 2-3 land use alternatives for project team consideration and defining the future land use map and classifications that will guide future land development decisions. This collaborative effort will focus on the critical planning linkage between land use and transportation, and will consider economic, resiliency, environmental, working lands, and equity issues that play a role in shaping the community. Land use areas will be defined by placemaking priorities envisioned for each unique area. Identification of new development standards needed or zoning changes required will be part of the discussion. A SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis will

be prepared for each of the 2-3 land use alternatives, with a particular emphasis on how equity is impacted by land use alternatives and an evaluation of how well each alternative aligns with currently adopted policies identified in Task 2.1.

### TASK 4.3: DEVELOPMENT OF LAND USE & DEVELOPMENT RECOMMENDATIONS REPORT

The Clarion team will compile the results of Task 4.2 into a simplified report format for review by the project Steering Committee. At Steering Committee meeting #5, the Committee will discuss the findings of the report and be led through a facilitated full or small group discussion to identify the preferred aspects of each alternative to include in the public review draft of the plan.

### TASK 4.4: DEVELOP PLAN POLICIES AND ACTIONS

The Clarion team will build off the previous tasks and develop a draft set of policies and implementation actions for each plan chapter. We anticipate that this will include the full range of comprehensive planning topics included in the RFQ on pages 4-9. The organization of the policies, strategies, and actions will follow the plan framework identified in Task 4.1.

#### TASK 4.4.1 LAND USE AND CHARACTER POLICIES AND ACTIONS

The future land use policies, strategies, and actions will be developed to provide overall County land use guidance as well as specific guidance to unique planning areas in Pender. The policies will describe land use priorities that are supported by the community and identify strategies to support development of these uses. Strategies and actions can also include incentives or new standards to support the development forms envisioned for the County. Existing policy direction that is still relevant (identified in Task 2.1) will be incorporated. Building off the scenario analyses completed in Task 4.2, this section of the plan will also include the Growth and

Conservation Framework map and categories that will designate all lands within the County's planning and zoning jurisdiction. These categories will define the general character, land uses, and general form of development envisioned in each area. Form characteristics will be coordinated with transportation planning efforts to ensure that land use and transportation policies are supporting the same character objectives. This will create a framework for any necessary small area planning efforts that may be recommended for implementation through the plan, and could include potential joint planning areas with municipalities.

This will be a collaborative team effort that will consider economic, environmental, and social equity considerations to identify the most appropriate locations for different uses and types of character. This is also an opportunity to support the County's current policies to promote development along existing public transportation routes and support development of affordable housing near transportation facilities and jobs. Opportunities to advance the County's economic development and tourism objectives will also be core considerations for defining land use and character areas.

Language in the plan will link policy guidance to applicable zoning in the County's Unified Development Ordinance. It will also include recommended updates to the ordinance that result from planning process outcomes.

#### TASK 4.4.2 ECONOMIC DEVELOPMENT AND TOURISM POLICIES AND ACTIONS

In consideration of industry targets of the Wilmington Business Development, Incorporated and the outcomes of Task 3.1.1, Clarion and Rose and Associates will prepare a series of land use policies and actions that support local economic development initiatives, with a focus on positioning the County for the greatest success for business attraction, retention, small business development and tourism.

#### TASK 4.4.3 NATURAL ENVIRONMENT, RECREATION AND PARKS, AND WORKING LANDS POLICIES AND ACTIONS

Equinox will develop a series of policy statements and implementation actions to include, but are not limited to: the natural environment and dynamic coastline; shoreline and riparian areas; working lands, farmland, and food; sustainability; conservation; and parks and greenways/trails. Our team will work with the County to ensure there is an equitable distribution of investments and strategies that serve all. If strategies need to be communicated visually, maps may be employed to show future recreation, conservation, and farmland strategies. An example of this could be a Farmland & Conservation Map showing priority conservation areas and highlighting programs. Another example could be a Healthy Community Map showing all existing and proposed recreation/greenway assets, highlighting regional initiatives like the East Coast Greenway, and indicating any new park and recreation strategies or proposed investments.

#### TASK 4.4.4 RESILIENCY AND HAZARD MITIGATION POLICIES AND ACTIONS

Equinox will identify policies, strategies, and actions that will be effective in reducing community vulnerability to climate and non-climate related hazards. Strategies and actions related to land use are especially relevant. These will guide recommended infrastructure investments and design standards, community preparedness tactics, and emergency management and stormwater approaches.

Depending on the projected growth patterns throughout the County, there is a need to build resilience into the growth strategy prior to new development occurring. Primary threats and types of considerations also vary throughout geographic areas of the County so these may need to be tailored for specific areas. As an example, the County may want to focus new affordable housing developments in areas that are less exposed to hazards (such as flooding), while simultaneously locating in

areas with other desirable characteristics (such as access to transit and proximity to grocery stores). A series of policy statements and implementation strategies and actions will be developed and located within each appropriate plan chapter to reinforce these objectives.

#### TASK 4.4.5 TRANSPORTATION POLICIES AND ACTIONS

The Clarion team will develop transportation policies and actions with a focus on the linkage between transportation, land use, and equity, all of which is key to planning an accessible multi-modal transportation network. Building from work in Task 3.2.5 and in alignment with the forthcoming Transportation Plan 2050, the team will develop a set of transportation policies, strategies, and actions to integrate land use and transportation, and future community and economic development efforts.

#### TASK 4.4.6 PUBLIC FACILITIES AND SERVICES POLICIES AND ACTIONS

The Clarion Team will prepare a set of policies and actions for the public facilities and services provided by the County and partners (Pender County Schools and utility partners). This plan direction will address the need for additional public facilities and services to serve future populations, the equitable geographic distribution of facilities and services, and other policy direction that is supported by the community. Some of the policies and actions will be suggested for the County's partners to assist with achieving countywide goals.

#### TASK 4.5: STEERING COMMITTEE MEETINGS #5-#7

The Clarion team will conduct a series of Steering Committee meetings to share and receive feedback on the draft plan components and coordinate on public engagement efforts. The plan policies and actions will be divided into separate modules to allow for easier review. These meetings include:

- **Meeting #5:** Discuss the future land use plan scenario alternatives and select a preferred growth and conservation plan

- **Meeting #6:** Review and provide comment on policies and actions for the first half of the comprehensive plan (module #1)
- **Meeting #7:** Review and provide comment on policies and actions for the second half of the comprehensive plan (module #2)

#### TASK 4.6: PREPARE PUBLIC REVIEW DRAFT OF COMPREHENSIVE PLAN

The Clarion team will prepare a professionally designed, highly graphic public review draft of the Comprehensive Plan. Special focus will be made on highlighting key vision themes, such as equity, that guided plan development.



**TASK 4.7: COMMUNITY ENGAGEMENT WINDOW #2 – UNVEILING OF DRAFT PLAN**

The Clarion team will prepare for and facilitate a public open house to present the draft Comprehensive Plan. Engagement activities will provide opportunities for participants to provide feedback on the draft plan goals and actions and the final Growth and Conservation Framework map. Steering Committee members can play a role in presenting the draft plan to participants. The public open house materials can be prepared to circulate to different locations in the County during the two month window and collect responses through an online Konveio portal. A presentation of the Public Review Draft of the Comprehensive Plan can be recorded and placed as a video on the County’s website to showcase this information in a user-friendly format. Similar to CEW #1, the Clarion team can provide publicity materials for the County to distribute to local media sources, partner agencies, and listservs. Additional public intercept events or other community meetings can be accommodated by Tate Consulting through the optional series of targeted meetings.

**TASK 4.8: BRIEFINGS TO BOARD OF COMMISSIONERS AND PLANNING BOARD**

Clarion will conduct a briefing to the Board of Commissioners and the Planning Board on the draft plan and the feedback from community engagement window #3. We will facilitate a discussion of any recommendations for the Public Hearing Draft of the plan, and provide a general project update.

**PHASE 4 SUMMARY: DEVELOP PLAN FRAMEWORK**

CLARION RESPONSIBILITIES & DELIVERABLES	CITY STAFF RESPONSIBILITIES
<ul style="list-style-type: none"> <li>• Staff, Steering, and Public Review Drafts of Comprehensive Plan</li> <li>• Presentation materials for Steering Committee meetings</li> <li>• Public engagement materials for Community Engagement Window #2</li> <li>• Summary of CEW #2 Public Input Results</li> <li>• Briefings to BOCC and Planning Board</li> <li>• Updates to project website</li> <li>• Project management and meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Review and provide feedback on draft plan elements</li> <li>• Coordinate logistics for meetings and public events and distribute materials</li> <li>• Participate at public engagement events</li> <li>• Publicity and advertising for Community Engagement Window events</li> <li>• Monthly project management meetings</li> </ul>

**Schedule:** months 8-13

**PHASE 5: ADOPT PLAN**

The final phase of work will support adoption of the updated Pender County Comprehensive Plan and approval by the Coastal Resources Commission.

**TASK 5.1: FINALIZE PUBLIC HEARING DRAFT OF COMPREHENSIVE PLAN**

Following Task 4.9, the Clarion team will prepare a public hearing draft of the new Comprehensive Plan to be shared with the Steering Committee. This draft will be shared with staff for review and comment prior to transmitting to the boards.

**TASK 5.2: STEERING COMMITTEE MEETING #8**

The Clarion team will facilitate the final meeting of the Steering Committee to present the public hearing draft of the Comprehensive Plan. This can be a celebratory event to show gratitude for all the work and support the Steering Committee has provided.

**TASK 5.3: PUBLIC HEARINGS WITH PLANNING BOARD AND BOARD OF COUNTY COMMISSIONERS**

The Clarion team will prepare materials for and facilitate up to two public hearings with the Planning Board and/or Board of County Commissioners with the aim of plan adoption.

**TASK 5.4: FACILITATE REVIEW AND SECURING CAMA PLAN CERTIFICATION FROM COASTAL RESOURCES COMMISSION**

Under the advisement of the Cape Fear COG, Clarion Associates will facilitate and secure CAMA plan certification from the Coastal Resources Commission. This includes compliance with all requirements per 15A NCAC 07B.

**TASK 5.5: FINALIZE THE ADOPTED COMPREHENSIVE PLAN AND TRANSMIT ALL FINAL FILES TO COUNTY STAFF TEAM**

Upon final approval of the plan by the CRC, Clarion will transmit the final plan and all related files to County staff.

**PHASE 5 SUMMARY: ADOPT PLAN**

**CLARION RESPONSIBILITIES & DELIVERABLES**

- Public Hearing Draft of Plan
- Final Adopted Comprehensive Plan and Transmittal of Final Source Files
- CRC approval processing
- Updates to project website
- Project management and meetings

**CITY STAFF RESPONSIBILITIES**

- Coordinate Scheduling of Public Hearings
- Publicity and advertising for adoption meetings
- Monthly project management meetings

**Schedule:** months 14-20

**CONTINGENCY BUDGET FOR TARGETED PUBLIC ENGAGEMENT MEETINGS**

A contingency budget for targeted meetings is included to accommodate additional public meetings within community engagement windows #1 and #2 to ensure adequate representation and opportunities for community members to participate in the planning process. The actual design and purpose of these meetings will be determined during each community engagement window to engage any populations within the County that were not represented through the main community workshop or open house and online engagement activities.



Attachment

NON-COLLUSION AFFIDAVIT

A completed, signed, and notarized form shall be submitted with the SOQ.

The firm submitting a Statement of Qualifications (SOQ), under penalty of perjury under the laws of the United States, certifies that neither they, nor any official, agent, or employee has entered into any agreement, participated in any collusion, or otherwise taken any action which is in restraint of free competitive bidding in connection with any bid or contract.

By execution of any response in this procurement, you attest, for your entire organization and its employees or agents, that you are not aware that any collusion has been offered, accepted, or promised by any employees of your organization.

FIRM NAME: Clarion Associates, LLC

BIDDER/RESPONDING REPRESENTATIVE: Leigh Anne King  
Print  
Leigh Anne King Oct. 30, 2023  
Sign Date

NOTARY-

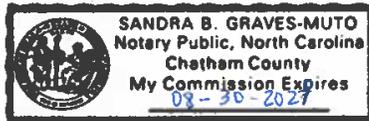
North Carolina State Orange County

I, Sandra B. Graves-Muto, a Notary Public for said County and State, do

hereby certify that Leigh Anne King personally appeared before me this day and acknowledged the due execution of the foregoing instrument.

Witness my hand and official seal, this the 30<sup>th</sup> day of October, 2023.

(Official Seal)



Notary Public Commission expires August, 30 2027.

## AGREEMENT FOR PROFESSIONAL SERVICES

**THIS AGREEMENT**, effective as of the \_\_\_\_\_ day of \_\_\_\_\_, 2024, by and between Pender County, North Carolina, (“Client”), and Clarion Associates LLC, a Colorado Limited Liability Company doing business at 101 Market Street, Suite D, Chapel Hill, NC 27516 (“Contractor”).

**WHEREAS**, the Client is undertaking certain activities necessary for the planning execution of a project referred to in this Agreement as the Pender County Comprehensive Plan; and

**WHEREAS**, the Client desires to engage the Contractor to render certain professional advice and assistance in connection with the Client’s project:

**NOW, THEREFORE**, the parties listed above mutually agree as follows:

1. **Scope of Services.** The Contractor agrees to provide services as described in Exhibit A attached to and incorporated into this agreement. The Client agrees to provide supporting services to the Contractor as described in Exhibit A.
2. **Time of Performance.** The services of the Contractor shall begin on \_\_\_\_\_, and shall be expeditiously completed as shown in the Project Schedule attached as Exhibit A, but in any event all of the services required under this agreement shall be completed on or before \_\_\_\_\_. The time of performance may be extended by mutual agreement of the parties.
3. **Method of Payment & Total Project Amount.** The Client shall compensate Contractor for its services in accordance with the Project Budget and Schedule set out in Exhibit A. It is expressly understood and agreed that in no event will the total compensation and reimbursement to be paid under this Agreement exceed the sum of \$168,481 for all services rendered. By mutual agreement, the Client and Consultant may reallocate the budget among project tasks if the total budget amount remains unchanged.
4. **General Terms and Conditions.**
  - A. **Termination of Agreement:** The Client shall have the right to terminate this Agreement, with or without cause, by giving written notice to the Contractor of such termination and specifying the effective date of the termination, provided that notice shall be given at least 30 days before the effective date of such termination. In such event all finished or unfinished documents, data, studies and reports prepared by the Contractor pursuant to this Agreement shall become the Client’s property. Contractor shall be entitled to receive compensation in accordance with the Agreement for any satisfactory work completed pursuant to the terms of this Agreement prior to the date of termination. Notwithstanding the above, Contractor shall not be relieved of

liability to the Client for damages sustained by the Client by virtue of any breach of the Agreement of the Contractor.

- B. Changes. The Client may, from time to time, request changes in the scope of services of the contractor to be performed under this Agreement. Such changes, including the increase or decrease in the amount of the Contractor's compensation, that are mutually agreed upon between the Client and the Contractor, shall be in writing and upon execution shall become part of the Agreement.
- C. Assignability. Any assignment or attempted assignment of its duties under this Agreement by Contractor without the prior written consent of the Client shall be void; provided, however, that claims for money due or to become due Contractor from the Client under this Agreement may be assigned to a bank, or other financial institution, without such approval. Notice of any such assignment or transfer shall be furnished to the Client.
- D. Audit. The Client or any of its duly authorized representatives shall have access to any books, documents, papers, and records of Contractor that are pertinent to Contractor's performance under this Agreement, for the purposes of making an audit, examination, or excerpts. The Contractor shall maintain records for 3 years after contract ends.
- E. Ownership of Documents. Drawings, specifications, guidelines and other documents prepared by Contractor in connection with this Agreement shall be the property of the Client. However, Contractor shall have the right to use those documents in the course of its marketing, professional presentations, and for other business purposes.
- F. Assignment of Copyrights. Contractor assigns to Client the copyrights to all work prepared, developed, or created pursuant to this Agreement, including the right to: 1) reproduce the work; 2) prepare derivative works; 3) distribute copies to the public; 4) perform the works publicly; and 5) to display the work publicly. Contractor shall have right to use materials produced in the course of this Agreement for marketing purposes and professional presentations, articles, speeches and other business purposes.
- G. Governing Law. This Agreement has been executed by the parties listed above on the day and year first above written and shall be governed by the laws of the State of North Carolina. Contractor shall also comply with all applicable state and federal laws and regulations and resolutions of the Client, and shall commit no trespass on any public or private property in the performance of any of the work under this Agreement.

- H. **Subcontractors.** Contractor shall have the right to use the firms listed as subcontractors in Exhibit A to complete the approved scope of work. Other subcontractors may be used if approved by the Client.
- I. **Notices.** Any notice concerning the terms and conditions of this Agreement from Contractor to the Client shall be in writing and delivered, either personally, email, or by mail (postage prepaid) and shall be addressed as follows:

Daniel Adams  
Pender County Planning & Community Development  
805 S. Walker Street (Physical)  
PO Box 1519 (Mailing)  
Burgaw, NC 28425  
dadams@pendercountync.gov  
910-259-0231

Notices to Contractor from Client shall be in writing and delivered, either personally, email, or by mail (postage prepaid) and shall be addressed to:

Leigh Anne King, Director  
Clarion Associates  
101 Market Street, Suite D  
Chapel Hill, NC 27516  
laking@clarionassociates.com  
(919) 967-9188

Notices shall be deemed effective upon delivery in the event of personal and email delivery, and after three (3) days when mailed, postage prepaid. Either party may change its address in reference to notices by written notification to the other party.

5. **Indemnification.** Contractor shall indemnify and hold Client harmless from and against and all claims, suits, or action made or asserted for any damage to person or property caused by the negligent errors or omissions by Contractor in connection with performance of Contractor's obligation under this Agreement.
6. **Independent Contractor.** Contractor is an independent contractor. Notwithstanding any provision appearing in this Agreement, all personnel assigned by Contractor to perform work under the terms of the Agreement shall be and remain at all times, employees of the Contractor for all purposes. The Contractor, its agents and employees, in the performance of this Agreement, shall act in an independent capacity and not as officers or employees of Client. It is acknowledged by Contractor that there shall be no:
- A. Withholding of income taxes;
  - B. Provision of Industrial Insurance Coverage;

- C. Accumulation of sick or vacation leave; or
- D. Unemployment Compensation Coverage.

7. **Extent of Agreement.** This Agreement represents the entire and integrated agreement between the Client and the Contractor and supersedes all prior negotiations, representations or agreement, either written or oral. This Agreement may be amended only by written Agreement signed by both the Client and the Contractor.
8. **Mediation and Arbitration.** Any disputes arising out of this Agreement shall be subject to arbitration. As a pre-condition to the filing of any such arbitration, all claims, disputes, and other matters in question between the parties to this Agreement arising out of or relating to this Agreement concerning a breach thereof, shall first be submitted to non-binding mediation prior to initiation of any arbitration unless the parties mutually agree otherwise. The cost of said mediation shall be split equally between the parties. This Agreement to mediate shall be specifically enforceable under the prevailing laws of the State of North Carolina.

The parties agree that any disputes concerning the terms and conditions of this Agreement that cannot be resolved after consultation and discussion between the parties or by mediation shall be submitted and finally settled by arbitration. Any arbitration shall be conducted under the rules of the American Arbitration Association. Mediation or arbitration conducted under this Agreement shall occur in North Carolina.

9. **Severability.** In the event that any provision of this Agreement shall be held to be invalid or unenforceable, the remaining provisions of this agreement shall remain valid and binding upon the parties hereto.
10. **CONTINGENT FUNDING/NON-APPROPRIATIONS CLAUSE.** Notwithstanding anything to the contrary in this Agreement, all financial obligations of the Client are dependent upon, and subject to, the continuing allocation of funds by the Pender County Board of Commissioners for such purpose. This Agreement shall automatically terminate if such funds cease to be allocated or available for any reason, and the Client shall not be obligated to pay amounts due beyond the end of the last fiscal year for which funds were appropriated. In such event, the Client will promptly notify the Contractor of the non-appropriation and this Agreement shall terminate at the end of the last fiscal year for which funds were appropriated. No act or omission by the Owner which is attributable to non-appropriation of funds shall constitute a breach of or default under this Contract.
11. **PRE-AUDIT & VENDOR TERMS & CONDITIONS NOTICES.** Pursuant to NCGS § 159-28 no contract with a local government including the Client requiring the payment of any public funds is valid unless properly pre-audited in the manner required by that statute. This Agreement is invalid unless the Pre-audit Certificate below the signature lines is signed by the County Finance Officer or their Deputy in

substantially the following form “This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.” The Client may include in any purchase order under this Agreement Client’s Vendor Terms and Conditions, which are available at <https://www.pendercountync.gov/vendortermsandconditions/>, and may be revised from time to time. This Agreement shall be subject to those Vendor Terms and Conditions as amended from time to time, and in the event that any provision of this Contract conflicts with those terms and conditions, the Vendor Terms and Conditions shall control.

**CLARION ASSOCIATES LLC**

**PENDER COUNTY, NC**

**BY:** \_\_\_\_\_  
**Leigh Anne King**

**BY:** \_\_\_\_\_

**Title: Director**

**Title:**

**Date:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**ATTEST: (if a corporation)**

\_\_\_\_\_

**Title:** \_\_\_\_\_

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

\_\_\_\_\_  
Margaret Blue, Pender County Finance Officer

## Exhibit A: Scope of Services

The Provider consultant team will be led by Clarion Associates and will include the following subconsultants: Cape Fear Council of Governments, Rose and Associates, Tate Consulting, and a license with the Konveio public engagement platform. The Pender County Comprehensive Plan will be developed using a five-phase process that incorporates the specific services incorporated in the Comprehensive Plan RFP.

**Phase 1: Launch Project**

**Phase 2: Identify New Issues & Opportunities**

**Phase 3: Evaluate Planning Influences**

**Phase 4: Develop the Plan**

**Phase 5: Adopt the Plan**



### PHASE 1: LAUNCH PROJECT

In Phase 1, Clarion will gather information, establish the working relationship between the consultant team and County staff (i.e., the “Project Team”), and engage the County’s leaders, stakeholders, and Steering Committee during the project kickoff meetings.

#### Task 1.1: Kickoff Meeting with Staff, Steering Committee, and Reconnaissance Tour

The project will be initiated with a two-day series of kickoff meetings. First, the Clarion team will prepare for and help facilitate an in-person project kickoff meeting with the County’s project management team. During this meeting, the project team (staff and consultants) will discuss the key components of the Project Management Plan (Task 1.5), including the Communications and Public Engagement Plan, and make decisions about meeting coordination, communication protocols, the project schedule, and general objectives for the effort. The project team will conduct a mapping exercise to discuss the County’s planning area and identify specific geographic areas that are notable in terms of growth management,

redevelopment, utility infrastructure, transportation enhancements or challenges, environmentally sensitive and coastal flooding areas, important rural and farmland protection areas, intergovernmental agreements, and other future land use challenges and opportunities.

In coordination with the County's project manager and staff team, the Clarion team will facilitate a kickoff meeting with the Pender County Comprehensive Plan Steering Committee. The focus of this meeting is to introduce the Steering Committee to the Project Team; discuss the overall approach and schedule for the project; define the roles and responsibilities of different entities involved in the process; explore the Steering Committee members' general objectives for the project, objectives for public engagement, and the "big ideas" for the community's future.

During the kickoff trip, the Clarion team will tour the County's planning area. Prior to the tour, the Clarion team will work with the County's project management team to identify critical areas to view in person and prioritize those locations where change is expected, growth pressures exist, or areas that have strong support for preservation. The Clarion team will take photographs of critical locations and begin to create a profile of the patterns and growth trends in Pender County, specifically as it has changed since the last plan update.

#### Task 1.2: Stakeholder Interviews

During Phase 1, the Clarion team will work with County Staff to facilitate up to 20 individual or small group structured interviews with the following stakeholders. The County will prepare the list of stakeholders and contact information and send out an initial communication to stakeholders about the project and the request for an interview. The Clarion team will schedule interviews directly with stakeholders. Interviews can be topically focused allowing leadership, staff, and partners to join in discussions.

- **County Leadership:** County Commissioners, Planning Board members, and Advisory Board members;
- **County Staff:** Leaders of County departments;
- **County Partners:** partner agencies, including Pender County Schools, public and private utilities, Wilmington Business Development, Inc., and the Visitors Bureau; and
- **Neighboring and Partner Jurisdictions:** Representatives of neighboring municipalities and counties.

The purpose of the interviews is to prepare an early diagnosis of critical planning issues and opportunities that will help guide plan development. Team members will meet with stakeholder groups to provide maximum availability to meet interviewees through virtual meetings, or as schedules permit, interviews can be in-person during the kick-off trip. Interview notes will be prepared, and a summary of interview themes will be prepared and shared with the County's project management team.

#### Task 1.3: Develop Project Management Plan

Following the project kickoff week, the Clarion team will prepare a cloud-based tool available to all project team members that will document all project management details. This tool will document the agreed upon details of the project schedule, meeting schedule and location of project meeting summaries, approach for project team communications, public engagement tracking and coordination, approach for monthly management responsibilities, roles and responsibilities of all engaged parties, and process for

decision making during the planning process. This includes scheduling, hosting, and preparing agendas for monthly project management meetings with the County’s project managers to provide status updates and coordinate on preparation of upcoming deliverables and events. This online document will serve as a project management working guide and will be updated throughout the process.

**1.4: Collect and Inventory ArcGIS Data, Policy Documents, and Relevant Studies**

The Clarion team will partner with Pender County staff in the development of GIS analyses and maps. First, Clarion will prepare a data request memorandum for all basic ArcGIS mapping data, plans, reports, and studies (not available online) for the County staff to collect and share with the Clarion team. Pender County will collect, organize, classify, and upload GIS layers and documents requested via a geodatabase to a secure data sharing site provided by the Clarion team. Then Clarion team will then prepare a map template and basemap that can be used throughout the project.

**Task 1.5: Develop Communications and Public Engagement Plan, Branding, and Website**

The Clarion team will work with Pender County Project Team members and the County’s Communications Manager to develop the Communications and Public Engagement Plan (CPEP). This will clarify the roles and responsibilities and coordinate communications across the Project Team. The CPEP will identify the approach for publicizing the two community engagement windows and coordinate publicity efforts (social media, press releases, eblasts, and other forms of outreach).

In addition to developing the CPEP, this task will include development of the following:

- **Project Identity**- brand (name, logo, and tagline)
- **Engagement Objectives** – used to evaluate public engagement outcomes during the process
- **Key Messages** – common set of key project messages for use publicizing the initiative
- **Branded Project Website**- main source of information on the plan and process
- **Public Engagement Coordination**- cloud-based Project Management Plan to coordinate engagement efforts

**Summary of Phase 1: Launch Project**

Deliverables:	
Clarion Team Responsibilities	County Staff Responsibilities
<ul style="list-style-type: none"> <li>• Project Management Plan</li> <li>• Context Mapping</li> <li>• Data Request Memo</li> <li>• Communications and Public Engagement Plan</li> <li>• Project Branding</li> <li>• Stakeholder Interviews and preparing summary of interviews</li> <li>• Project Website</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in kick-off meetings and context mapping</li> <li>• Provide data and GIS</li> <li>• Coordinate logistics for and scheduling of meetings</li> <li>• Coordinate on development of Communications and Public Engagement Plan</li> <li>• Affirm project branding materials and review project website</li> <li>• Monthly project management meeting</li> </ul>

**Schedule**

Duration: Months 1-2

## PHASE 2: IDENTIFY NEW ISSUES AND OPPORTUNITIES

Phase 2 focuses on understanding the guidance and policy direction in the County’s existing plans, launching the project with the public, and articulating the new issues and opportunities for the plan to address.

### Phase 2.1: Develop Current Policy Profile

The Clarion team will prepare an existing policy summary document that synthesizes the policy guidance included in relevant County plans. This policy profile will be organized to provide a concise summary of policy guidance provided by planning topic. It will identify the general direction of policies on different topics and the document providing this direction. This summary will also offer policy considerations that can be explored during the planning process. This document will serve as the baseline of County policies for developing the new plan’s policies. The Clarion team will work with County Staff to identify which policy documents or sections of documents are still relevant. A draft will be provided for staff review and comment. It will be shared with the Steering Committee and will be posted to the project website for viewing by community residents. The link to this policy profile can be distributed widely through the community with the explanation that it summarizes the foundational adopted policies that this planning process will build upon. In addition to the summary document, a matrix of plan policies and actions will be prepared. The Project Team will work together to identify that appropriate status of policies and actions (still relevant, need modification, accomplished, etc.) This tool can be used during Phase 4 to assist plan drafting.

### Phase 2.2: Steering Committee Meetings #2-#3

The Clarion team will facilitate two Steering Committee meetings during Phase 2:

- **Meeting #2:** Report on key findings from stakeholder interviews, provide an update on development of the Current Policy Profile, and discuss approach for Community Engagement Window (CEW) #1.
- **Meeting #3:** Present final CEW #1 report and New Issues and Opportunities Report.

### Task 2.3: Prepare Equitable Communications Database

Tate Consulting will work with Pender County Staff and Communications Manager to prepare an “equity database” to include contact information for leaders, organizations, and allies in the underserved community that have a stake in Pender County’s future. These members of the community will be important allies in the planning process and strategic publicity and outreach approaches can be taken to engage these community members to ensure that the process is engaging the hardest to reach populations, including Black/ African American, Hispanic/Latino, LGBTQIA+, persons with disabilities, persons suffering from homelessness, and other community members that have been historically disadvantaged. The County can leverage this database when publicizing engagement events to the community.

### Task 2.4: Community Engagement Window #1 (CEW #1) – Envisioning Pender 2050

The Envisioning Pender 2050 community engagement window is focused on accomplishing three objectives: testing and confirming critical planning issues to address in the plan, defining community

aspirations for Pender County in 2050, and sharing preliminary data and trends that have an impact on the County's future. We recommend a two-phase community engagement approach that launches the project with an in-person workshop and follows the workshop with virtual engagement analogous to the workshop for a period of weeks. In addition, our proposed approach includes an optional series of targeted meetings that can be used on an as needed basis throughout the project engagement window to engage harder to reach community members. These targeted meetings would be led by Tate Consulting. Steering Committee members can play a role as plan ambassadors at the workshop.

There are many tested activities that our team can leverage for this milestone. These include asset mapping, individual or small group discussions to respond to key policy direction questions, places to protect and change mapping activity, ranking aspects of community planning, "Did You Know?" trivia questions about the County, idea walls, and other fun activities. Activities would be developed to ensure that all learning from previous planning activities is considered, and efforts are not duplicated.

Guided by the Communications and Public Engagement Plan (CPEP) the Clarion team will provide advertising and publicity guidance to the County during this period to maximize responses and track respondents to make sure targeted community members are participating. This can include prepared social media content, a press release, and email content, as well as leveraging the equity database through the County's targeted eblasts and mailings. The team can also prepare a "meeting-in-a-box" set of materials that would allow Steering Committee members, County leaders, and Staff to host or present the materials at smaller community meetings and engage residents using a decentralized approach. Translation or interpretation services will be provided by the County.

Once the engagement window has closed, the Clarion team will prepare a report on the results of the engagement window, including an assessment of how well community engagement objectives were achieved. This report will include a summary of responses and verbatim documentation to provide a clear and transparent report of the inputs received. This will build trust in the process and serve as an important report for guiding development of the plan.

#### **Task 2.5: Summary of New Issues and Opportunities**

The Clarion team will prepare a succinct summary of new issues and opportunities based on vision and policy themes generated from stakeholder interviews, Steering Committee discussions, and inputs received through community engagement window #1. This document will serve as the foundation for policy discussions with County Staff, the Steering Committee, the Planning Board, and the BOCC that will guide development of the new Comprehensive Plan. First a County Staff review draft will be prepared and then a Steering Committee review draft. Following these reviews, the Clarion team will finalize the document for sharing with the Planning Board, Board of County Commissioners, and posting to the project website.

#### **Task 2.7: Briefings to Planning Board and Board of County Commissioners**

A briefing presentation will be prepared to share with the Planning Board and Board of County Commissioners that summarizes the engagement efforts, analysis, and summary of new issues and opportunities completed through Phases 1 and 2. Key findings from Phase 3 work, that is occurring concurrently with Phase 2, will also be presented at these briefings.

The Clarion team will coordinate with County Staff to present these briefings at regularly scheduled meetings of the boards. The purpose of these presentations is to brief the boards on the project status and findings and engage members in discussion about the direction of the plan.

Summary of Phase 2: Identify New Issues and Opportunities	
Deliverables:	
Clarion Team Responsibilities	County Staff Responsibilities
<ul style="list-style-type: none"> <li>• Current Policy Profile and Audit Matrix</li> <li>• Materials for Steering Committee meetings</li> <li>• Community Engagement Window #1 presentation and materials</li> <li>• Summary of Engagement Window #1 Results</li> <li>• Summary of New Issues and Opportunities</li> <li>• Briefings to BOCC and Planning Board</li> <li>• Update project website</li> <li>• Project management and meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Review and provide consolidated comments on Current Policy Profile</li> <li>• Review and provide consolidated comments on meeting materials</li> <li>• Coordinate logistics for meetings and events and distribution of materials</li> <li>• Publicize launch of project and Community Engagement Window #1 opportunity</li> <li>• Monthly project management meeting</li> </ul>

**Schedule**

Duration: Months 2-7

**PHASE 3: EVALUATE PLANNING INFLUENCES**

Concurrent with Phase 2, Phase 3 will evaluate the planning influences facing Pender County, including documentation of how the community has changed since the Pender County 2.0 Comprehensive Land Use Plan was developed and projections for future population and growth.

**Task 3.1 Develop the Fact Book**

This task documents the trends and conditions for a broad array of community planning topics along with analyzing future planning influences that are important considerations for developing plan policies. This “Fact Book” will include maps, charts, and tables of data that paint a complete picture of Pender County and will leverage recent analyses prepared by the County and regional partners. This Fact Book can either be prepared as a presentation-based report with multiple sections or the Clarion team can partner with Pender County GIS staff to build it as an ESRI Storymap organized to be more accessible to the broader community. It will be presented to the Steering Committee and made available to the public through the project website. This Fact Book will be developed as a series of specialized subtasks lead by Clarion team topic experts.

**Task 3.1.1: Analyze Sociodemographic, Real Estate, and Economic Development Trends**

The sociodemographic, real estate market, and economic development trends will be prepared by Rose and Associates and will include the following components:

1. Demographic and economic review and analysis from state, local, and proprietary sources used to understand the market dynamics and trends to determine the land use strategy for commercial and residential product types and economic development influences and impacts, including tourism. To determine recommendations, Rose and Associates will analyze a variety of past, current, and projected data, including but not limited to, local population, income, employment, and lifestyle segments. Consideration will be given to the seasonal influx of residents and visitors.

2. Highest and Best Use is used to determine the most appropriate use of land, given the physical and legal constraints, and the underlying current and future infrastructure which impact valuation. This will include access to utilities, including Broadband, and physical characteristics that impact development.
3. Rose and Associates will then identify targeted sites focused on future development. This may include recommended land uses, development strategies or area positioning that integrate transportation, land use, market realities and economic development to enable tourism opportunities, while balancing both growth of development areas and preservation of farms, agricultural areas and heritage sites, through the elements that result in a healthy community for the entire county.

#### **Task 3.1.2: Analyze Built Environment Conditions and Trends**

Clarion will identify and analyze the critical built environment conditions and trends. This includes map-based and tabular assessments of zoning and building permit trends by type of use. This will consider land within municipal jurisdictions within the County and identify “hot spot” future land use areas that are receiving growth pressures or are targets for change. The Cape Fear COG will assist by preparing an update of the County’s existing land use layer. Housing will be evaluated to identify patterns with respect to housing value, type of unit, and housing asset mapping that shows areas that with and without proximate access to employment, shopping, healthcare, and transit accessibility. The presence of short-term and seasonal rentals will be assessed. The analysis will also include future development suitability that identifies places that are not limited by physical or regulatory constraints to development. An evaluation of buildout capacity under current zoning regulations will be conducted to identify the County’s development potential. Using the annual development trends, an assessment of supply and demand of land for future types of development will be assessed. This will serve as the basis for evaluating land use alternatives in Phase 4.

The Clarion team will work with the County’s project manager and Director of Economic Development and others identified by the County to identify employment opportunity sites within suitable areas for development.

#### **Task 3.1.3 Analyze Natural Environment, Parks and Recreation, and Working Lands Conditions and Issues**

Cape Fear COG will prepare maps and statistical information on existing environmental conditions and related issues that could include, but would not be limited to, energy/sustainability initiatives, working lands/ farmlands, conservation properties, parks and recreation, waterways and coastal areas, and natural lands (tree canopy, wetlands, floodplains, etc.) This analysis will comply with the North Carolina Coastal Area Management Act (15A NCAC 07B) requirements. Using guidance from the stakeholder interviews and County Planning Staff team guidance, particular programs and ordinances can be reviewed for potential recommendations and updates to be included in the comprehensive plan.

#### **Task 3.1.4: Identify Climate-related Vulnerabilities and Natural Hazards**

Cape Fear COG will leverage the Southeastern North Carolina Regional Hazard Mitigation Plan to identify key acute and chronic climate related vulnerabilities within the County. This includes vulnerabilities to property, homes, emergency service facilities, hospitals, roads and transportation, and community

services. This will be accomplished by pinpointing critical assets in the County and their vulnerabilities to changing and emerging threats such as sea level rise and increasing storm events. It is important to identify indirect impacts as well, such as impacts due to interruption or loss of services. These causes and indicators will be assessed and documented.

**Task 3.1.5: Summarize Transportation Planning, Conditions, and Trends**

The Cape Fear COG will prepare a summary of relevant data and information pertaining to the County’s current and future transportation system. This effort will leverage transportation planning of the Wilmington Urban Area Metropolitan Planning Organization and the Cape Fear Rural Planning Organization planning efforts. The team will review existing plans, policies, and projects related to transportation, including the recently completed Pender County Bicycle and Pedestrian Plan and the forthcoming Transportation Plan 2050. Key identified transportation projects to support future growth will be considered.

**Task 3.1.6: Evaluate Public Facilities and Services Conditions, and Trends**

The Clarion Team will prepare an assessment of existing public facilities and services provided by the County and partners (Pender County Schools and participating utilities). At a minimum, these services and facilities will include public utilities, solid waste, public safety (Sheriff, fire, EMS), emergency management, and libraries. This assessment will document existing facilities and services, capacities, and any plans for enhancing or increasing levels of service. In coordination with Task 3.1.5, this will also include a mapped assessment of where facilities exist in relationship to flood hazard areas. Working with Pender County departmental representatives, this assessment will determine whether existing facilities and services are expected to adequately support projected future growth.

**Task 3.1.7: Evaluate Public Health and Community Equity Conditions, and Trends**

The Clarion Team will leverage the 2022 Pender County Community Health Assessment and augment with analyses to identify any access issues related to food, healthcare, and mental health service. With a focus on equitable outcomes, this assessment will identify any vulnerable populations that are at risk based on proximity to goods and services and transportation.

**Task 3.2: Staff Working Group Meeting #4**

The Clarion team will facilitate a fourth in-person meeting of the Steering Committee to present the Fact Book findings and identify related policy questions.

**Summary of Phase 3: Evaluate Planning Influences**

Deliverables:	
Clarion Team Responsibilities	County Staff Responsibilities
<ul style="list-style-type: none"> <li>• Fact Book</li> <li>• Materials for Steering Committee meeting</li> <li>• Update project website</li> <li>• Project management and meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Review and provide consolidated comments on Fact Book</li> <li>• Review and provide consolidated comments on meeting materials</li> <li>• Coordinate logistics for meeting and distribution of materials</li> <li>• Monthly project management meetings</li> </ul>

**Schedule**

Duration: Months 3-8

## **PHASE 4: DEVELOP PLAN**

Phase 4 builds off the prior work completed and results in a new public review draft of the Pender County Comprehensive Plan. The Comprehensive Plan will be organized thematically and designed using a systems-based approach that acknowledges and supports the linkages between planning topics. From the outset, the Plan will be drafted to address equity in all aspects within the community, including environmental justice, transportation access, access to affordable housing, access to jobs and job training, access to services and shopping needs, and access to recreational and health amenities.

### **Task 4.1: Develop Draft Plan Framework, Vision, and Goals**

The Clarion team will prepare a staff review draft of the draft Plan Framework (structure and organization of plan) as well as new community vision themes and plan goals. The team will prepare revisions based on staff feedback and prepare for review by the Steering Committee.

### **Task 4.2: Project Team Work Session – Growth and Conservation Framework**

The County Staff team and the Clarion team will conduct a project team work session focused on the land use framework for the County (i.e., the future land use map and classifications). This will be a virtual work session or coupled with another trip to prepare 2-3 land use alternatives for project team consideration and defining the future land use map and classifications that will guide future land development decisions. This collaborative effort will focus on the critical planning linkage between land use and transportation, and will consider economic, resiliency, environmental, working lands, and equity issues that play a role in shaping the community. Land use areas will be defined by placemaking priorities envisioned for each unique area. Identification of new development standards needed or zoning changes required will be part of the discussion. A SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis will be prepared for each of the 2-3 land use alternatives, with a particular emphasis on how equity is impacted by land use alternatives and an evaluation of how well each alternative aligns with currently adopted policies identified in Task 2.1.

### **Task 4.3: Development of Land Use & Development Recommendations Report**

The Clarion team will compile the results of Task 4.2 into a simplified report format for review by the project Steering Committee. At Steering Committee meeting #5, the Committee will discuss the findings of the report and be led through a facilitated full or small group discussion to identify the preferred aspects of each alternative to include in the public review draft of the plan.

### **Task 4.4: Develop Plan Policies and Actions**

The Clarion team will build off the previous tasks and develop a draft set of policies and implementation actions for each plan chapter. We anticipate that this will include the full range of comprehensive planning topics included in the RFQ on pages 4-9. The organization of the policies, strategies, and actions will follow the plan framework identified in Task 4.1.

#### **Task 4.4.1 Land Use and Character Policies and Actions**

The future land use policies, strategies, and actions will be developed to provide overall County land use guidance as well as specific guidance to unique planning areas in Pender. The policies will describe land use priorities that are supported by the community and identify strategies to support development

of these uses. Strategies and actions can also include incentives or new standards to support the development forms envisioned for the County. Existing policy direction that is still relevant (identified in Task 2.1) will be incorporated.

Building off the scenario analyses completed in Task 4.2, this section of the plan will also include the Growth and Conservation Framework map and categories that will designate all lands within the County's planning and zoning jurisdiction. These categories will define the general character, land uses, and general form of development envisioned in each area. Form characteristics will be coordinated with transportation planning efforts to ensure that land use and transportation policies are supporting the same character objectives. This will create a framework for any necessary small area planning efforts that may be recommended for implementation through the plan and could include potential joint planning areas with municipalities.

This will be a collaborative team effort that will consider economic, environmental, and social equity considerations to identify the most appropriate locations for different uses and types of character. This is also an opportunity to support the County's current policies to promote development along existing public transportation routes and support development of affordable housing near transportation facilities and jobs. Opportunities to advance the County's economic development and tourism objectives will also be core considerations for defining land use and character areas.

Language in the plan will link policy guidance to applicable zoning in the County's Unified Development Ordinance. It will also include recommended updates to the ordinance that result from planning process outcomes.

#### **Task 4.4.2 Economic Development and Tourism Policies and Actions**

In consideration of industry targets of the Wilmington Business Development, Incorporated and the outcomes of Task 3.1.1, Clarion and Rose and Associates will prepare a series of land use policies and actions that support local economic development initiatives, with a focus on positioning the County for the greatest success for business attraction, retention, small business development, and tourism.

#### **Task 4.4.3 Natural Environment, Recreation and Parks, and Working Lands Policies and Actions**

Cape Fear COG will develop a series of policy statements and implementation actions to include, but are not limited to: the natural environment and dynamic coastline; shoreline and riparian areas; working lands, farmland, and food; sustainability; conservation; and parks and greenways/trails. Our team will work with the County to ensure there is an equitable distribution of investments and strategies that serve all. If strategies need to be communicated visually, maps may be employed to show future recreation, conservation, and farmland strategies.

#### **Task 4.4.4 Resiliency and Hazard Mitigation Policies and Actions**

Cape Fear COG will identify policies, strategies, and actions that will be effective in reducing community vulnerability to climate and non-climate related hazards. Strategies and actions related to land use are especially relevant. These will guide recommended infrastructure investments and design standards, community preparedness tactics, and emergency management and stormwater approaches.

Depending on the projected growth patterns throughout the County, there is a need to build resilience into the growth strategy prior to new development occurring. Primary threats and types of considerations

also vary throughout geographic areas of the County so these may need to be tailored for specific areas. As an example, the County may want to focus new affordable housing developments in areas that are less exposed to hazards (such as flooding), while simultaneously locating in areas with other desirable characteristics (such as access to transit and proximity to grocery stores). A series of policy statements and implementation strategies and actions will be developed and located within each appropriate plan chapter to reinforce these objectives.

#### Task 4.4.5 Transportation Policies and Actions

The Clarion team will develop transportation policies and actions with a focus on the linkage between transportation, land use, and equity, all of which is key to planning an accessible multi-modal transportation network. Building from work in Task 3.2.5 and in alignment with the forthcoming Transportation Plan 2050, the team will develop a set of transportation policies, strategies, and actions to integrate land use and transportation, and future community and economic development efforts.

#### Task 4.4.6 Public Facilities and Services Policies and Actions

The Clarion Team will prepare a set of policies and actions for the public facilities and services provided by the County and partners (Pender County Schools and utility partners). This plan direction will address the need for additional public facilities and services to serve future populations, the equitable geographic distribution of facilities and services, and other policy direction that is supported by the community. Some of the policies and actions will be suggested for the County's partners to assist with achieving countywide goals.

#### Task 4.6: Steering Committee Meetings #5-7

The Clarion team will conduct a series of Steering Committee meetings to share and receive feedback on the draft plan components and coordinate public engagement efforts. The plan policies and actions will be divided into separate modules to allow for easier review. These meetings include:

- **Meeting #5:** Discuss the future land use plan scenario alternatives and select a preferred growth and conservation plan
- **Meeting #6:** Review and provide comment on policies and actions for the first half of the comprehensive plan (module #1)
- **Meeting #7:** Review and provide comment on policies and actions for the second half of the comprehensive plan (module #2)

#### Task 4.6: Community Engagement Window #2 – Unveiling of Draft Plan

The Clarion team will prepare for and facilitate a public open house to present the draft Comprehensive Plan. Engagement activities will provide opportunities for participants to provide feedback on the draft plan goals and actions and the final Growth and Conservation Framework map. Steering Committee members can play a role in presenting the draft plan to participants. The public open house materials can be prepared to circulate to different locations in the County during the two-month window and collect responses through an online Konveio portal. A presentation of the Public Review Draft of the Comprehensive Plan can be recorded and placed as a video on the County's website to showcase this information in a user-friendly format.

Similar to CEW #1, the Clarion team can provide publicity materials for the County to distribute to local media sources, partner agencies, and listservs. Additional public intercept events or other community meetings can be accommodated by Tate Consulting through the optional series of targeted meetings if budget permits.

#### Task 4.8: Briefings to Planning Board and Board of County Commissioners

Clarion will conduct a briefing to the Board of Commissioners and the Planning Board on the draft plan and the feedback from community engagement window #3. We will facilitate a discussion of any recommendations for the Public Hearing Draft of the plan and provide a general project update.

#### Summary of Phase 4: Develop Plan Framework

##### Deliverables:

##### Clarion Team Responsibilities

- Staff, Steering, and Public Review Drafts of Comprehensive Plan
- Presentation materials for Steering Committee meetings
- Public engagement materials for Community Engagement Window #2
- Summary of CEW #2 Public Input Results
- Briefings to BOCC and Planning Board
- Updates to project website
- Project management and meetings

##### County Staff Responsibilities

- Review and provide feedback on draft plan elements
- Coordinate logistics for meetings and public events and distribute materials
- Participate at public engagement events
- Publicity and advertising for Community Engagement Window #2 events
- Monthly project management meetings

#### Schedule

Duration: Months 8-13

### PHASE 5: ADOPT PLAN

The final phase of work will support adoption of the updated Pender County Comprehensive Plan and approval by the Coastal Resources Commission.

#### Task 5.1: Finalize Public Hearing Draft of Comprehensive Land Use Plan

Following Task 4.9, the Clarion team will prepare a public hearing draft of the new Comprehensive Plan to be shared with the Steering Committee. This draft will be shared with staff for review and comment prior to transmitting to the boards.

#### Task 5.2: Staff Working Group Meeting #8

The Clarion team will facilitate the final meeting of the Steering Committee to present the public hearing draft of the Comprehensive Plan. This can be a celebratory event to show gratitude for all the work and support the Steering Committee has provided.

#### Task 5.3: Public Hearings with Planning Board and Board of County Commissioners

The Clarion team will prepare materials for and facilitate up to two public hearings with the Planning Board and/or Board of County Commissioners with the aim of plan adoption.

#### Task 5.4: Facilitate Review and Securing CAMA Plan Certification from Coastal Resources Commission

Under the advisement of the Cape Fear COG, Clarion Associates will facilitate and secure CAMA plan certification from the Coastal Resources Commission. This includes compliance with all requirements per 15A NCAC 07B.

#### Task 5.5: Finalize the Adopted Comprehensive Plan and Transmit All Final Files to County Staff Team

Upon final approval of the plan by the CRC, Clarion will transmit the final plan and all related files to County staff.

#### Summary of Phase 5: Adopt Plan

##### Deliverables:

##### Clarion Team Responsibilities

- Public Hearing Draft of Plan
- Final Adopted Comprehensive Plan and Transmittal of Final Source Files
- CRC approval processing
- Updates to project website
- Project management and meetings

##### County Staff Responsibilities

- Coordinate Scheduling of Public Hearings
- Publicity and advertising for adoption meetings
- Monthly project management meetings

#### Schedule

Duration: Months 14-20

#### Budget for Targeted Meetings

A contingency budget for targeted meetings is included to accommodate additional public meetings within community engagement windows (CEW) #1 and, if budget permits, for CEW #2 to ensure representation and opportunities for community members to participate in the planning process. The actual design and purpose of these meetings will be determined during each community engagement window to engage any populations within the County that were not represented through the main community workshop or open house and online engagement activities.

### Project Management Protocols

The following project management protocols will guide Project Team work.

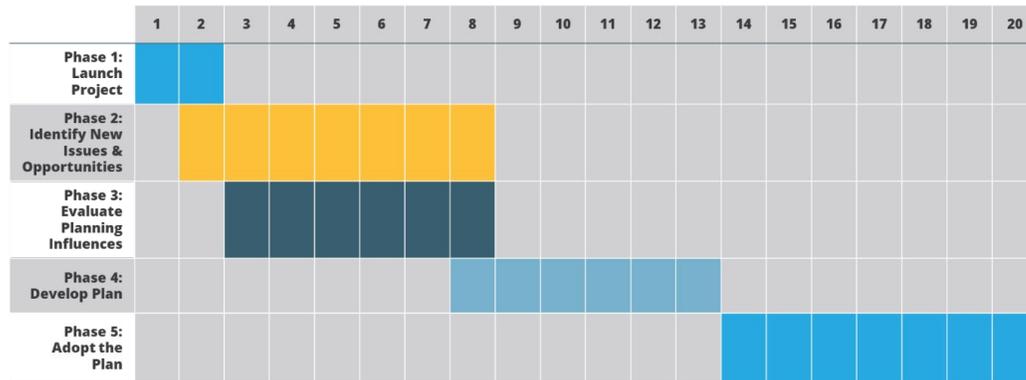
1. A member(s) of the County Staff will be the main point of public contact for the project. The Clarion Team will refer direct communications from the public, appointed or elected officials to County Staff. Exceptions include communications regarding development of the Equity Database and affiliated community engagement communications necessary to complete work by the Clarion Team, and communications with stakeholders interviewed during Phase 1.
2. The Clarion Team and County Staff will work as a team throughout the project. Project management issues that arise during the project will be dealt with quickly through a video conference call or face-to-face meeting to keep the process moving.
3. Clarion Associates will provide project management for the overall project and will be responsible for management of the consultant team. Leigh Anne King will be the Project

Director and David Henning will be the Project Coordinator for the Clarion team. Both will attend project management meetings.

4. County staff will be responsible for project supporting tasks throughout the process, including: for those not available online will provide relevant reports, data, and documentation to the Clarion team; review and providing a consolidated set of comments for staff review drafts of work products; and publicize and arrange logistics for public meetings.
5. The County and/or local partner organization will coordinate, arrange, advertise, and host all public meetings, community group presentations, workshops, and study sessions. The Clarion team will provide content and facilitate the meetings, workshops and events as noted in the Scope of Services.
6. Public engagement reporting will leverage the quantifiable functionality of the online public engagement software's dynamic reporting features. Efforts will be made to reduce open-ended questions that require extensive review and theming. Extensive open-ended comment review and theming may require additional budget.
7. The Clarion team will provide digital files of all documents and products to the County in the format in which they were created and, if different, in a format suitable for posting on the County website and for printing paper copies, such as Adobe PDF.
8. County staff will provide a single, consolidated set of comments in electronic format for all staff review drafts of deliverables. All comments will be reviewed by County staff to resolve any inconsistencies and provide clear direction. If possible, changes will be provided using track-changes or similar digital comment format. Additional rounds of reviews will require additional resources, not including minor adjustments to finalize the deliverable.
9. The Clarion team will review and theme work product comments provided by the Steering Committee and prepare a record of Steering Committee meeting outcomes to document project progress over time. The Clarion team will also prepare themes from public engagement inputs and create summaries of these themes. Any formal requirements for meeting minutes will be undertaken by the County.
10. The project budget is an estimate of how project costs are allocated among phases of work. The Clarion team will not exceed the total contract amount without the express approval of the County.
11. Clarion will bill monthly for services rendered. The County's project manager will review and approve Clarion Associate's monthly invoices, which will include all work covered by the Clarion Associates team. Any questions or issues related to the monthly invoice will be dealt with quickly through a conference call with Clarion Associates and the County's Project Manager. The County will pay invoices within 30 days of receipt.
12. The County will not hold the Clarion Associates team responsible for schedule delays that are the result of circumstances or events beyond the control of the Clarion Associates team.

## Project Schedule

The Comprehensive Plan will be developed using the following 20-month project schedule.



## Project Cost

The Clarion team will deliver the work listed in the Scope of Services for a not to exceed budget of \$168,481.

TASK	BUDGET
Phase 1: Project Launch	\$ 33,917
Phase 2: Identify New Issues and Opportunities	\$ 25,977
Phase 3: Evaluate Planning Influences	\$ 33,121
Phase 4: Develop Plan	\$ 44,858
Phase 5: Adopt Plan	\$ 16,908
Budget for Targeted Engagement Meetings	\$ 8,000
Proprietary Custom Market Reports	\$ 1,200
Konveio Public Engagement Platform	\$ 4,500
<b>TOTAL</b>	<b>\$ 168,481</b>





## Pender County Request for Board Action

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**TO:** Board of County Commissioners  
**FROM:** Jeremy Drummond  
**DATE:** February 20, 2024  
**SUBJECT:** Approval of Vehicle Replacement Policy

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**SUMMARY:**

To establish a Vehicle Replacement Policy under which are outlined guidelines for the timely and cost-effective replacement of Pender County fleet vehicles.

This policy is designed to illustrate which Pender County vehicles can be replaced based on age, mileage, cost of ownership, overall condition, and budgetary constraints.

**ACTION REQUESTED:**

Approval of Vehicle Replacement Policy

	<p><b>Pender County Government</b></p> <p><b>STANDARD PROCEDURE</b></p>
<p>Subject: <b>Vehicle Replacement Policy</b></p>	<p>Effective Date: March 1, 2024</p>
<p>Prepared by: Jeremy Drummond, Facilities &amp; Fleet Director</p>	<p>Revised: n/a</p>
<p>Approved by: Board of Commissioners</p>	<p>Approval Date: February 6, 2024</p>
<p>Chair's Signature:</p>	<p># of Pages: 7</p>

**OBJECTIVE**

The purpose of this Vehicle Replacement Policy is to establish guidelines for the timely and cost-effective replacement of Pender County's fleet vehicles. By implementing a point scale system, this policy aims to ensure that vehicles are replaced based on their age, mileage, cost of ownership, and overall condition which will promote safety, efficiency, and fiscal responsibility by reducing maintenance costs and allow for long-term budgeting.

**APPLICABILITY**

This policy applies to all vehicles owned and operated by Pender County. Vehicles fall into one of the following categories:

- Standard Use Fleet Vehicles
  - All other county vehicles
- Emergency Response Vehicles
  - Sheriff's Office/ Emergency Management/ etc. (Only County-owned vehicles)
- Heavy/ Diesel/ Equipment
  - Utilities/ Facilities type work trucks
- Fire Apparatus
  - Fire trucks owned by fire departments

**REPLACEMENT FACTORS**

Vehicle Replacement is based on several factors including age, milage, repair costs, overall condition, and available funding. Unreliable vehicles with excessive documented maintenance issues may also be factored in for replacement. Maintenance and reliability will have priority over age and miles.

- Age
- Mileage
- Lifetime Maintenance Costs
- Overall Condition
- Funding availability

### **GENERAL AGE & MILEAGE REPLACEMENT GUIDELINES**

If a vehicle's condition at the time of replacement is determined to be satisfactory to allow for its continued use within the county's fleet, consideration will be given to in-house transfers. Once a vehicle is determined to be replaced the county will attempt to obtain the highest sale value for its used vehicle. This may be achieved through auction or scrap metal value.

All replacements will be coordinated between the department and fleet before any orders are placed. This will ensure all departments and their operators can review their work assignments and ensure that the correct size and type of vehicle is being used. Departments will be required to sign off on their approved replacement decisions.

On occasion, exceptions will occur in which this replacement procedure will not be used, these exceptions will be dealt with on a case-by-case basis.

### **MAINTENANCE & ACCOUNTABILITY**

Abuse and neglect of vehicles/equipment shall not be deemed as justification for replacement. This includes allowing excessive idling which increases the wear and tear on vehicles. Drivers shall routinely check their assigned vehicles for damage or wear and tear that would require repairs or maintenance.

Preventative maintenance is to be performed at scheduled intervals established by the Fleet Foreman. The proper schedule for this maintenance is provided for each vehicle by the Fleet Foreman at the time of assignment. If maintenance is not performed within plus or minus 500 miles of the schedule, the vehicle assignment is subject to termination or disciplinary action.

All replacement factors will be assessed at the time of the vehicle's annual inspection by Fleet Services to properly anticipate replacement needs.

### **BUDGETING**

The County should expect to replace a certain percentage of the fleet per year. This ensures a consistent replacement every year to avoid requiring a large purchase every few years. The

average number of replacements is expected to be approximately 20% of the Sheriff's Office fleet and 12% of the standard fleet.

Deviations from the vehicle replacement policy may occur during periods of revenue shortages; however, short-term capital savings may result in higher long-term maintenance and replacement costs. Any proceeds from selling vehicles will be placed in an account to be used for fleet replacement. Departments will meet with fleet annually to discuss future needs in order to plan and budget appropriately.

**ATTACHMENT A  
POINT SCALE SYSTEM- STANDARD USE FLEET**

<b>Age</b> <i>Based on year of purchase</i>	0-2 years old	0 points
	3-5 years old	1 point
	6-8 years old	2 points
	9-10 years old	3 points
	10 + years old	4 points
<b>Mileage</b>	0- 30,000 miles	0 points
	30,001- 60,000 miles	1 point
	60,000-100,000 miles	2 points
	100,000-150,000 miles	3 points
	150,000 + miles	4 points
<b>Lifetime Maintenance Cost</b> <i>Total repair cost of the vehicle as a percentage of the initial purchase price</i>	0% -5%	0 points
	5%- 20%	1 point
	20%-39%	2 points
	40%-69%	3 points
	70% +	4 points
<b>Overall Condition</b> <i>Evaluated at annual inspection by fleet services</i>	Excellent	0 points
	Good (minor issues)	1 point
	Fair (issues affecting performance)	2 points
	Poor (frequent breakdowns or safety concerns)	3 points
<b>Recommend Replacement at:</b>		<b>10 points</b>

**ATTACHMENT B**

**POINT SCALE SYSTEM- EMERGENCY RESPONSE VEHICLES**

<b>Age</b> <i>Based on year of purchase</i>	0-2 years old	0 points
	3-4 years old	1 point
	5-6 years old	2 points
	7+ years old	3 points
<b>Mileage</b>	0- 30,000 miles	0 points
	30,001- 60,000 miles	1 point
	60,000-75,000 miles	2 points
	75,000-100,000 miles	3 points
	100,000 + miles	4 points
<b>Lifetime Maintenance Cost</b> <i>Total repair cost of the vehicle as a percentage of the initial purchase price</i>	0% -5%	0 points
	5%- 20%	1 point
	20%-39%	2 points
	40%-69%	3 points
	70% +	4 points
<b>Overall Condition</b> <i>Evaluated at annual inspection by fleet services</i>	Excellent	0 points
	Good (minor issues)	1 point
	Fair (issues affecting performance)	2 points
	Poor (frequent breakdowns or safety concerns)	3 points
<b>Recommend Replacement at:</b>		<b>9 points</b>

**ATTACHMENT C  
POINT SCALE SYSTEM- HEAVY/ DIESEL**

<b>Age</b> <i>Based on year of purchase</i>	0-2 years old	0 points
	3-5 years old	1 point
	6-8 years old	2 points
	9-10 years old	3 points
	10 + years old	4 points
<b>Mileage</b>	0- 30,000 miles	0 points
	30,001- 60,000 miles	1 point
	60,000-100,000 miles	2 points
	100,000-150,000 miles	3 points
	150,000 + miles	4 points
<b>Lifetime Maintenance Cost</b> <i>Total repair cost of the vehicle as a percentage of the initial purchase price</i>	0% -5%	0 points
	5%- 20%	1 point
	20%-39%	2 points
	40%-69%	3 points
	70% +	4 points
<b>Overall Condition</b> <i>Evaluated at annual inspection by fleet services</i>	Excellent	0 points
	Good (minor issues)	1 point
	Fair (issues affecting performance)	2 points
	Poor (frequent breakdowns or safety concerns)	3 points
<b>Recommend Replacement at:</b>		<b>10 points</b>

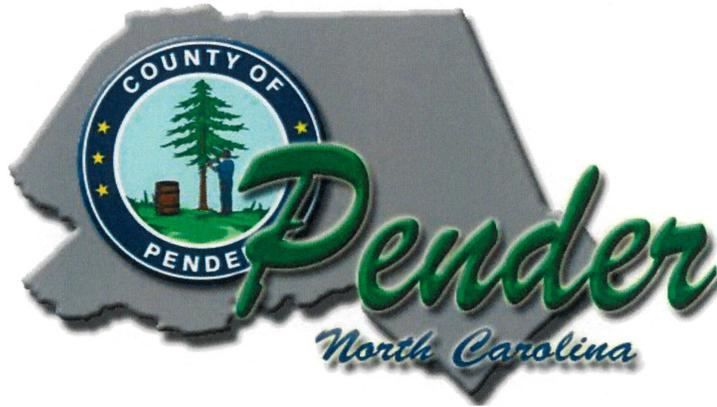
**ATTACHMENT D  
POINT SCALE SYSTEM- FIRE APPARATUS**

<b>Age</b> <i>Based on year of purchase</i>	0-8 years old	0 points
	9-12 years old	1 point
	13-15 years old	2 points
	15-20 years old	3 points
	20 + years old	4 points
<b>Lifetime Maintenance Cost</b> <i>Total repair cost of the vehicle as a percentage of the initial purchase price</i>	0% -5%	0 points
	5%- 20%	1 point
	20%-39%	2 points
	40%-69%	3 points
	70% +	4 points
<b>Overall Condition</b> <i>Evaluated at annual inspection by fleet services</i>	Excellent	0 points
	Good (minor issues)	1 point
	Fair (issues affecting performance)	2 points
	Poor (frequent breakdowns or safety concerns)	3 points
<b>Recommend Replacement at:</b>		<b>8 points</b>

# Pender County Facilities & Fleet Services

## Fleet Report

May 23, 2023



Prepared by  
Jeremy M.C. Drummond  
Andy Devane



To provide insight into the Pender County Government Fleet, Fleet Services and Asset Management has been tasked to provide a Fleet report that consists of information that will assist in understanding the scope of the fleet, the benefits of incorporating a vehicle replacement policy, data gathering processes and improvements, YTD mileage report, leasing options and the establishment of a motor pool.

**BUDGET - Requested vehicles by department FY24**

		Total # Veh's in Fleet	Total # Veh's Requested for FY24	Total \$ for Veh's Requested for FY24	Total # Veh's Proposed by Manager for FY24	Total \$ for Veh's Proposed by Manager for FY24
	<b>General Fund Revenue Projections</b>	<b>261</b>	<b>45</b>	<b>\$1,933,619</b>	<b>33</b>	<b>\$1,535,403</b>
	<b>General Fund - Departments</b>					
2	420 - County Manager	2	-	1	1	\$50,000
6	445 - Information Technology	1	-	-	-	-
7	450 - Tax	3	-	-	-	-
10	500 - Facilities & Fleet Svcs	12	2	\$91,000	1	\$43,000
14	570 - Grounds Maintenance	5	3	\$243,000	-	-
15	665 - Parks & Rec	2	-	-	-	-
20	607 - Veteran's Services	1	-	-	-	-
21	630 - Library	3	-	-	-	-
22	650 - Inspections	11	2	\$120,000	2	\$120,000
23	653 - Planning Department	3	-	-	-	-
25	525 - Emergency Management	4	3	\$240,000	2	\$160,000
26	510 - Sheriff	118	16	\$561,883	9	\$512,883
29	510040 - Animal Control	2	-	-	-	-
32	11 - Health	36	3	\$147,129	3	\$147,129
33	12 - DSS	23	9	\$298,430	8	\$270,215
	<b>Enterprise Funds - Pender County Utilities</b>	<b>35</b>	<b>7</b>	<b>\$232,176</b>	<b>7</b>	<b>\$232,176</b>

See Appendix 1 - Total Fleet inventory by department with description, mileages, etc.

FY2023-2024 VEHICLE REQUESTS										Notes
DEPT ASK	Vehicle	Year	Miles	Requested Year	Requested Cost	Proposed Year	Proposed Cost			
COUNTY MANAGER	NEW SUV for CMO Sharing			2024	50,000	2024	50,000			
					50,000		50,000			
FACILITIES	NEW Chevy Silverado	2001	174,756	2024	43,099	2024	48,000	48,000	48,000	Replace with Chevy Tahoe for Crew Travel
	REPL FORD ESCAPE			2024	91,000					
GROUNDNS	NEW FORD F250			2024	52,099					
	REPL FORD F250	2011	105,956	2024	52,099					
	REPL INTERNATIONAL DUMP TRUCK	1999	42,900	2024	139,000					
					243,000					
INSPECTIONS										
	REPL FORD F150 4WD	2013	132,779	2024	60,000	2024	60,000	60,000	60,000	Transfer replaced trucks to Planning
	REPL FORD F150 4WD	2013	156,007	2024	60,000	2024	60,000	60,000	60,000	Transfer replaced trucks to Planning
					120,000			120,000	120,000	
EMERGENCY MANAGEMENT										
	NEW FORD F150 4WD			2024	80,000					For requested position
	NEW FORD F150 4WD			2024	80,000	2024	80,000	80,000	80,000	For requested position
	NEW FORD F150 4WD			2024	80,000	2024	80,000	80,000	80,000	For requested position
HEALTH										
	REPL FORD RANGER 4WD	2008	40,792	2024	60,000	2024	60,000	60,000	60,000	Mosquito Control
	REPL FORD ESCAPE	2009	55,039	2024	27,129	2024	27,129	27,129	27,129	Environmental Health
	REPL FORD F150	2013	55,039	2024	60,000	2024	60,000	60,000	60,000	Environmental Health
					147,129			147,129	147,129	
DSS DEPT										
	REPL FORD FOCUS	2009	170,971	2024	39,215	2024	39,215	39,215	39,215	Van
	REPL FORD FOCUS	2009	159,034	2024	33,000	2024	33,000	33,000	33,000	Small SUV
	REPL FORD FOCUS	2009	152,746	2024	33,000	2024	33,000	33,000	33,000	Small SUV
	REPL FORD ESCAPE	2009	138,666	2024	33,000	2024	33,000	33,000	33,000	Small SUV
	REPL FORD FOCUS	2009	136,916	2024	33,000	2024	33,000	33,000	33,000	Small SUV
	REPL FORD FOCUS	2009	86,376	2024	33,000	2024	33,000	33,000	33,000	Small SUV
	REPL FORD FOCUS	2011	172,423	2024	33,000	2024	33,000	33,000	33,000	Small SUV
	REPL FORD FOCUS	2011	124,222	2024	33,000	2024	33,000	33,000	33,000	Small SUV
	REPL FORD FOCUS	2011	106,602	2024	28,215	2024	28,215	28,215	28,215	Car
					298,430			270,215	270,215	

FY2023-2024 VEHICLE REQUESTS										Notes
DEPT ASK	Vehicle	Replace Year	Miles	Requested Year	Cost	Proposed Year	Cost			
SHERIFF'S OFFICE										
REPL	FORD CROWN VIC	2001	286,103	2024	55,867					Moved to FY2023
REPL	FORD EXPLORER	2007	188,361	2024	57,127					Moved to FY2023
REPL	FORD EXPLORER	2009	208,722	2024	57,127					Moved to FY2023
REPL	FORD CROWN VIC	2010	229,914	2013	7,000					Moved to FY2023
REPL	FORD CROWN VIC	2010	210,185	2013	7,000					Moved to FY2023
REPL	FORD CROWN VIC	2010	180,211	2013	7,000					Moved to FY2023
REPL	FORD CROWN VIC	2010	172,032	2013	7,000					Moved to FY2023
REPL	FORD CROWN VIC	2010	163,900	2013	7,000					To be replaced with ILM chargers
REPL	FORD CROWN VIC	2010	145,432	2013	7,000					To be replaced with ILM chargers
REPL	FORD CROWN VIC	2011	190,139	2013	7,000					To be replaced with ILM chargers
REPL	DODGE CHARGER	2013	235,311	2024	57,127					Moved to FY2023
REPL	DODGE CHARGER	2013	208,769	2024	57,127					Moved to FY2023
REPL	DODGE CHARGER	2013	181,564	2024	57,127					Moved to FY2023
REPL	DODGE CHARGER	2013	224,779	2024	57,127					Moved to FY2023
REPL	DODGE CHARGER	2013	159,882	2024	57,127					Moved to FY2023
REPL	DODGE CHARGER	2013	159,882	2024	57,127					Moved to FY2023
REPL	FORD EXPLORER	2015	213,619	2024	57,127					
					561,883					135,254
UTILITIES										
REPL	FORD ESCAPE	2001	174,327	2024	31,146					31,146
REPL	FORD EXPEDITION	2010	142,242	2024	31,146					31,146
REPL	FORD ESCAPE	2012	146,602	2024	31,146					31,146
REPL	FORD F150	2013	279,228	2024	56,100					56,100
REPL	FORD ESCAPE	2014	181,252	2024	31,146					31,146
REPL	FORD ESCAPE	2018	159,779	2024	31,146					31,146
REPL	FORD ESCAPE	2018	77,877	2024	31,146					31,146
					242,976					242,976
Grand Total					1,994,418					1,173,574

Number of vehicles by department as a percentage of Fleet.

<b>Departments</b>	<b>Percentage Fleet by Dept</b>	<b>Count of Fleet by Dept</b>
Sheriff's Office	45.21%	118
Utilities	13.41%	35
Dept of Social Services	8.81%	23
Health Department	6.13%	16
Facilities & Fleet Svcs	4.60%	12
Inspections	4.21%	11
Health - Mosquito Control	3.83%	10
Health - Environmental	3.07%	8
Grounds	1.92%	5
Emergency Management	1.53%	4
Library	1.15%	3
Planning	1.15%	3
Tax Office	1.15%	3
County Manager	0.77%	2
Health - Animal Shelter	0.77%	2
Parks & Rec	0.77%	2
Sheriff's Ofc - Animal Control	0.77%	2
Information Technology	0.38%	1
Veteran's Svcs	0.38%	1
Housing	0.00%	0
<b>Grand Total</b>	<b>100.00%</b>	<b>261</b>

**Motor Pool**

The Pender County Motor Pool has been established and the vehicles for use identified. These vehicles will be staged at different locations throughout the County for ease of use.

Vehicles by department outfitted for their use vs. availability for motor pool.

<b>Departments</b>	<b>Count of Fleet by Dept</b>	<b>Sum of Outfitted for Use</b>	<b>Motor Pool by Department</b>
Sheriff's Office	118	118	
Utilities	35	35	
Dept of Social Services	23	14	9
Health Department	16	16	
Facilities & Fleet Svcs	12	11	1
Inspections	11	11	
Health - Mosquito Control	10	10	
Health - Environmental	8	8	
Grounds	5	5	
Emergency Management	4	4	
Planning	3	3	
Tax Office	3	3	
Library	3	2	1
Health - Animal Shelter	2	2	
Parks & Rec	2	2	
Sheriff's Ofc - Animal Control	2	2	
County Manager	2	1	1
Information Technology	1	1	
Veteran's Svcs	1	0	1
Housing	0	0	
<b>Grand Total</b>	<b>261</b>	<b>248</b>	<b>13</b>

## **Vehicle Replacement Policy**

Due to the number of requested vehicles every year, a vehicle replacement policy could be beneficial via:

- Establishing a baseline for vehicle replacement. If the requested replacement vehicle does not meet minimum standards, then it will not be considered. Variables to consider include the vehicle/engine type and departmental usage patterns.

Examples – 8 years and/or 130,000 miles (everyday drivers)

5 years and/or 90,000 miles (law enforcement vehicles)

12 years and/or 200,000 miles (Diesel/heavy equipment)

- Defining additional considerations for replacement, such as: accident repair/replacement and cost of ownership replacement (more expensive to repair than vehicle worth).
- Offset operating costs by restricting the reimbursement of funds to drivers operating personal vehicles if motor pool vehicle is available for use.

## **Work Order System & Data**

A true work order system will provide management and commissioners with quantifiable data that will assist in making data driven decisions regarding fleet operations. For example:

- Provide the Board and Management with a true total cost of ownership.
- Repair data can be used to identify common issues with like vehicles and determine what inventory to stock to reduce turnover times.
  - This could potentially allow Fleet to purchase these items in bulk to receive the best prices.
- Repair data could be used to identify vehicles that are (costly to maintain) to avoid purchasing them in the future.
- Identify warrantied parts/labor by vehicle.
- Quantify labor hours associated with repairs to ensure the county is appropriately staffed.
- Quantify volume and type of vehicles to assess appropriate facility needs, workspace and equipment.
- Maintain a safety recall database.
- Equip department heads and management with predictive yearly costs.

## **Leasing Vehicles**

Andy Devane, Asset Manager, has explored the possibility of leasing vehicles to determine if this would be a viable option for Pender County Government. Based on data analysis and review of other counties and municipalities, Finance has determined that this is not a good option.

Review of slide presentation – Andy Devane

*See Appendix 2 – Copy of Slide Presentation*

## **Work Performed In-House vs. Work Outsourced**

The current arrangement with achieving the workload related to Fleet Maintenance consists of a combination of in-house service and contracted services. In many cases, contracted services are necessary due to the size of vehicles, i.e., tall enough that they cannot be raised on a lift via the height restrictions of the fleet garage, proximity/convenience for Sheriff's personnel assigned to the Hampstead side of the county, and seasonal workload.

An analysis utilizing the information available has determined the following:

In-House Repairs Total = \$124,963.12 *\*Note: Parts and Materials Only*

Outsourced Repairs Total = \$28,988.68

Accident Repair Total = \$67,154.83

*See Appendix 3 – Work Performed In-House vs. Work Outsourced for Total Repair Costs (including accident repair)*

# Appendix 1 –

## Total Fleet Inventory by department with description, mileages, etc.

GREEN: Within Normal Mileage Use Range (15,000)/year

YELLOW: Issue with Vehicle

RED: Above/Below Normal Mileage Use Range (15,000)/year

DEPARTMENT	FULL VIN#	YEAR	MAKE	MODEL	VEHICLE ADMIN #	5-11-2022 ENDING MILEAGE	5-11-2023 ENDING MILEAGE	TOTAL MILES TRAVELED
COUNTY MANAGER	1FM5K8D87HG90573	2017	FORD	EXPLORER	1061	41567	44055	2488
COUNTY MANAGER	1FAHP2E8XFG112092	2015	FORD	TAURUS	1062	65248	68693	3445
DEPT OF SOCIAL SERVICES	1FAHP3FN4BW130937	2011	FORD	FOCUS	9170	106225	106602	377
DEPT OF SOCIAL SERVICES	2C4RDG8G2HR830446	2017	DODGE	GRAND CARAVAN	9180	9074	93815	84741
DEPT OF SOCIAL SERVICES	1FAHP3E28CL285579	2012	FORD	FOCUS	9510	109622	111451	1829
DEPT OF SOCIAL SERVICES	2C4RDG8G4HR830447	2017	DODGE	GRAND CARAVAN	9530	80542	84814	4272
DEPT OF SOCIAL SERVICES	1FADP3E24DL237349	2013	FORD	FOCUS	9540	103196	105377	2181
DEPT OF SOCIAL SERVICES	1FMCU0F61NUA16815	2022	FORD	ESCAPE	9610	9563	13220	3657
DEPT OF SOCIAL SERVICES	1FMCU0F66NUA16728	2022	FORD	ESCAPE	9620	10587	14383	3796
DEPT OF SOCIAL SERVICES	1FMCU0F68NUA16682	2022	FORD	ESCAPE	9630	3453	5194	1741
DEPT OF SOCIAL SERVICES	1FMCU0F63NUA16735	2022	FORD	ESCAPE	9640	6148	69705	63557
DEPT OF SOCIAL SERVICES	1FAHP3FN4BW130940	2011	FORD	FOCUS	9650	123107	124637	1530
DEPT OF SOCIAL SERVICES	1FMCU9C748KA28630	2011	FORD	ESCAPE	9740	50840	52803	1963
DEPT OF SOCIAL SERVICES	1FAHP3E24CL285577	2012	FORD	FOCUS	9760	105619	155516	49897
DEPT OF SOCIAL SERVICES	1FMCU9GDHUD92202	2017	FORD	ESCAPE	9770	74192	79100	4908
DEPT OF SOCIAL SERVICES	1FAHP3E26CL285578	2012	FORD	FOCUS	9790	139081	141183	2102
DEPT OF SOCIAL SERVICES	1FAHP35NX9W133479	2009	FORD	FOCUS	9800	135874	136924	1050
DEPT OF SOCIAL SERVICES	1FAHP34N69W133478	2009	FORD	FOCUS	9810	170581	171222	641
DEPT OF SOCIAL SERVICES	1FAHP34N49W133477	2009	FORD	FOCUS	9820	152159	152977	818
DEPT OF SOCIAL SERVICES	1FAHP35N89W133481	2009	FORD	FOCUS	9830	153412	159312	5900
DEPT OF SOCIAL SERVICES	1FAHP35N69W133480	2009	FORD	FOCUS	9840	860909	863762	2853
DEPT OF SOCIAL SERVICES	1FAHP3FN2BW130936	2011	FORD	FOCUS	9850	171849	172423	574
DEPT OF SOCIAL SERVICES	1FTMF1CBXFE23816	2018	FORD	F-150	9921	3184	3184	0
DEPT OF SOCIAL SERVICES	1FMCU9GDSKUJ21741	2019	FORD	ESCAPE	9922	69561	79221	9660
DEPT OF SOCIAL SERVICES	1FMCU9F67LUA81900	2020	FORD	ESCAPE	9923	8497	12305	3808
EMERGENCY MANAGEMENT	1GCLKJEGX1F16381	2018	CHEVROLET	2500HD	2910	52082	77626	25544
EMERGENCY MANAGEMENT	1GC1KR6G4K1889490	2019	CHEVROLET	2500HD	2940	60600	80181	19581
EMERGENCY MANAGEMENT	1FEW1EP1KF857987	2019	FORD	F-250	2950	24047	25562	1515
EMERGENCY MANAGEMENT	1FT7W2B66NED16376	2022	FORD	F-150	2960	7627	11799	4172
FACILITIES & FLEET SERVICES	1FTEX1CW1AFD26315	2010	FORD	F-150	7000	47714	50484	2770
FACILITIES & FLEET SERVICES	1FTBF2B62CEA45212	2012	FORD	F-250	7002	42622	43765	1143
FACILITIES & FLEET SERVICES	1TRF12257NA18811	2007	FORD	F-150	7005	142270	142375	105
FACILITIES & FLEET SERVICES	1TRF14W87NA39068	2007	FORD	F-150	7006	188151	188501	350
FACILITIES & FLEET SERVICES	1FTEX1CWXAKE46864	2010	FORD	F-150	7010	38797	63727	24930
FACILITIES & FLEET SERVICES	1FMCU0F77EVE28410	2014	FORD	ESCAPE	7011	58482	58482	0
FACILITIES & FLEET SERVICES	1FDR3G60EEA60772	2014	FORD	F-350	7012	26460	27106	646
FACILITIES & FLEET SERVICES	1FTNF1EF4DKD73706	2013	FORD	F-150	7014	210502	211926	1424
FACILITIES & FLEET SERVICES	1FTEX1CW3AFD26316	2010	FORD	F-150	7015	93416	97785	4369
FACILITIES & FLEET SERVICES	1FT7X2BEB15102	2011	FORD	F-250	7016	84574	85251	677
FACILITIES & FLEET SERVICES	1FTMF1CWXAKE46863	2010	FORD	F-150	7017	181136	185521	4385
FACILITIES & FLEET SERVICES	1FD7X2B66DEA26565	2013	FORD	F-250	7021	175318	175318	0
FACILITIES & FLEET SERVICES	1FTFR1EH9NLD52936	2022	FORD	RANGER	7028	18	696	678
GROUPS SERVICES	1FTBF2B66BEB15101	2011	FORD	F-250	7001	105856	105856	0
GROUPS SERVICES	1FTNF20509EA01208	2009	FORD	F-250	7008	106483	109632	3149
GROUPS SERVICES	1FTBF2B64CEA45213	2012	FORD	F-250	7013	88864	90958	2094

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DEPARTMENT	FULL VIN#	YEAR	MAKE	MODEL	VEHICLE ADMIN #	5-11-2022 ENDING MILEAGE	5-11-2023 ENDING MILEAGE	TOTAL MILES TRAVELED
GROUND SERVICES	1GCKVCXCF200602	2012	CHEVROLET	2500 4WD CREW CAB	7019	166469	166952	483
HEALTH	5TDZ3DC6K0004671	2019	TOYOTA	SIENNA	3001	3354	3784	430
HEALTH	1FMCU0F67LUA59617	2020	FORD	ESCAPE	3092	4029	4850	821
HEALTH	1FMSK7BH3LGB12765	2020	FORD	EXPLORER	3901	4953	62631	57678
HEALTH	1FAHP34N17W356461	2007	FORD	FOCUS	0163	46363	47190	827
HEALTH	1FMCU0F64LUC29593	2020	FORD	ESCAPE	3093	7955	18501	10546
HEALTH - ADMINISTRATION	1FMCU0F75FUA26385	2014	FORD	ESCAPE	3750	78468	78468	0
HEALTH - ADULT HEALTH	1FMSK887HGC44809	2017	FORD	EXPLORER	3870	19044	21502	2458
HEALTH - ANIMAL SHELTER	1FTNE2EW5DDA04771	2013	FORD	ECONOLINE	3800	22902	22902	0
HEALTH - ANIMAL SHELTER	1FTW2864HED82767	2017	FORD	F-250	3920	11462	11693	231
HEALTH - CARE COORDINATOR FOR CHILDREN	1FADP3E2XEL375964	2014	FORD	FOCUS	3740	16760	16760	0
HEALTH - CHILD HEALTH	1FAHP3FN8BW130939	2011	FORD	FOCUS	3810	35454	35454	0
HEALTH - COMMUNICABLE DISEASE	1FADP3E24DL237352	2013	FORD	FOCUS	3720	35108	35108	0
HEALTH - DIABETES NURSE	1FADP3E21EL275965	2014	FORD	FOCUS	3730	18907	19213	306
HEALTH - ENVIRONMENTAL	1FMCU9G07KUA21742	2019	FORD	ESCAPE	3770	55500	59996	4496
HEALTH - ENVIRONMENTAL	1FTMF1EB0JFA65009	2018	FORD	F-150	3890	48138	49638	1500
HEALTH - ENVIRONMENTAL	1FTE1EM7DFA94206	2013	FORD	F-150	3910	130179	133664	3485
HEALTH - ENVIRONMENTAL	1FMCU9279KA61332	2009	FORD	ESCAPE	3930	114199	116104	1905
HEALTH - ENVIRONMENTAL	1FTE1EM9DFA94207	2013	FORD	F-150	3950	75054	75521	467
HEALTH - ENVIRONMENTAL	1FMCU92749KA61333	2009	FORD	ESCAPE 4WD	3970	158389	158389	0
HEALTH - ENVIRONMENTAL	1FTE1EM2DFA94209	2013	FORD	F-150	3980	75405	78291	2886
HEALTH - ENVIRONMENTAL	1FMCU92769KA61334	2009	FORD	ESCAPE	4026	176476	177307	831
HEALTH - IMMUNIZATIONS	1FAHP3FN6BW130938	2011	FORD	FOCUS	3500	51792	53224	1432
HEALTH - MAINTENANCE	1FTZR45E03TA50358	2003	FORD	RANGER	3960	102820	102820	0
HEALTH - MOSQUITO CONT	1FTMF1EB1MKD08790	2021	FORD	F-150	3094	336	10638	10302
HEALTH - MOSQUITO CONT	1FDRF3H67NED16632	2022	FORD	F350	3700	1226	1226	0
HEALTH - MOSQUITO CONT	1FTYR14DO7PA66075	2007	FORD	RANGER	3762	104334	104334	0
HEALTH - MOSQUITO CONT	1FTMF1EB0JFA65008	2018	FORD	F-150	3763	36966	36966	0
HEALTH - MOSQUITO CONT	1FTYR14D78PA13794	2008	FORD	RANGER	3764	191556	191896	340
HEALTH - MOSQUITO CONT	1FTYR15E18PA74209	2008	FORD	RANGER 4WD	3765	167931	168150	219
HEALTH - MOSQUITO CONT	1FTYR15E28PA83372	2008	FORD	RANGER 4WD	3766	114728	114799	71
HEALTH - MOSQUITO CONT	1FTMF1EB5JFE23817	2018	FORD	F-150	3769	34836	35127	291
HEALTH - MOSQUITO CONT	1FTMF1EB2JFB33003	2018	FORD	F-150	3789	21895	21895	0
HEALTH - MOSQUITO CONT	1FTYR14027PA43817	2007	FORD	RANGER	3860	86724	86724	0
HEALTH - PREGNANCY CARE MANAGEMENT	1FADP3E24EL336626	2014	FORD	FOCUS	3820	33897	34229	332
HEALTH - WIC	1FAHP3FN0BW130935	2011	FORD	FOCUS	3000	35379	35379	0
HEALTH DEPT	1FMCU9G61NUB53188	2022	FORD	ESCAPE	3903	0	0	0
HOUSING DEPARTMENT	1FTKR1EE1BPB16939	2011	FORD	RANGER	1200	486853	496881	10028
INFORMATION TECHNOLOGY	NMOKS9BN8AT021451	2010	FORD	TRANSIT	1890	36894	37480	586
INSPECTIONS	1FTE1EM1DFE08545	2013	FORD	F-150 4WD	5002	125321	132665	7344
INSPECTIONS	1FTE1EM5DFE08547	2013	FORD	F-150 4WD	5003	150707	155292	4585
INSPECTIONS	1FTE1EM7DFE08548	2013	FORD	F-150 4WD	5004	98483	99691	1208
INSPECTIONS	1FTE1EM3DFE08546	2013	FORD	F-150 4WD	5007	115563	118018	2455
INSPECTIONS	1FTE1EMODFA94208	2013	FORD	F-150 4WD	5009	90167	96422	6255
INSPECTIONS	1FTE1EB0KFB43032	2019	FORD	F-150	5016	36099	41385	5286
INSPECTIONS	1FTE1EBXKXD1889	2019	FORD	F-150	5017	87231	95074	7843

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INSPECTIONS	3FTTW8F99NRA86464	2022	FORD	MAVERICK	5019	153	2217	2064
INSPECTIONS	3FTTW8F98NRA86441	2022	FORD	MAVERICK	5020	168	2357	2189
INSPECTIONS	1GC4YSE70PF157398	2023	CHEVY	TAHOE	5040	131	530	399
INSPECTIONS	1GC4YSE77PF164557	2023	CHEVY	3500	5041	137	365	228
LIBRARY	2FTZAS44748B84832	2000	FORD	WINDSTAR	6610	67225	67415	190
LIBRARY	1FAFP56U76A164335	2006	FORD	TAURUS	6615	165392	165558	166
LIBRARY	3FAH90HA4CR225771	2012	FORD	FUSION	6620	36770	37548	778
PARKS & REC	1GB3G2BG1D1117699	2014	THOMAS	BUS	5012	39380	39380	0
PARKS & REC	1C6RR7K74KS631183	2019	Crew Cab		5015	40523	43552	3029
PLANNING	1FMYU9Z25KE39750	2005	FORD	ESCAPE	5000	62070	62583	513
PLANNING	1FTYR14027PA66076	2007	FORD	RANGER	5006	80699	81307	608
PLANNING	1FTEX1EM8DFE08543	2013	FORD	F-150 4WD	5008	93175	95016	1841
SHERIFFS OFC - ANIMAL CONTROL	1C6RR7FT2J5288575	2018	DODGE	RAM	8011	89009	96011	7002
SHERIFFS OFC - ANIMAL CONTROL	1FT7X2B65EA80137	2014	FORD	F-250	8890	86874	90178	3304
SHERIFFS OFFICE	1FMUJ1GT0HEA41706	2017	FORD	EXPEDITION	8010	84498	89733	5235
SHERIFFS OFFICE	2C3CDXAT7JH280942	2018	DODGE	CHARGER	8012	106466	121537	15071
SHERIFFS OFFICE	1GNSKLED5PR189774	2023	CHEVY	TAHOE	8012	0	0	0
SHERIFFS OFFICE	1C4SDJFT3JC482676	2018	DODGE	DURANGO	8013	101685	103855	2170
SHERIFFS OFFICE	1C4SDJFT8JC456364	2018	DODGE	DURANGO	8014	87945	97012	9067
SHERIFFS OFFICE	3C6URS1J1J296118	2019	DODGE	RAM	8015	38777	39721	944
SHERIFFS OFFICE	1C4SDJFT0KC631756	2019	DODGE	DURANGO	8016	10962	110287	99325
SHERIFFS OFFICE	1C4SDJFT2KC631757	2019	DODGE	DURANGO K-9	8017	91100	98683	7583
SHERIFFS OFFICE	1C4SDJFT9KC631755	2019	DODGE	DURANGO	8018	63457	158168	94711
SHERIFFS OFFICE	1C4SDJFT0KC632969	2019	DODGE	DURANGO	8019	13592	79821	66229
SHERIFFS OFFICE	1GNSKE08ER186694	2014	CHEVY	TAHOE	8020	175005	179904	4899
SHERIFFS OFFICE	1C6RR7FTXKS553714	2019	DODGE	TRUCK	8021	0	140161	140161
SHERIFFS OFFICE	2C3CDXAT3KH553036	2019	DODGE	CHARGER	8024	115199	124981	9782
SHERIFFS OFFICE	2C3CDXAT6KH553032	2019	DODGE	CHARGER	8025	131139	140312	9173
SHERIFFS OFFICE	2G1FK1E16A9170228	2010	CHEVROLET	CAMARO	8026	79015	81643	2628
SHERIFFS OFFICE	2C3CDXAT3KH611338	2019	DODGE	CHARGER	8028	50244	62634	12390
SHERIFFS OFFICE	2C3CDXAT5KH611339	2019	DODGE	CHARGER	8029	60728	68238	7510
SHERIFFS OFFICE	1FMUJ3BE3AJA18504	2010	FORD	EXPLOR/SPORT/TRACK	8030	73307	73307	0
SHERIFFS OFFICE	2C3CDXAT1KH611340	2019	DODGE	CHARGER	8031	102002	136177	34175
SHERIFFS OFFICE	2C3CDXAT3KH611341	2019	DODGE	CHARGER	8032	91822	100816	8994
SHERIFFS OFFICE	1C6RR7T0LS100167	2020	DODGE	RAM	8036	30034	32766	2732
SHERIFFS OFFICE	2C3CDXAG4KH760263	2019	DODGE	CHARGER	8037	79947	88184	8237
SHERIFFS OFFICE	1C6RR7X0LS104624	2020	DODGE	RAM 1500	8038	42885	46575	3690
SHERIFFS OFFICE	1C6RR7X19LS104623	2020	DODGE	RAM 1500	8039	63807	74842	11035
SHERIFFS OFFICE	1C6RR7X7LS104622	2020	DODGE	RAM 1500	8041	34803	38912	4109
SHERIFFS OFFICE	2C3CDXKT3GH268102	2016	DODGE	CHARGER	8042	156546	162638	6092
SHERIFFS OFFICE	2C3CDXKTGH313214	2016	DODGE	CHARGER	8043	139401	143391	3990
SHERIFFS OFFICE	1C6RR7X2LD148687	2020	DODGE	RAM	8047	40874	54637	13763
SHERIFFS OFFICE	1C6RR7FT3LS147503	2020	DODGE	RAM	8048	48665	55339	6674
SHERIFFS OFFICE	1FTBW9C85LKB21810	2020	FORD	VAN	8049	3147	3999	852
SHERIFFS OFFICE	2FABP7BV0AX143772	2010	FORD	CROWN VICTORIA	8050	209018	212453	3435
SHERIFFS OFFICE	1C4SDJFT16LC443504	2020	DODGE	DURANGO	8052	41852	55774	13922

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SHERIFF'S OFFICE	1C4SDJFT9LC368278	2020	DODGE	DURANGO	8053	24366	28792	4426
SHERIFF'S OFFICE	1FM5K8AC8LGD00853	2020	FORD	EXPLORER	8054	46609	54810	8201
SHERIFF'S OFFICE	4T1BK1FK6DU528699	2013	TOYOTA	CAMRY	8055	148827	148827	0
SHERIFF'S OFFICE	2C3CDXKT78LH209105	2020	DODGE	CHARGER	8057	51159	99980	48821
SHERIFF'S OFFICE	2C3CDXKT78LH209106	2020	DODGE	CHARGER	8058	15459	1372337	1356878
SHERIFF'S OFFICE	2C3CDXKT73LH209108	2020	DODGE	CHARGER	8059	46734	181046	134312
SHERIFF'S OFFICE	1FM5K8AB3MGB53737	2021	FORD	EXPLORER	8062	13679	49199	35570
SHERIFF'S OFFICE	1FM5K8AB5MGB53738	2021	FORD	EXPLORER	8063	17036	32354	15318
SHERIFF'S OFFICE	1FM5K8AC0MGB98434	2021	FORD	EXPLORER	8065	14425	24089	9664
SHERIFF'S OFFICE	1FM5K8AC2MGB98709	2021	FORD	EXPLORER	8066	19305	30788	11483
SHERIFF'S OFFICE	1FM5K8ACXMG98733	2021	FORD	EXPLORER	8067	16174	201090	184916
SHERIFF'S OFFICE	1FMK8AC4MGB98839	2021	FORD	EXPLORER	8068	19	35302	35283
SHERIFF'S OFFICE	1FM5K8AC2MGB98855	2021	FORD	EXPLORER	8069	4369	22934	18565
SHERIFF'S OFFICE	5N1AZ2MG9HN141303	2017	NISSAN	MURANO	8071	42285	62606	20321
SHERIFF'S OFFICE	1FM5K8AC9NGB74408	2022	FORD	EXPLORER	8072	0	0	0
SHERIFF'S OFFICE	1C4RUFAG5JC465442	2018	JEEP	GRAND CHEROKEE	8074	57264	64001	6737
SHERIFF'S OFFICE	5N1DRZCN2LC584104	2020	NISSAN	PATHFINDER	8075	66992	70529	3537
SHERIFF'S OFFICE	1FM5K8AC9NGB74425	2022	FORD	EXPLORER	8076	0	0	0
SHERIFF'S OFFICE	1FM5K8AC5NGB74440	2022	FORD	EXPLORER	8078	103	103	0
SHERIFF'S OFFICE	1GNSKLED7PR189601	2023	CHEVY	TAHOE	8079	547	547	0
SHERIFF'S OFFICE	1FM5K8ACPGAI7490	2023	FORD	EXPLORER	8081	0	0	0
SHERIFF'S OFFICE	1FM5K8AC5PGA17574	2023	FORD	EXPLORER	8082	0	0	0
SHERIFF'S OFFICE	2FABP7BV5AX143766	2010	FORD	CROWN VICTORIA	8090	0	25858	25858
SHERIFF'S OFFICE	1FM5K8AC9MGB20205	2021	FORD	EXPLORER	8091	15705	15938	233
SHERIFF'S OFFICE	1FM5K8ACXMG98909	2021	FORD	EXPLORER	8092	1165	20084	18919
SHERIFF'S OFFICE	1FM5K8AC7MGB98916	2021	FORD	EXPLORER	8093	14849	20084	5235
SHERIFF'S OFFICE	1FTFX1E5XNFB21574	2022	CHEVY	F150	8097	1176	14572	13396
SHERIFF'S OFFICE	1GNSKLED0PR189617	2023	CHEVY	TAHOE	8098	0	0	0
SHERIFF'S OFFICE	1GNSKLED3PR189661	2023	CHEVY	TAHOE	8099	0	0	0
SHERIFF'S OFFICE	2C3CDXAT6HH508021	2017	DODGE	CHARGER	8100	128193	145832	17639
SHERIFF'S OFFICE	1FTFW1E52NFC30162	2022	FORD	F150	8101	0	0	0
SHERIFF'S OFFICE	1GNSKLED8PR190014	2023	CHEVY	TAHOES	8103	0	0	0
SHERIFF'S OFFICE	2C3CDXAT8EH198921	2014	DODGE	CHARGER	8110	94253	101907	7654
SHERIFF'S OFFICE	2C3CDXAT3EH198907	2014	DODGE	CHARGER	8120	140154	144057	3903
SHERIFF'S OFFICE	2C3CDXAT5EH198908	2014	DODGE	CHARGER	8130	114468	116206	1738
SHERIFF'S OFFICE	2C3CDXAT7EH198909	2014	DODGE	CHARGER	8140	147378	152233	4855
SHERIFF'S OFFICE	2C3CDXAT5DH577258	2013	DODGE	CHARGER	8150	201375	209513	8138
SHERIFF'S OFFICE	2FABP7BV4AX143774	2010	FORD	CROWN VICTORIA	8180	170172	174500	4328
SHERIFF'S OFFICE	1GNSK2E05ER189262	2014	CHEVY	TAHOE	8210	147162	154358	7196
SHERIFF'S OFFICE	2C3CDXAT3EH198910	2014	DODGE	CHARGER	8230	8072	181628	173556
SHERIFF'S OFFICE	2C3CDXAT1HH508024	2017	DODGE	CHARGER	8240	10805	1110595	1099790
SHERIFF'S OFFICE	2C3CDXAT7DH577245	2013	DODGE	CHARGER	8250	233641	345989	112348
SHERIFF'S OFFICE	2C3CDXAT9DH721717	2013	DODGE	CHARGER	8280	158038	158038	0
SHERIFF'S OFFICE	2C3CDXATXDH577255	2013	DODGE	CHARGER	8310	179623	182464	2841
SHERIFF'S OFFICE	2C3CDXAT4DH577252	2013	DODGE	CHARGER	8320	171022	173421	2399
SHERIFF'S OFFICE	2C3CDXATXHH508023	2017	DODGE	CHARGER	8330	94178	944473	850295

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SHERIFF'S OFFICE	2C3CDXAT7EH198912	2014	DODGE	CHARGER	8340	105772	109939	4167
SHERIFF'S OFFICE	2C3CDXAT3DH577257	2013	DODGE	CHARGER	8350	174344	176562	2218
SHERIFF'S OFFICE	2FABP7BV0BX129114	2011	FORD	CROWN VICTORIA	8360	140550	190636	50086
SHERIFF'S OFFICE	1FTFW1EF2GFA64947	2016	FORD	F-150	8380	143485	143780	295
SHERIFF'S OFFICE	1FMEU73E97UA86000	2007	FORD	EXPLORER	8400	188361	188361	0
SHERIFF'S OFFICE	2FABP7BV4AX112492	2010	FORD	CROWN VICTORIA	8410	179855	182680	2825
SHERIFF'S OFFICE	2C3CDXAT9EH198913	2014	DODGE	CHARGER	8430	171422	175661	4239
SHERIFF'S OFFICE	1FMJU1G52DEF27655	2013	FORD	EXPEDITION	8440	177200	177995	795
SHERIFF'S OFFICE	2C3CDXAT8JH280948	2018	DODGE	CHARGER	8450	82500	86313	3813
SHERIFF'S OFFICE	2C3CDXAT9JH280943	2018	DODGE	CHARGER	8470	133532	152553	19021
SHERIFF'S OFFICE	2C3CDXAT6JH280947	2018	DODGE	CHARGER	8480	122452	122452	0
SHERIFF'S OFFICE	2C3CDXAT90JH28094	2018	DODGE	CHARGER	8490	119182	126778	7596
SHERIFF'S OFFICE	1FMJU1G5XEFE63286	2014	FORD	EXPEDITION	8500	140869	446580	305711
SHERIFF'S OFFICE	2FABP7BV7AX143770	2010	FORD	CROWN VICTORIA	8510	144849	146311	1462
SHERIFF'S OFFICE	2C3CDXAT2JH280945	2018	DODGE	CHARGER	8520	52928	108202	55274
SHERIFF'S OFFICE	1FMJK1G53DEF27654	2013	FORD	EXPEDITION	8550	121839	124651	2812
SHERIFF'S OFFICE	2C3CDXAT8EH198918	2014	DODGE	CHARGER	8560	113804	116699	2895
SHERIFF'S OFFICE	2C3CDXAT4JH280946	2018	DODGE	CHARGER	8570	91416	108626	17210
SHERIFF'S OFFICE	1FMEU73E56UA93816	2006	FORD	EXPLORER	8580	1196	120694	119498
SHERIFF'S OFFICE	1FM5K8AR3FGA09752	2015	FORD	EXPLORER	8590	209927	213619	3692
SHERIFF'S OFFICE	2C3CDXATXEH198919	2014	DODGE	CHARGER	8600	130846	139755	8909
SHERIFF'S OFFICE	2C3CDXATXEH198922	2014	DODGE	CHARGER	8620	154475	160789	6314
SHERIFF'S OFFICE	2C3CDXAT6EH198920	2014	DODGE	CHARGER	8640	14632	146685	132053
SHERIFF'S OFFICE	2C3CDXAT4EH198916	2014	DODGE	CHARGER	8670	123456	191314	67858
SHERIFF'S OFFICE	1FMEU63E99UA13884	2009	FORD	EXPLORER	8680	8400	208780	200380
SHERIFF'S OFFICE	1FMEU63E79UA13883	2009	FORD	EXPLORER	8690	126068	126744	676
SHERIFF'S OFFICE	1FM5K8AC8MG98861	2021	FORD	EXPLORER	8700	22626	233038	210412
SHERIFF'S OFFICE	5TEHN72NX12818083	2001	TOYOTA	TACOMA	8720	245409	245409	0
SHERIFF'S OFFICE	2C3CDXAT4HH508020	2017	DODGE	CHARGER	8730	70316	77763	7447
SHERIFF'S OFFICE	1C45DJFT3JC445028	2018	DODGE	DURANGO	8770	39324	41108	1784
SHERIFF'S OFFICE	330022	1993	MILITARY	5 TON	8800	0	0	0
SHERIFF'S OFFICE	2C3CDXAT8HH508019	2017	DODGE	CHARGER	8810	72839	78931	6092
SHERIFF'S OFFICE	2C3CDXAT2EH198915	2014	DODGE	CHARGER	8820	222239	225980	3741
SHERIFF'S OFFICE	1FTSE34PX6B830680	2006	FORD	LIGHT DUTY	8850	240497	240730	233
SHERIFF'S OFFICE	1FTSS3E14DD831101	2013	FORD	-	8870	142502	238599	96097
SHERIFF'S OFFICE	2FAFP74V08X132649	2008	FORD	CROWN VICTORIA	UNKNOWN	0	0	0
SHERIFF'S OFFICE	2C3CDXKT6LH209104	2020	DODGE	CHARGER	UNKNOWN	0	0	0
SHERIFF'S OFFICE	1FTFW1P88NKD03923	2022	FORD	F-150	UNKNOWN	0	0	0
SHERIFF'S OFFICE	1FTFW1P84NKD03918	2022	FORD	F-150	UNKNOWN	0	0	0
SHERIFF'S OFFICE	1FTFW1E57NFA94529	2022	FORD	F150	UNKNOWN	0	0	0
TAX OFFICE	1FTYR14D77PA47040	2006	FORD	RANGER EXT CAB	0161	117210	123724	6514
TAX OFFICE	1FTYR10D67PA38030	2007	FORD	RANGER	0162	114445	118156	3711
UTILITIES	1FMJU1G54AEB72774	2010	FORD	EXPEDITION	4000	141924	145924	4000
UTILITIES	1FUJDLYB6KH354469	1989	FREIGHTLINER	DUMP TRUCK	4001	0	0	0
UTILITIES	1FDXF46R98EA90754	2008	FORD	450 DUMP	4004	65091	68344	3253
UTILITIES	1FMCU9C73AKA78692	2010	FORD	ESCAPE	4006	93386	93386	0

**BLUE:** Assigned to Motor Pool

**GREEN:** Within Normal Mileage Use Range (15,000/year)

**YELLOW:** Issue with Vehicle

**RED:** Above/Below Normal Mileage Use Range (15,000/year)

DEPARTMENT	FULL VIN#	YEAR	MAKE	MODEL	VEHICLE ADMIN #	5-11-2022 ENDING MILEAGE	5-11-2023 ENDING MILEAGE	TOTAL MILES TRAVELED
UTILITIES	1FD8X3G61BED08533	2011	FORD	F-350	4008	320145	380082	59937
UTILITIES	1FMCU9D95CKB05747	2012	FORD	ESCAPE	4009	146918	146918	0
UTILITIES	1FMHK8D81CGA48917	2012	FORD	EXPLORER	4010	147002	149622	2620
GROUNDNS SERVICES	1FT7X2B62CEA45214	2012	FORD	F-250	7033	338072	338834	762
UTILITIES	1FT7X864CE45215	2012	FORD	F-250	4012	206290	219975	13685
UTILITIES	1FTFX1EFXDFC21262	2013	FORD	F-150	4013	188335	217855	29520
UTILITIES	1FTEX1EM48CFB86844	2013	FORD	F-150	4015	198168	213203	15035
UTILITIES	1FTFX1EF1DFD85130	2013	FORD	F-150	4016	237061	276065	39004
UTILITIES	1FMCU93EUD088475	2014	FORD	ESCAPE	4017	179579	187203	7624
UTILITIES	1C4BIWK3G3L325611	2016	JEEP	WRANGLER	4018	110899	117621	6722
UTILITIES	1FMCU0F73JUD38441	2018	FORD	ESCAPE	4020	73311	77877	4566
UTILITIES	1FMCU0F71JUD38440	2018	FORD	ESCAPE	4021	147200	159779	12579
UTILITIES	1FMYU03257K8B7148	2001	FORD	ESCAPE	4022	174327	174327	0
UTILITIES	1FT7X2B65KEG08058	2019	FORD	F250 4X4	4023	7850	78180	70530
UTILITIES	1FT7X2B61LED38652	2020	Ford	F-250	4024	60173	72929	12756
UTILITIES	1FT7X2B63LED38653	2020	FORD	TRUCK	4025	66596	74700	8104
UTILITIES	1CGRR7ST9E5401529	2014	DODGE	Ram	4027	155660	179253	23593
UTILITIES	1FMCU9G66NUA61607	2022	FORD	ESCAPE	4028	2334	2456	122
UTILITIES	1FD7W2B61NED49507	2022	FORD	F-250	4029	10161	17756	7595
UTILITIES	1FD7W2B61NED37891	2022	FORD	F-250	4030	100	19841	19741
UTILITIES	1FMSK8BHONG03286	2022	FORD	EXPLORER	4031	1335	10334	8999
UTILITIES	1FTER1FH7NLD36300	2022	FORD	RANGER	4032	1848	3639	1791
UTILITIES	1FTER4FH5NLD36345	2022	FORD	RANGER	4033	6057	12320	6263
UTILITIES	1FTER4FH2NLD36092	2022	FORD	RANGER	4034	797	6361	5564
UTILITIES	1FMSK8BH4NGA56134	2022	FORD	EXPLORER	4035	3201	6910	3709
UTILITIES	1FTER4FH1NLD36181	2022	FORD	RANGER	4036	615	2964	2349
UTILITIES	1FTFX1E59NKE62178	2022	FORD	F150	4037	323	323	0
UTILITIES	1FTFW1E5XNFB97699	2022	FORD	F150	4038	82	5686	5604
UTILITIES	1FDUF5GT1INDA15566	2022	FORD	F550	4039	0	0	0
UTILITIES	1FTER4FH7NLD36329	2022	FORD	RANGER	7022	3212	9254	6042
UTILITIES	1FTFX1E57PKD99441	2023	FORD	F150	UNKNOWN	0	0	0
VETERANS SERVICES	1FADP3E22D1237351	2013	FORD	FOCUS	2003	0	0	0

**BLUE:** Assigned to Motor Pool

# Appendix 2 – Lease Options Slide Presentation

  
Pender County  
Fleet Lease  
Options

  
**PENDER**  
COUNTY NC

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- Staff reached to Acme Auto Leasing, Merchant Fleet Solutions, and Enterprise Government Leasing to obtain quotes for a 100% vehicle replacement lease program.
- Merchant Fleet Solutions has not responded yet. Acme Auto Leasing and Enterprise Government Leasing responded and said it would take a while to get the quote due to the availability of new vehicles.
- Acme Auto Leasing and Enterprise Government Leasing hopes to provide quotes by the end of May of what they would be able to provide.
- Enterprise - Staff obtained CITY OF ELIZABETH CITY Projection for Full Lease Program as a comparison option.



## Recap of EC Council members discussions

- Meeting was conducted on 1/23/2023:
- The city stated they could save money on the repairs/maintenance since they would not have older vehicles with the city leasing newer vehicles.
- The city stated they would need to seek LGC approval before entering the lease.
- They wanted to reach out to Chowan and Bertie counties to see how they are working with leasing before they moved forward.
- They have not moved forward with the lease. They have been looking at leasing for the last two years.

## Pros and Cons

- State funding for DSS and Health departments will not support leasing of any sort. (PER DHHS)
- Reduced maintenance cost since newer vehicles would be in the fleet to replace the older vehicles.
- Possible fuel savings with newer vehicles vs. older vehicles. (would need data to review to verify)
- We would need LGC approval to enter into a lease of this size.
- Depending on program, decreases to insurance could be minimal

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# Pender County Fleet Program Summary

Total # of Vehicles	Average Age	Average Miles	Average Annual Miles
261	8 years old	109,844 miles	28,195 miles

ANNUAL FY	Last 3 years	LEASING ESTIMATE	Elizabeth City Amt (2x)
Average M&R	292,333	M&R	220,320
Average Vehicle CO	983,667	Lease Cost	1,833,976
	<b>1,539,000</b>		<b>2,054,296</b>
		<b>More Annually</b>	<b>515,296</b>

NOTE: This assumes exactly 2 times the City's fleet. We know in total this is very close, but the breakdown could be very different depending on the size of their Police Department.

## Staff's Feedback of Leasing Option

- Staff has reached out to adjacent counties, towns and cities to seek how they tackled leasing vs. purchasing discussion.
- The consensus of staff is a leasing program works for a small town but for a city or county a 100% lease program would have an increase of cost vs. our current program.
- Would essentially fund newer vehicles more often, and with the avg age of our fleet, we are getting significantly more years out of each
- Better served by a structured and funded Replacement/M&R Plan

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Appendix 3 –

Work Performed In-House

VS.

Work Outsourced

**Advance Auto Parts**

Vendor	Number	Date	Amount	Check	Check Date
2547	6227311823727	04/28/2023	\$49.52	416690	05/11/2023
2547	6227311869613	04/28/2023	\$376.02	416690	05/11/2023
2547	6227311769579	04/27/2023	\$18.15	416690	05/11/2023
2547	6227311669534	04/26/2023	\$46.38	416690	05/11/2023
2547	6227311669535	04/26/2023	\$632.76	416690	05/11/2023
2547	6227311669536	04/26/2023	\$50.64	416690	05/11/2023
2547	6227311669554	04/26/2023	\$20.12	416690	05/11/2023
2547	6227311569517	04/25/2023	\$200.50	416690	05/11/2023
2547	6227311569530	04/25/2023	\$9.81	416690	05/11/2023
2547	6227311148525	04/21/2023	\$355.20	416690	05/11/2023
2547	6227311148526	04/21/2023	(\$433.68)	416690	05/11/2023
2547	6227311148527	04/21/2023	\$72.93	416690	05/11/2023
2547	6227311169363	04/21/2023	\$33.04	416690	05/11/2023
2547	6227311169394	04/21/2023	\$433.68	416690	05/11/2023
2547	6227311069316	04/20/2023	\$39.50	416690	05/11/2023
2547	6227311069336	04/20/2023	\$626.41	416690	05/11/2023
2547	6227310769175	04/17/2023	\$223.85	416690	05/11/2023
2547	6227310769193	04/17/2023	\$151.60	416690	05/11/2023
2547	6227310369023	04/13/2023	\$76.14	416690	05/11/2023
2547	6227310369028	04/13/2023	\$231.52	416690	05/11/2023
2547	6227310213850	04/12/2023	\$74.23	416690	05/11/2023
2547	6227309468688	04/04/2023	\$174.56	416690	05/11/2023
2547	6227309468689	04/04/2023	\$16.51	416690	05/11/2023
2547	6227309468692	04/04/2023	\$74.71	416690	05/11/2023
2547	6227309368617	04/03/2023	\$29.13	416690	05/11/2023
2547	6227309368629	04/03/2023	\$19.27	416690	05/11/2023
2547	7348309057191	03/31/2023	\$265.34	415795	04/11/2023
2547	6227308868446	03/29/2023	\$259.69	415795	04/11/2023
2547	6227308868457	03/29/2023	\$360.14	415795	04/11/2023
2547	6227308868462	03/29/2023	\$90.57	415795	04/11/2023
2547	6227308768427	03/28/2023	\$236.16	415795	04/11/2023
2547	6227308768428	03/28/2023	\$41.18	415795	04/11/2023
2547	6227308613638	03/27/2023	\$181.71	415795	04/11/2023
2547	6227308668357	03/27/2023	\$106.46	415795	04/11/2023
2547	6227308122311	03/22/2023	\$179.57	415795	04/11/2023
2547	6227308068108	03/21/2023	\$25.61	415795	04/11/2023
2547	6227308068111	03/21/2023	\$520.26	415795	04/11/2023
2547	6227308068126	03/21/2023	\$37.27	415795	04/11/2023
2547	6227307667975	03/17/2023	\$4.96	415795	04/11/2023
2547	6227307567932	03/16/2023	\$60.36	415795	04/11/2023
2547	6227307447054	03/15/2023	\$50.70	415795	04/11/2023
2547	6227307467893	03/15/2023	\$235.04	415795	04/11/2023
2547	6227307367819	03/14/2023	\$181.71	415795	04/11/2023
2547	6227307367847	03/14/2023	\$34.51	415795	04/11/2023
2547	6227307367850	03/14/2023	\$30.02	415795	04/11/2023
2547	6227307367852	03/14/2023	\$24.78	415795	04/11/2023
2547	6227307267781	03/13/2023	\$181.71	415795	04/11/2023
2547	6227306967674	03/10/2023	\$494.78	415176	03/15/2023
2547	6227306867619	03/09/2023	\$109.70	415176	03/15/2023
2547	6227306767568	03/08/2023	\$143.80	416156	04/21/2023

2547	6227306767569	03/08/2023	\$143.80	415176	03/15/2023					
2547	6227306767596	03/08/2023	\$230.85	415176	03/15/2023					
2547	6227306667553	03/07/2023	\$143.80	416156	04/21/2023					
2547	6227306521729	03/06/2023	\$74.71	415176	03/15/2023					
2547	6227306567496	03/06/2023	\$36.71	415176	03/15/2023					
2547	6227306567515	03/06/2023	\$189.63	415176	03/15/2023					
2547	6227306267363	03/03/2023	\$30.27	415176	03/15/2023					
2547	6227306067272	03/01/2023	\$138.72	415176	03/15/2023					
2547	6227305967243	02/28/2023	\$47.90	415176	03/15/2023					
2547	6227305867176	02/27/2023	\$70.69	415176	03/15/2023					
2547	6227305567044	02/24/2023	\$317.65	415176	03/15/2023					
2547	6227305467003	02/23/2023	\$217.83	415176	03/15/2023					
2547	6227305366972	02/22/2023	\$46.48	415176	03/15/2023					
2547	6227305266906	02/21/2023	\$29.23	415176	03/15/2023					
2547	6227304866781	02/17/2023	\$181.71	415176	03/15/2023					
2547	6227304766731	02/16/2023	\$51.40	415176	03/15/2023					
2547	6227304766732	02/16/2023	\$158.82	415176	03/15/2023					
2547	6227304666676	02/15/2023	\$88.91	415176	03/15/2023					
2547	6227304566638	02/14/2023	\$209.74	415176	03/15/2023					
2547	6227304466566	02/13/2023	\$89.07	415176	03/15/2023					
2547	6227304166468	02/10/2023	\$43.47	415176	03/15/2023					
2547	6227304166469	02/10/2023	\$64.94	415176	03/15/2023					
2547	6227304166482	02/10/2023	\$158.82	414523	02/23/2023					
2547	6227304020655	02/09/2023	\$35.17	415176	03/15/2023					
2547	6227303966357	02/08/2023	\$200.50	415176	03/15/2023					
2547	6227303866295	02/07/2023	\$94.07	415176	03/15/2023					
2547	6227303866296	02/07/2023	\$288.72	415176	03/15/2023					
2547	6337303366057	02/02/2023	\$60.58	415176	03/15/2023					
2547	6227303220307	02/01/2023	\$54.15	415176	03/15/2023					
2547	6227303165974	01/31/2023	\$100.15	414067	02/07/2023					
2547	6227303165986	01/31/2023	\$161.91	414067	02/07/2023					
2547	6227303065933	01/30/2023	\$651.77	415176	03/15/2023					
2547	7181302645962	01/26/2023	\$50.04	414067	02/07/2023					
2547	6227302465669	01/24/2023	\$56.19	414067	02/07/2023					
2547	6227302465670	01/24/2023	\$344.58	414067	02/07/2023					
2547	7181302433935	01/24/2023	\$181.71	414067	02/07/2023					
2547	6227302329953	01/23/2023	\$102.47	414067	02/07/2023					
2547	6227302365632	01/23/2023	\$390.63	414067	02/07/2023					
2547	6227301965500	01/19/2023	\$158.82	414067	02/07/2023					
2547	6227301965525	01/19/2023	\$23.90	414067	02/07/2023					
2547	6227301865462	01/18/2023	\$34.51	414067	02/07/2023					
2547	6227301765410	01/17/2023	\$82.37	414067	02/07/2023					
2547	6227301765426	01/17/2023	\$181.71	414146	02/08/2023					
2547	6227301265265	01/12/2023	\$181.71	414067	02/07/2023					
2547	6227300965139	01/09/2023	\$29.13	414067	02/07/2023					
2547	6227300965141	01/09/2023	\$668.58	414067	02/07/2023					
2547	6227300965155	01/09/2023	\$53.01	414067	02/07/2023					
2547	6227301065200	01/09/2023	\$10.01	414067	02/07/2023					
2547	6227300364935	01/03/2023	\$10.78	414067	02/07/2023					
2547	6227236429107	12/30/2022	\$426.61	414067	02/07/2023					
2547	6227236429142	12/30/2022	\$25.49	414067	02/07/2023					
2547	6227235528772	12/21/2022	\$137.55	414067	02/07/2023					
2547	6227235528773	12/21/2022	\$123.55	414067	02/07/2023					
2547	6227235064552	12/16/2022	\$109.63	414067	02/07/2023					

2547	6227234928534	12/15/2022	\$176.93	414067	02/07/2023					
2547	6227234964517	12/15/2022	\$204.27	414067	02/07/2023					
2547	6227234864447	12/14/2022	\$162.40	414067	02/07/2023					
2547	6227234264262	12/08/2022	\$51.47	414067	02/07/2023					
2547	6227234164224	12/07/2022	\$7.36	414067	02/07/2023					
2547	6227234164236	12/07/2022	\$273.90	414067	02/07/2023					
2547	6227234164238	12/07/2022	\$27.65	414067	02/07/2023					
2547	6227233964155	12/05/2022	\$13.65	414067	02/07/2023					
2547	6227233964161	12/05/2022	\$181.22	414067	02/07/2023					
2547	6227233612117	12/02/2022	\$65.78	414067	02/07/2023					
2547	6227233664106	12/02/2022	\$42.19	414067	02/07/2023					
2547	6227233363960	11/29/2022	\$121.71	412336	12/19/2022					
2547	6227233263945	11/28/2022	\$93.90	412336	12/19/2022					
2547	6227233263946	11/28/2022	\$33.04	412336	12/19/2022					
2547	6227233263951	11/28/2022	\$176.93	412336	12/19/2022					
2547	6227232527596	11/21/2022	\$144.52	412336	12/19/2022					
2547	6227232563779	11/21/2022	\$162.40	412336	12/19/2022					
2547	6227232563782	11/21/2022	\$144.52	412336	12/19/2022					
2547	6227232563787	11/21/2022	\$52.08	413275	01/11/2023					
2547	6227232227475	11/18/2022	\$67.62	412336	12/19/2022					
2547	6227232063514	11/16/2022	\$112.58	412336	12/19/2022					
2547	6227231943562	11/15/2022	\$176.93	412336	12/19/2022					
2547	6227231863544	11/14/2022	\$425.69	412336	12/19/2022					
2547	6227231343406	11/09/2022	\$144.52	412237	12/14/2022					
2547	6227231163318	11/07/2022	\$114.35	411659	11/21/2022					
2547	6227230763199	11/03/2022	\$197.25	411535	11/16/2022					
2547	6227230626792	11/02/2022	\$160.91	414067	02/07/2023					
2547	6227230663193	11/02/2022	\$200.50	411659	11/21/2022					
2547	6227230463127	10/31/2022	\$421.09	411659	11/21/2022					
2547	6227230163070	10/28/2022	\$101.98	411659	11/21/2022					
2547	6227229962982	10/26/2022	\$81.22	411659	11/21/2022					
2547	6227229962989	10/26/2022	\$191.80	411659	11/21/2022					
2547	6227229962996	10/26/2022	\$142.92	410981	10/28/2022					
2547	6227229963001	10/26/2022	\$107.34	410981	10/28/2022					
2547	6227229963004	10/26/2022	\$18.59	410981	10/28/2022					
2547	6227229963014	10/26/2022	\$33.04	411659	11/21/2022					
2547	6227229862973	10/25/2022	\$158.25	411659	11/21/2022					
2547	6227229462812	10/21/2022	\$72.36	411535	11/16/2022					
2547	6227229242692	10/19/2022	\$22.60	411659	11/21/2022					
2547	6227229262739	10/19/2022	\$453.72	411659	11/21/2022					
2547	6227229262740	10/19/2022	\$65.64	411659	11/21/2022					
2547	6227229262746	10/19/2022	\$25.74	411659	11/21/2022					
2547	6227229262756	10/19/2022	\$138.06	411659	11/21/2022					
2547	6227229062660	10/17/2022	\$67.52	411659	11/21/2022					
2547	6227228762572	10/14/2022	\$36.71	411659	11/21/2022					
2547	6227228762579	10/14/2022	\$67.38	411659	11/21/2022					
2547	6227228762590	10/14/2022	\$33.04	411659	11/21/2022					
2547	6227228662523	10/13/2022	\$294.97	411659	11/21/2022					
2547	6227228462450	10/11/2022	\$28.59	411659	11/21/2022					
2547	6227228362426	10/10/2022	\$172.74	411659	11/21/2022					
2547	6227227962317	10/06/2022	\$144.52	411659	11/21/2022					
2547	6227227862249	10/05/2022	\$209.52	410564	10/14/2022					
2547	6227227762224	10/04/2022	\$107.40	410564	10/14/2022					
2547	6227227262051	09/29/2022	\$38.23	410564	10/14/2022					

2547	6227227162014	09/28/2022	\$22.42	410564	10/14/2022				
2547	6227226661845	09/23/2022	\$105.54	410564	10/14/2022				
2547	6227226961938	09/23/2022	\$53.24	410564	10/14/2022				
2547	6227226361675	09/20/2022	\$296.94	410564	10/14/2022				
2547	6227226261649	09/19/2022	\$112.82	410564	10/14/2022				
2547	6227226261650	09/19/2022	\$403.63	410564	10/14/2022				
2547	6227226261653	09/19/2022	\$126.19	410564	10/14/2022				
2547	6227226261657	09/19/2022	\$43.54	410564	10/14/2022				
2547	6227226261664	09/19/2022	\$176.93	410564	10/14/2022				
2547	6227225961543	09/16/2022	\$59.88	410564	10/14/2022				
2547	6227225861493	09/15/2022	\$144.52	410029	09/27/2022				
2547	6227225761417	09/14/2022	\$46.03	410564	10/14/2022				
2547	6227225761439	09/14/2022	\$183.15	410564	10/14/2022				
2547	6227225561351	09/12/2022	\$135.70	410564	10/14/2022				
2547	6227225561352	09/12/2022	\$48.02	410564	10/14/2022				
2547	6227225161209	09/08/2022	\$144.52	410564	10/14/2022				
2547	6227224961113	09/06/2022	\$277.30	410564	10/14/2022				
2547	6227224961132	09/06/2022	\$36.16	410564	10/14/2022				
2547	6227224460971	09/01/2022	\$498.41	410564	10/14/2022				
2547	6227224160830	08/29/2022	\$29.55	409621	09/09/2022				
2547	6227223840787	08/26/2022	\$51.13	414450	02/21/2023				
2547	6227223460937	08/25/2022	\$144.52	410029	09/27/2022				
2547	6227223623785	08/24/2022	\$33.04	409621	09/09/2022				
2547	6227223560951	08/23/2022	\$67.62	409621	09/09/2022				
2547	6227223560952	08/23/2022	\$36.16	409621	09/09/2022				
2547	6227223560963	08/23/2022	\$15.31	409621	09/09/2022				
2547	6227223460912	08/22/2022	\$176.93	409621	09/09/2022				
2547	6227223160812	08/19/2022	\$35.74	414450	02/21/2023				
2547	6227222960721	08/17/2022	\$67.62	409621	09/09/2022				
2547	6227222860668	08/16/2022	\$463.65	409621	09/09/2022				
2547	6227222760591	08/15/2022	\$33.04	409621	09/09/2022				
2547	6227222760601	08/15/2022	\$54.94	409621	09/09/2022				
2547	6227222760613	08/15/2022	\$52.24	409621	09/09/2022				
2547	6227222760614	08/15/2022	\$562.57	409621	09/09/2022				
2547	6227222360456	08/11/2022	\$429.25	409621	09/09/2022				
2547	6227222360457	08/11/2022	\$686.69	409621	09/09/2022				
2547	6227222360470	08/11/2022	\$92.64	409621	09/09/2022				
2547	6227222360493	08/11/2022	\$204.15	409621	09/09/2022				
2547	6227222260427	08/10/2022	\$185.23	409621	09/09/2022				
2547	7348221644412	08/04/2022	\$6.55	410564	10/14/2022				
2547	6227221560070	08/03/2022	\$204.06	408844	08/12/2022				
2547	6227220969789	07/28/2022	\$92.64	408844	08/12/2022				
2547	6227220869720	07/27/2022	\$47.12	408844	08/12/2022				
2547	6227220769673	07/26/2022	\$476.01	408844	08/12/2022				
2547	6227220769689	07/26/2022	\$200.50	408844	08/12/2022				
2547	6227220369554	07/22/2022	\$31.91	414450	02/21/2023				
2547	6227220369565	07/22/2022	\$35.34	414450	02/21/2023				
2547	6227220269493	07/21/2022	\$176.93	408844	08/12/2022				
2547	6227220169445	07/20/2022	\$72.72	408844	08/12/2022				
2547	6227220069402	07/19/2022	\$52.59	408844	08/12/2022				
2547	6227220069423	07/19/2022	\$93.90	408844	08/12/2022				
2547	6227219969343	07/18/2022	\$84.86	408844	08/12/2022				
2547	6227219969353	07/18/2022	\$54.94	408844	08/12/2022				
2547	6227219669252	07/15/2022	\$175.09	408844	08/12/2022				

2547	6227219669253	07/15/2022	\$44.66	408844	08/12/2022					
2547	6227219469200	07/13/2022	\$121.18	408844	08/12/2022					
2547	6227219369148	07/12/2022	\$44.66	408844	08/12/2022					
2547	6227218968981	07/08/2022	\$103.05	408844	08/12/2022					
2547	6227218969003	07/08/2022	\$174.13	408844	08/12/2022					
2547	6227218768878	07/06/2022	\$572.08	408462	07/28/2022					
2547	6227218268723	07/01/2022	\$34.13	408080	07/13/2022					
			<b>\$31,460.93</b>							
<b>Amsoil</b>										
<b>Vendor</b>	<b>Number</b>	<b>Date</b>	<b>Amount</b>	<b>Check</b>	<b>Check Date</b>					
35111	21220455 RI	12/15/2022	\$451.92	412785	12/29/2022					
35111	21101549 RI	10/20/2022	\$88.52	411390	11/09/2022					
35111	20980548 RI	08/30/2022	\$3,635.24	409868	09/15/2022					
35111	20957143 RI	08/18/2022	\$4,544.04	409793	09/12/2022					
35111	20871789 RI	07/11/2022	\$65.60	408378	07/22/2022					
<b>TOTAL</b>			<b>\$8,785.32</b>							
<b>Battery Distributors</b>										
<b>Vendor</b>	<b>Number</b>	<b>Date</b>	<b>Amount</b>	<b>Check</b>	<b>Check Date</b>					
3078	108825	01/18/2023	\$308.96	414308	02/14/2023					
3078	108417	01/04/2023	\$124.84	413554	01/18/2023					
3078	108378	12/19/2022	\$249.68	412773	12/29/2022					
3078	108273	12/06/2022	\$99.85	412337	12/19/2022					
3078	108132	11/22/2022	\$159.05	411985	12/06/2022					
3078	107765	11/09/2022	\$124.84	411537	11/16/2022					
3078	108010	10/26/2022	\$99.85	411079	11/01/2022					
3078	103301	09/29/2022	\$613.28	410741	10/25/2022					
3078	106557	08/31/2022	\$224.69	409759	09/12/2022					
3078	106507	08/17/2022	\$249.68	409276	08/25/2022					
3078	105957	08/03/2022	\$209.11	408845	08/12/2022					
3078	105756	07/20/2022	\$249.68	408466	07/28/2022					
<b>TOTAL</b>			<b>\$2,713.51</b>							
<b>Black's Tire Service</b>										
<b>Vendor</b>	<b>Number</b>	<b>Date</b>	<b>Amount</b>	<b>Check</b>	<b>Check Date</b>					
8679	11 0086325	05/02/2023	\$833.36	416782	05/15/2023					
8679	11 0086076	04/27/2023	\$1,009.55	416782	05/15/2023					
8679	11 0085746	04/21/2023	\$576.96	416346	04/28/2023					
8679	11 0085661	04/20/2023	\$509.29	416346	04/28/2023					
8679	11 0085662	04/20/2023	\$843.57	416346	04/28/2023					
8679	11 0085251	04/13/2023	\$549.01	416169	04/21/2023					
8679	11 0084820	04/05/2023	\$696.42	415985	04/14/2023					
8679	11 0084441	03/29/2023	\$454.57	415761	04/06/2023					
8679	11 0084384	03/28/2023	\$960.77	415761	04/06/2023					
8679	81 0018366	02/28/2023	\$576.96	415122	03/14/2023					
8679	11 0082406	02/17/2023	\$889.63	415051	03/10/2023					
8679	11 0082094	02/13/2023	\$539.72	414534	02/23/2023					
8679	11 0081661	02/03/2023	\$768.97	414534	02/23/2023					
8679	11 0081420	01/31/2023	\$797.05	414075	02/07/2023					

8679	11 0080981	01/23/2023	\$324.56	414313	02/14/2023				
8679	11 0080982	01/23/2023	\$998.44	414313	02/14/2023				
8679	11 0080230	01/06/2023	\$1,072.56	413563	01/18/2023				
8679	11 0079864	12/29/2022	\$1,021.45	413841	01/31/2023				
8679	11-0079754	12/27/2022	\$1,325.44	414534	02/23/2023				
8679	11 0077545	11/08/2022	\$1,072.56	411543	11/16/2022				
8679	11 0079785	10/25/2022	\$544.12	411082	11/01/2022				
8679	11 0076578	10/20/2022	\$1,326.27	411082	11/01/2022				
8679	11 0075603	10/04/2022	\$1,457.75	410576	10/14/2022				
8679	11 0075460	09/29/2022	\$1,472.48	410576	10/14/2022				
8679	11 0074562	09/14/2022	\$945.49	409842	09/15/2022				
8679	11 0074475	09/13/2022	\$1,163.78	409842	09/15/2022				
8679	11 0073961	09/02/2022	\$1,645.80	409766	09/12/2022				
8679	81 0012694	08/23/2022	\$3,292.26	409466	09/01/2022				
8679	81 0012177	08/09/2022	\$542.88	408853	08/12/2022				
8679	81 0011797	07/28/2022	\$535.05	412296	12/15/2022				
8679	11 0071781	07/26/2022	\$536.28	408610	08/04/2022				
8679	11 0071499	07/21/2022	\$536.28	408472	07/28/2022				
8679	11 0071382	07/19/2022	\$622.68	408472	07/28/2022				
8679	11 0070987	07/12/2022	\$427.80	408472	07/28/2022				
			<b>\$30,869.76</b>						

**Capital Ford**

Vendor	Number	Date	Amount	Check	Check Date
1703	267695	07/19/2022	\$118.44	408460	07/28/2022
			<b>\$118.44</b>		

**Fairway Ford**

Vendor	Number	Date	Amount	Check	Check Date			
34	100728	05/10/2023	\$16.97	416775	05/15/2023			
34	100709	05/04/2023	\$60.86	416607	05/09/2023			
34	100680	04/26/2023	\$77.86	416607	05/09/2023			
34	100666	04/24/2023	\$274.24	416607	05/09/2023			
34	FOCS203174	04/18/2023	\$920.12	416148	04/21/2023	Outsource	Master Cylinder/Booster	F350
34	100637	04/13/2023	\$150.94	416341	04/28/2023			
34	100584	04/03/2023	\$276.18	415970	04/14/2023			
34	100596	04/03/2023	\$398.97	415970	04/14/2023			
34	FOCS202704	03/30/2023	\$2,909.47	415970	04/14/2023	Outsource	Leaf Springs	F250
34	27830	03/28/2023	\$52,275.00	416482	05/02/2023			
34	27830B	03/28/2023	\$6,269.50	416482	05/02/2023			
34	27827	03/27/2023	\$44,280.00	416373	05/02/2023			
34	100544	03/21/2023	\$55.60	415749	04/06/2023			
34	100548	03/21/2023	\$183.82	415749	04/06/2023			
34	100520	03/15/2023	\$76.32	415694	04/05/2023			
34	100519	03/13/2023	\$206.21	415749	04/06/2023			
34	100500	03/10/2023	\$191.64	415575	04/04/2023			
34	100497	03/09/2023	\$59.53	415970	04/14/2023			
34	100498	03/09/2023	\$59.53	415575	04/04/2023			
34	100499	03/09/2023	\$179.28	415114	03/14/2023			
34	FOCS202520	03/07/2023	\$259.40	415114	03/14/2023	Outsource	Program ABS	
34	FOCS202463	03/06/2023	\$423.74	415114	03/14/2023	Outsource	Program ABS/Replace ABS Module	

34	100472	03/03/2023	\$998.33	415114	03/14/2023				
34	27729	03/03/2023	\$28,390.00	414915	03/08/2023				
34	100474	03/02/2023	\$38.26	415114	03/14/2023				
34	02282023	02/28/2023	\$4,000.00	414838	03/03/2023				
34	100456	02/24/2023	\$10.40	415575	04/04/2023				
34	100433	02/21/2023	\$276.48	415378	03/28/2023				
34	100426	02/16/2023	\$48.27	415037	03/10/2023				
34	100425	02/15/2023	\$27.05	415037	03/10/2023				
34	100404	02/13/2023	\$169.05	414504	02/23/2023				
34	27784	02/09/2023	\$56,523.00	414229	02/14/2023				
34	27785	02/09/2023	\$56,523.00	414230	02/14/2023				
34	100393	02/08/2023	\$59.53	415378	03/28/2023				
34	FOCS201996	02/07/2023	\$144.11	414504	02/23/2023	Outsource	Program ABS		
34	100346	01/24/2023	\$252.52	414054	02/07/2023				
34	100343	01/23/2023	\$89.67	414298	02/14/2023				
34	100177	01/18/2023	\$555.13	413921	02/01/2023				
34	100327	01/18/2023	\$117.17	414298	02/14/2023				
34	100309	01/11/2023	\$349.52	413535	01/18/2023				
34	FOCS201342	12/30/2022	\$256.73	413985	02/02/2023				
34	100257	12/22/2022	\$59.45	412768	12/29/2022				
34	100258	12/22/2022	\$180.50	412768	12/29/2022				
34	100228	12/16/2022	\$61.86	412768	12/29/2022				
34	100227	12/15/2022	\$27.07	412768	12/29/2022				
34	100217	12/14/2022	\$366.15	412768	12/29/2022				
34	90	12/06/2022	\$42,930.00	412363	12/20/2022				
34	100180	12/05/2022	\$621.41	412768	12/29/2022				
34	100166	11/30/2022	\$68.45	413261	01/11/2023				
34	100159	11/29/2022	\$732.39	412768	12/29/2022				
34	100151	11/28/2022	\$78.01	413261	01/11/2023				
34	27722	11/28/2022	\$48,907.00	412130	12/07/2022				
34	100137	11/22/2022	\$280.94	412768	12/29/2022				
34	100140	11/21/2022	\$85.42	411975	12/06/2022				
34	100141	11/21/2022	\$504.93	412768	12/29/2022				
34	100088	11/18/2022	\$121.57	412229	12/14/2022				
34	101123	11/16/2022	\$373.60	411975	12/06/2022				
34	CM100078	11/16/2022	(\$315.01)	411975	12/06/2022				
34	100111	11/15/2022	\$34.37	411975	12/06/2022				
34	100097	11/14/2022	\$28.72	411521	11/16/2022				
34	100095	11/10/2022	\$39.79	411521	11/16/2022				
34	27703	11/09/2022	\$29,470.00	411413	11/10/2022				
34	100089	11/08/2022	\$41.70	411521	11/16/2022				
34	100090	11/08/2022	\$165.07	411521	11/16/2022				
34	100078	11/07/2022	\$386.69	411521	11/16/2022				
34	100044	11/02/2022	\$672.53	411448	11/14/2022				
34	100065	10/31/2022	\$6.51	411354	11/09/2022				
34	27700	10/31/2022	\$51,871.00	411354	11/09/2022				
34	27699	10/29/2022	\$51,871.00	411354	11/09/2022				
34	100031	10/26/2022	\$427.38	411354	11/09/2022				
34	100029	10/25/2022	\$876.18	411354	11/09/2022				
34	4969	10/24/2022	\$24.57	411069	11/01/2022				
34	27694	10/22/2022	\$32,530.00	410732	10/25/2022				
34	4956	10/20/2022	\$53.95	411521	11/16/2022				
34	4951	10/19/2022	\$33.11	411069	11/01/2022				
34	4946	10/17/2022	\$102.37	411069	11/01/2022				



54	504994	03/24/2023	\$187.20	415576	04/04/2023				
54	504873	03/22/2023	\$8.53	415576	04/04/2023				
54	504680	03/20/2023	\$12.80	415576	04/04/2023				
54	504685	03/20/2023	\$12.80	415576	04/04/2023				
54	504692	03/20/2023	\$159.19	415695	04/05/2023				
54	504705	03/20/2023	\$27.94	415750	04/06/2023				
54	504585	03/17/2023	\$82.31	415576	04/04/2023				
54	503985	03/08/2023	\$51.22	415115	03/14/2023				
54	503911	03/06/2023	\$48.03	415115	03/14/2023				
54	503614	03/02/2023	\$17.08	415115	03/14/2023				
54	503615	03/02/2023	\$53.34	415695	04/05/2023				
54	503442	02/28/2023	\$164.89	415115	03/14/2023				
54	503418	02/27/2023	\$70.44	415078	03/13/2023				
54	503240	02/24/2023	\$8.00	415038	03/10/2023				
54	503070	02/22/2023	\$187.11	414585	02/24/2023				
54	503090	02/22/2023	\$36.91	414806	03/02/2023				
54	502737	02/16/2023	\$41.07	414990	03/09/2023				
54	502641	02/15/2023	\$30.57	415078	03/13/2023				
54	502601	02/14/2023	\$294.55	415038	03/10/2023				
54	502633	02/14/2023	\$42.68	414506	02/23/2023				
54	502368	02/10/2023	\$130.22	414916	03/08/2023				
54	502171	02/07/2023	\$6.93	414231	02/14/2023				
54	502215	02/07/2023	\$6.93	414231	02/14/2023				
54	501804	01/30/2023	\$16.36	414439	02/21/2023				
54	501657	01/27/2023	\$18.94	414055	02/07/2023				
54	501673	01/27/2023	\$115.57	414506	02/23/2023				
54	501549	01/25/2023	\$13.12	414439	02/21/2023				
54	501490	01/24/2023	\$56.57	414055	02/07/2023				
54	501405	01/23/2023	\$95.00	413922	02/01/2023				
54	501425	01/23/2023	\$40.54	414506	02/23/2023				
54	500696	01/10/2023	\$181.46	414300	02/14/2023				
54	500422	01/05/2023	\$168.74	413536	01/18/2023				
54	500305	01/03/2023	\$11.72	414300	02/14/2023				
54	500122	12/29/2022	\$26.37	413536	01/18/2023				
54	499771	12/21/2022	\$63.99	412769	12/29/2022				
54	499702	12/20/2022	\$230.57	412769	12/29/2022				
54	499706	12/20/2022	\$266.82	412769	12/29/2022				
54	499707	12/20/2022	\$29.12	412769	12/29/2022				
54	499312	12/13/2022	\$80.65	412278	12/15/2022				
54	498938	12/06/2022	\$44.69	412332	12/19/2022				
54	498845	12/05/2022	\$107.95	412151	12/12/2022				
54	498715	12/02/2022	\$195.33	412065	12/06/2022				
54	498672	12/01/2022	\$18.67	412332	12/19/2022				
54	498195	11/22/2022	\$5.86	413263	01/11/2023				
54	498132	11/21/2022	\$126.48	412065	12/06/2022				
54	498142	11/21/2022	\$23.97	412065	12/06/2022				
54	498006	11/18/2022	\$83.23	411976	12/06/2022				
54	497706	11/14/2022	\$157.98	412065	12/06/2022				
54	497709	11/14/2022	\$8.00	412065	12/06/2022				
54	497502	11/10/2022	\$33.08	411523	11/16/2022				
54	497524	11/10/2022	\$12.58	411523	11/16/2022				
54	497144	11/04/2022	\$21.34	411523	11/16/2022				
54	497157	11/04/2022	\$35.72	412065	12/06/2022				
54	496905	11/01/2022	\$43.17	411211	11/07/2022				

54	496932	11/01/2022	\$78.98	411355	11/09/2022				
54	496704	10/28/2022	\$59.66	411355	11/09/2022				
54	496717	10/28/2022	\$34.16	411355	11/09/2022				
54	496468	10/24/2022	\$25.06	411071	11/01/2022				
54	496503	10/24/2022	\$12.79	411355	11/09/2022				
54	496313	10/21/2022	\$495.32	410895	10/27/2022				
54	495473	10/07/2022	\$32.95	410550	10/14/2022				
54	495287	10/05/2022	\$52.61	410550	10/14/2022				
54	495263	10/04/2022	\$95.00	410375	10/10/2022				
54	495301	10/04/2022	\$44.29	411355	11/09/2022				
54	494951	09/29/2022	\$34.16	410550	10/14/2022				
54	494701	09/26/2022	\$74.71	410082	09/28/2022				
54	494703	09/26/2022	\$537.63	410082	09/28/2022				
54	494704	09/26/2022	\$43.19	410082	09/28/2022				
54	494482	09/22/2022	\$1.48	410223	10/04/2022				
54	494385	09/21/2022	\$12.79	410082	09/28/2022				
54	494249	09/19/2022	\$31.76	409933	09/21/2022				
54	493471	09/08/2022	\$16.27	409821	09/15/2022				
54	493095	09/02/2022	\$31.17	410082	09/28/2022				
54	493126	09/02/2022	\$124.74	410223	10/04/2022				
54	083122	08/31/2022	\$6.28	409745	09/12/2022				
54	492935	08/31/2022	\$23.46	409745	09/12/2022				
54	492119	08/18/2022	\$12.27	409273	08/25/2022				
54	491733	08/12/2022	\$20.04	409821	09/15/2022				
54	491524	08/09/2022	\$93.22	408835	08/12/2022				
54	491393	08/08/2022	\$86.46	408705	08/09/2022				
54	491027	08/02/2022	\$76.83	408705	08/09/2022				
54	490925	08/01/2022	\$143.40	408835	08/12/2022				
54	490803	07/29/2022	\$60.59	408579	08/04/2022				
54	490666	07/27/2022	\$38.40	408579	08/04/2022				
54	490558	07/26/2022	\$33.10	408579	08/04/2022				
54	490498	07/25/2022	\$96.06	408579	08/04/2022				
54	490352	07/22/2022	\$104.57	408448	07/28/2022				
54	490172	07/20/2022	\$40.53	408925	08/18/2022				
54	490209	07/20/2022	\$15.25	408705	08/09/2022				
54	490015	07/18/2022	\$27.71	408705	08/09/2022				
54	489873	07/15/2022	\$261.06	408292	07/22/2022				
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**O'Reilly's Auto Parts**

Vendor	Number	Date	Amount	Check	Check Date
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35050	6311-173313	05/02/2023	\$128.09	416837	05/15/2023
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35050	6311-173059	04/27/2023	\$81.81	416651	05/09/2023
35050	6311-172587	04/20/2023	\$45.95	416357	04/28/2023
35050	6311-172590	04/20/2023	\$45.95	416357	04/28/2023
35050	6311-172592	04/20/2023	\$95.72	416837	05/15/2023

35050	6311-172458	04/18/2023	\$768.97	416651	05/09/2023				
35050	6311-172460	04/18/2023	\$17.07	416837	05/15/2023				
35050	6311-172398	04/17/2023	\$6.67	416357	04/28/2023				
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35050	6331-172202	04/14/2023	\$18.45	416209	04/21/2023				
35050	6311-172153	04/13/2023	\$41.41	416837	05/15/2023				
35050	6311-171323	03/31/2023	\$223.35	416003	04/14/2023				
35050	6311-171194	03/30/2023	\$256.18	415776	04/06/2023				
35050	6311-171196	03/30/2023	\$12.47	416003	04/14/2023				
35050	6311-171197	03/30/2023	\$68.48	416003	04/14/2023				
35050	6311-170527	03/20/2023	(\$125.00)	415776	04/06/2023				
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35050	6311-169283	03/02/2023	\$201.48	415136	03/14/2023				
35050	6311-169120	02/28/2023	\$407.29	415776	04/06/2023				
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35050	6311-167593	02/02/2023	\$149.44	414562	02/23/2023				
35050	6311-167537	02/01/2023	\$45.95	414562	02/23/2023				
35050	6311-166763	01/18/2023	\$43.74	414328	02/14/2023				
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35050	6311-166030	01/06/2023	\$32.00	413522	01/17/2023				
35050	6311-164684	12/15/2022	\$21.34	412784	12/29/2022				
35050	6311-164630	12/14/2022	\$38.78	413968	02/01/2023				
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35050	6311-161352	10/20/2022	\$187.54	411115	11/01/2022				
35050	6311-161359	10/20/2022	\$240.55	411115	11/01/2022				
35050	6311-161156	10/17/2022	\$357.40	411115	11/01/2022				
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35050	6311-160759	10/11/2022	\$318.73	410760	10/25/2022				
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35050	6311-160429	10/06/2022	\$37.08	410596	10/14/2022				
35050	6311-160338	10/05/2022	\$122.75	410596	10/14/2022				
35050	6311-159962	09/29/2022	\$224.13	410596	10/14/2022				
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35050	6311-159055	09/15/2022	\$133.43	409970	09/21/2022				
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35050	6311-157769	08/24/2022	\$245.50	409563	09/01/2022				
35050	6311-157686	08/23/2022	\$179.90	409563	09/01/2022				
35050	6311-157212	08/15/2022	\$357.40	409282	08/25/2022				
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35050	6311-1856816	08/08/2022	\$67.80	408890	08/12/2022				
35050	6311-155876	07/22/2022	\$35.44	408639	08/04/2022				
35050	6311-155499	07/16/2022	\$857.69	408496	07/28/2022				
35050	6311-155242	07/11/2022	\$288.20	408142	07/14/2022				
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35740	Q000020485	05/11/2023	\$129.09	416947	05/18/2023				
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35740	7503471	05/04/2023	\$110.98	416843	05/15/2023				
35740	7503442	04/28/2023	\$435.01	416660	05/09/2023				
35740	7503439	04/27/2023	\$200.16	416660	05/09/2023				
35740	7503436	04/26/2023	\$50.90	416843	05/15/2023				
35740	7503437	04/26/2023	\$308.24	416843	05/15/2023				
35740	766964/1	04/26/2023	\$59.78	416359	04/28/2023	Outsource			
35740	7503426	04/25/2023	\$262.87	416660	05/09/2023				
35740	4503398	04/21/2023	\$20.02	416843	05/15/2023				
35740	7503400	04/21/2023	\$224.18	416660	05/09/2023				
35740	75023376	04/19/2023	\$35.96	416660	05/09/2023				
35740	7503350	04/17/2023	\$22.02	416224	04/21/2023				
35740	7503345	04/14/2023	\$53.97	416224	04/21/2023				
35740	7503343	04/13/2023	\$165.46	416359	04/28/2023				
35740	7503337	04/12/2023	\$998.11	416224	04/21/2023				
35740	7503294	04/04/2023	\$53.97	416010	04/14/2023				
35740	766732/1	03/28/2023	\$149.45	415780	04/06/2023	Outsource			
35740	7503257	03/27/2023	\$935.40	416010	04/14/2023				
35740	7503221	03/17/2023	\$356.28	416010	04/14/2023				
35740	7503204	03/15/2023	\$168.13	416010	04/14/2023				
35740	7503188	03/13/2023	\$1,487.83	415780	04/06/2023				
35740	7503181	03/10/2023	\$53.17	415678	04/04/2023				
35740	7503175	03/09/2023	\$148.12	415138	03/14/2023				
35740	7503077	02/14/2023	\$33.96	414565	02/23/2023				
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35740	7502968	01/18/2023	\$645.84	414332	02/14/2023				
35740	7502955	01/12/2023	\$217.50	413593	01/18/2023				
35740	7502948	01/11/2023	\$9.87	413593	01/18/2023				

35740	7502923	01/05/2023	\$38.56	414332	02/14/2023				
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35740	7502862	12/20/2022	\$326.92	414125	02/07/2023				
35740	7502836	12/14/2022	\$45.43	412787	12/29/2022				
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35740	7502825	12/12/2022	\$36.36	412787	12/29/2022				
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31589	1056	05/05/2023	\$26.13	416788	05/15/2023				
31589	24657	05/02/2023	\$1,035.38	416788	05/15/2023				
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31589	24772	04/24/2023	\$108.87	416640	05/09/2023				
31589	24709	04/18/2023	\$108.87	416201	04/21/2023				
31589	24692	04/17/2023	\$108.87	416201	04/21/2023				
31589	24585	04/06/2023	\$130.86	416070	04/18/2023				
31589	24563	04/04/2023	\$13.60	415997	04/14/2023				
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31589	24421	03/21/2023	\$108.87	415607	04/04/2023				
31589	24203	03/20/2023	\$328.75	415771	04/06/2023				
31589	24389	03/20/2023	\$359.27	415771	04/06/2023				
31589	24105	03/16/2023	\$239.49	416070	04/18/2023				
31589	24318	03/10/2023	\$655.16	416070	04/18/2023				
31589	24319	03/07/2023	\$458.65	416070	04/18/2023				
31589	24248	02/28/2023	\$108.87	415131	03/14/2023				
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31589	24067	02/13/2023	\$1,935.06	414558	02/23/2023				
31589	24100	02/08/2023	\$13.60	414271	02/14/2023				
31589	24083	02/07/2023	\$13.60	414558	02/23/2023				
31589	24094	02/07/2023	\$108.87	415060	03/10/2023				
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31589	1022396	12/29/2022	\$246.87	413307	01/11/2023				
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31589	1022341	12/21/2022	\$62.97	412781	12/29/2022				
31589	1022225	12/07/2022	\$13.60	412781	12/29/2022				
31589	1022210	12/06/2022	\$108.84	412781	12/29/2022				
31589	1022102	11/22/2022	\$122.72	412006	12/06/2022				
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31589	1022043	11/16/2022	\$586.55	412006	12/06/2022				
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31589	1021897	11/02/2022	\$13.60	411383	11/09/2022				
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31589	1021822	10/26/2022	\$75.91	411088	11/01/2022				
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31589	1021775	10/24/2022	\$13.60	411088	11/01/2022				
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31589	1020895	08/09/2022	\$56.30	409163	08/19/2022				
31589	1020828	08/03/2022	\$108.84	408879	08/12/2022				
31589	1020829	08/03/2022	\$13.60	409163	08/19/2022				
31589	1020802	08/02/2022	\$13.60	408879	08/12/2022				
31589	1020735	07/27/2022	\$13.60	408634	08/04/2022				
31589	1020738	07/27/2022	\$13.60	409163	08/19/2022				
31589	1020650	07/20/2022	\$13.60	408488	07/28/2022				
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**Johnny's Towing**

Vendor	Number	Date	Amount	Check	Check Date				
35608	3114	05/03/2023	\$191.00	416657	05/09/2023				
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35608	3057	04/07/2023	\$100.00	416841	05/15/2023				
35608	3028	03/27/2023	\$203.00	415779	04/06/2023				
35608	3012	03/22/2023	\$267.00	416077	04/18/2023				
35608	3013	03/22/2023	\$267.00	416077	04/18/2023				
35608	3014	03/22/2023	\$75.00	416007	04/14/2023				
35608	2987	03/10/2023	\$225.00	415677	04/04/2023				
35608	2988	03/10/2023	\$186.00	415677	04/04/2023				
35608	2989	03/10/2023	\$75.00	416077	04/18/2023				
35608	2968	03/02/2023	\$267.00	416077	04/18/2023				
35608	2969	03/02/2023	\$207.00	416077	04/18/2023				
35608	2962	02/28/2023	\$219.00	415070	03/10/2023				
35608	2955	02/27/2023	\$141.00	416077	04/18/2023				
35608	2956	02/27/2023	\$207.00	416077	04/18/2023				

35608	2957	02/27/2023	\$207.00	416077	04/18/2023				
35608	2943	02/23/2023	\$255.00	416077	04/18/2023				
35608	2944	02/23/2023	\$255.00	416077	04/18/2023				
35608	2904	02/10/2023	\$207.00	414564	02/23/2023				
35608	2886	02/02/2023	\$225.00	414122	02/07/2023				
35608	2873	01/24/2023	\$125.00	414331	02/14/2023				
35608	2868	01/20/2023	\$285.00	414331	02/14/2023				
35608	2847	01/13/2023	\$285.00	413591	01/18/2023				
35608	2848	01/13/2023	\$285.00	413591	01/18/2023				
35608	2849	01/13/2023	\$75.00	413591	01/18/2023				
35608	2850	01/13/2023	\$75.00	413591	01/18/2023				
35608	2851	01/13/2023	\$225.00	413591	01/18/2023				
35608	2756	12/07/2022	\$158.00	412356	12/19/2022				
35608	2757	12/07/2022	\$219.00	412356	12/19/2022				
35608	2747	12/01/2022	\$129.00	414331	02/14/2023				
35608	2678	11/08/2022	\$188.00	411616	11/16/2022				
35608	2679	11/08/2022	\$147.00	411616	11/16/2022				
35608	2680	11/08/2022	\$171.00	411616	11/16/2022				
35608	2681	11/08/2022	\$171.00	411616	11/16/2022				
35608	2682	11/08/2022	\$171.00	411616	11/16/2022				
35608	2651	10/25/2022	\$163.00	411395	11/09/2022				
35608	2600	10/04/2022	\$125.00	410600	10/14/2022				
35608	2599	10/03/2022	\$115.00	410600	10/14/2022				
35608	2562	09/19/2022	\$163.00	410127	09/28/2022				
35608	2560	09/16/2022	\$249.00	409971	09/21/2022				
35608	2530	09/06/2022	\$400.00	409795	09/12/2022				
35608	2500	08/23/2022	\$201.00	409576	09/01/2022				
35608	2480	08/11/2022	\$139.00	409283	08/25/2022				
35608	2481	08/11/2022	\$165.00	409167	08/19/2022				
35608	2467	08/08/2022	\$233.00	408898	08/12/2022				
35608	2463	08/05/2022	\$261.00	408898	08/12/2022				
35608	2435	07/28/2022	\$153.00	408653	08/04/2022				
35608	2421	07/25/2022	\$267.00	408653	08/04/2022				
35608	2415	07/21/2022	\$243.00	408500	07/28/2022				
35608	2407	07/19/2022	\$255.00	408500	07/28/2022				
35608	2400	07/18/2022	\$249.00	408384	07/22/2022				
35608	2401	07/18/2022	\$123.00	408384	07/22/2022				
35608	2381	07/14/2022	\$213.00	408500	07/28/2022				
35608	2382	07/14/2022	\$75.00	408653	08/04/2022				
35608	2383	07/14/2022	\$213.00	408384	07/22/2022				
35608	2384	07/14/2022	\$171.00	409283	08/25/2022				
35608	2385	07/14/2022	\$213.00	408500	07/28/2022				
35608	2386	07/14/2022	\$75.00	408653	08/04/2022				
35608	2387	07/14/2022	\$167.00	408384	07/22/2022				
35608	2344	07/05/2022	\$100.00	408384	07/22/2022				
			<b>\$11,384.00</b>						
<b>Quiktech</b>									
<b>Vendor</b>	<b>Number</b>	<b>Date</b>	<b>Amount</b>	<b>Check</b>	<b>Check Date</b>				
31944	2-0196590	05/08/2023	\$64.05	416641	05/09/2023				
31944	2-0196460	05/04/2023	\$86.46	416641	05/09/2023				
31944	2-0196347	05/02/2023	\$58.70	416641	05/09/2023				

31944	2-0196217	05/01/2023	\$27.48	416537	05/04/2023					
31944	2-0195561	04/18/2023	\$64.05	416202	04/21/2023					
31944	2-0195564	04/18/2023	\$77.65	416202	04/21/2023					
31944	2-0195470	04/17/2023	\$64.05	416202	04/21/2023					
31944	2-0194941	04/05/2023	\$37.06	415998	04/14/2023					
31944	2-0176811	04/04/2023	\$49.52	416717	05/11/2023					
31944	2-0194644	03/30/2023	\$77.65	415772	04/06/2023					
31944	2-0194353	03/24/2023	\$32.03	415608	04/04/2023					
31944	2-0194255	03/23/2023	\$88.59	415608	04/04/2023					
31944	2-0193825	03/14/2023	\$69.09	415608	04/04/2023					
31944	2-0193796	03/13/2023	\$58.70	415167	03/15/2023					
31944	2-0193288	03/02/2023	\$64.05	415132	03/14/2023					
31944	2-0193179	03/01/2023	\$64.05	415132	03/14/2023					
31944	2-0193119	02/28/2023	\$113.13	415132	03/14/2023					
31944	2-0192805	02/22/2023	\$13.60	416717	05/11/2023					
31944	2-0192505	02/15/2023	\$107.81	414559	02/23/2023					
31944	2-0192432	02/14/2023	\$69.39	414559	02/23/2023					
31944	2-0192190	02/09/2023	\$64.05	414559	02/23/2023					
31944	2-0191859	02/02/2023	\$32.03	414273	02/14/2023					
31944	2-0191515	01/27/2023	\$137.68	414091	02/07/2023					
31944	2-0191364	01/24/2023	\$64.05	414324	02/14/2023					
31944	2-0191376	01/24/2023	\$64.05	414324	02/14/2023					
31944	2-0191109	01/19/2023	\$77.65	416717	05/11/2023					
31944	2-0190977	01/16/2023	\$64.05	413582	01/18/2023					
31944	2-0190795	01/12/2023	\$105.38	413450	01/17/2023					
31944	2-0190713	01/11/2023	\$64.05	413582	01/18/2023					
31944	2-0189784	12/22/2022	\$64.05	412782	12/29/2022					
31944	2-0189770	12/21/2022	\$77.65	412782	12/29/2022					
31944	2-0189771	12/21/2022	\$13.60	412782	12/29/2022					
31944	2-0189393	12/14/2022	\$13.60	412782	12/29/2022					
31944	2-0189153	12/09/2022	\$64.05	416717	05/11/2023					
31944	2-0189001	12/06/2022	\$32.03	412782	12/29/2022					
31944	2-0188585	11/28/2022	\$64.05	412007	12/06/2022					
31944	2-0187731	11/09/2022	\$64.05	411557	11/16/2022					
31944	2-0187451	11/03/2022	\$13.60	411384	11/09/2022					
31944	2-0187155	10/28/2022	\$13.60	411384	11/09/2022					
31944	2-0186609	10/19/2022	\$64.05	410757	10/25/2022					
31944	2-0186593	10/18/2022	\$88.59	410757	10/25/2022					
31944	2-0186594	10/18/2022	\$64.05	416717	05/11/2023					
31944	2-0186246	10/12/2022	\$47.81	410642	10/18/2022					
31944	2-0185999	10/07/2022	\$51.28	410463	10/12/2022					
31944	2-0186023	10/07/2022	\$77.65	410590	10/14/2022					
31944	2-0185800	10/03/2022	\$55.82	410249	10/04/2022					
31944	2-0185259	09/21/2022	\$64.05	416717	05/11/2023					
31944	2-0184589	09/07/2022	\$286.06	409862	09/15/2022					
31944	2-0184570	09/06/2022	\$64.05	416717	05/11/2023					
31944	2-0184485	09/02/2022	\$64.05	416717	05/11/2023					
31944	2-0183390	08/15/2022	\$50.48	416717	05/11/2023					
31944	2-0182406	07/27/2022	\$51.28	408635	08/04/2022					
31944	2-0182332	07/26/2022	\$64.05	408635	08/04/2022					
31944	2-0181302	07/06/2022	\$50.48	416717	05/11/2023					
			<b>\$3,524.13</b>							

<b>Mikes Collision Repair</b>					
<b>Vendor</b>	<b>Number</b>	<b>Date</b>	<b>Amount</b>	<b>Check</b>	<b>Check Date</b>
1247	30554	05/02/2023	\$777.35	416911	05/18/2023
1247	30416	03/22/2023	\$544.43	415752	04/06/2023
1247	30296	03/14/2023	\$1,613.48	415752	04/06/2023
1247	30295	03/01/2023	\$3,265.32	415752	04/06/2023
1247	30251	02/01/2023	\$8,715.74	415585	04/04/2023
1247	30211	01/25/2023	\$2,648.04	414239	02/14/2023
1247	30131	01/24/2023	\$1,949.54	414239	02/14/2023
1247	30201	01/23/2023	\$6,213.72	416776	05/15/2023
1247	30171	01/17/2023	\$2,563.60	414239	02/14/2023
1247	30052	12/30/2022	\$5,606.23	414304	02/14/2023
1247	30096	12/22/2022	\$1,000.93	414059	02/07/2023
1247	30033	12/08/2022	\$2,085.62	412772	12/29/2022
1247	29794	12/06/2022	\$1,790.87	414304	02/14/2023
1247	30051	12/06/2022	\$520.45	414304	02/14/2023
1247	30034	11/30/2022	\$5,094.07	412772	12/29/2022
1247	29793	09/19/2022	\$4,966.53	411853	11/30/2022
1247	29795	09/19/2022	\$3,073.68	411655	11/21/2022
1247	29735	08/16/2022	\$544.43	409753	09/12/2022
			<b>\$52,974.03</b>		
<b>Aaron's Exhaust</b>					
<b>Vendor</b>	<b>Number</b>	<b>Date</b>	<b>Amount</b>	<b>Check</b>	<b>Check Date</b>
33360	041223	04/12/2023	\$340.00	416204	04/21/2023
33360	022423	02/24/2023	\$497.00	416071	04/18/2023
33360	022423B	02/24/2023	\$497.00	416071	04/18/2023
33360	022323	02/23/2023	\$810.00	416071	04/18/2023
33360	022323B	02/23/2023	\$470.00	416071	04/18/2023
33360	020223	02/02/2023	\$1,393.02	415062	03/10/2023
33360	011823	01/18/2023	\$600.00	414325	02/14/2023
33360	091922	09/19/2022	\$600.00	410121	09/28/2022
33360	072722	07/27/2022	\$816.98	408880	08/12/2022
33360	071422	07/14/2022	\$630.00	408489	07/28/2022
33360	071322	07/13/2022	\$404.15	408489	07/28/2022
33360	071222	07/12/2022	\$315.00	408341	07/22/2022
33360	071222a	07/12/2022	\$471.00	408636	08/04/2022
			<b>\$7,844.15</b>		
<b>Clear Vision</b>					
<b>Vendor</b>	<b>Number</b>	<b>Date</b>	<b>Amount</b>	<b>Check</b>	<b>Check Date</b>
20319	16515	04/19/2023	\$444.05	416349	04/28/2023
20319	15892	03/06/2023	\$445.00	415130	03/14/2023
20319	15875	03/02/2023	\$415.00	415130	03/14/2023
20319	15756	02/21/2023	\$320.00	415056	03/10/2023
20319	15469	01/30/2023	\$385.00	415404	03/28/2023
20319	15425	01/25/2023	\$315.00	414546	02/23/2023
20319	14765	12/21/2022	\$416.60	412779	12/29/2022
20319	14904	12/15/2022	\$295.00	412779	12/29/2022
20319	14765a	12/07/2022	\$535.00	412779	12/29/2022





## Pender County Board Discussion of Order of Business Change

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**TO:** Board of County Commissioners  
**FROM:** Lexi Stanfield  
**DATE:** February 20, 2024  
**SUBJECT:** Board Discussion of Order of Business Change

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**SUMMARY:**

At the February 05, 2024, Regular Board meeting, the Board members briefly discussed the idea of beginning regular meetings at a later hour to allow more public participation and attendance. There appeared to be consensus that meetings with 7:00PM public hearings would not be ideal for change, but other regular meetings could benefit. Upon speaking with the County Manager, the clerk recommends that the April 2, 2024, BOCC meeting be used as a "trial run" changing the start time of the public meeting from 4:00PM to 5:00PM. On that date, the Board would meet from 4-5PM in closed session, and a note will be added to the board agenda indicating that the Board will convene at 4:00PM solely to consider a motion to enter into closed session and reconvene in open session at 5:00PM. If 4-5PM does not allow the Board enough time to discuss all closed session topics, the Board can reenter closed session at the end of the meeting.

**ACTION REQUESTED:**

Discussion regarding changing the Order of Business





## Pender County Volunteer Agriculture District Board

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**TO:** Board of County Commissioners  
**FROM:** Lexi Stanfield  
**DATE:** February 20, 2024  
**SUBJECT:** Volunteer Agriculture District Board

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**SUMMARY:**

Stephen Batson, known to Pender County as Tommy Batson, has applied for the Volunteer Agriculture District Board. He has been a Pender County resident for forty-two years, is employed with Pender County as the Emergency Management Director and has been active within various organizations with the County.

Should the Board vote to appoint Mr. Batson, his term would begin on September 1, 2023, and expire on August 31, 2026.

**ACTION REQUESTED:**

Consideration to appoint Tommy Batson to the Volunteer Agriculture District Board.

**ATTACHMENTS:**

Tommy Batson Application

# PENDER COUNTY

## Application for Appointment to Boards/Commissions/Committees



Appointees to Pender County Boards/Commissions/Committees must be a Pender County resident and must be at least 18 years of age. Please complete this application and return to: Pender County Manager's Office, PO Box 5, Burgaw, NC 28425.

APPLICANT INFORMATION									
Last Name			First			M.I.		Date	
Physical Address						Apartment/Unit #			
City			State			ZIP			
Mailing Address (if different from above)									
City			State			ZIP			
Home Phone			Work Phone			E-mail Address 1			
Fax Number						E-mail Address 2			
Board Interest(s)									
How long have you been a resident of Pender County?									
EDUCATION									
High School					Location				
From		To		Did you graduate?	YES <input type="checkbox"/>	NO <input type="checkbox"/>			
College					Location				
From		To		Did you graduate?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	Degree		
Other					Location				
From		To		Did you graduate?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	Degree		
EMPLOYMENT HISTORY									
Current Employment					Job Title				
Responsibilities									
Previous Employment					Job Title				
Previous Employment					Job Title				
Previous Employment					Job Title				
COMMUNITY INVOLVEMENT									
Please list current and past membership in civic or other organizations and offices held:									

Have you ever served or are you currently a member of any Pender County or other local government board/commission/committee?		
YES <input type="checkbox"/>	NO <input type="checkbox"/>	If yes, explain (including length of service).

State reasons why you feel qualified for this appointment(s):

**MILITARY SERVICE**

Branch	From		To	
Rank at Discharge	Type of Discharge (optional)			

**CONFLICTS OF INTEREST**

Are you aware of any legal, ethical or personal conflict of interest by serving as a member of this Pender County board/commission/committee?

YES <input type="checkbox"/>	NO <input type="checkbox"/>	If yes, explain.
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Are you or any member of your family employed by Pender County, or currently serving on any Boards/Committee/Commission appointed by or affiliated with Pender County?

YES <input type="checkbox"/>	NO <input type="checkbox"/>	If yes, list family member name(s) and position/board or committee(s).
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Please add any additional information you would like to share supporting your interest and qualifications for this appointment.

**DISCLAIMER AND SIGNATURE**

NOTE: This information will be used by the Pender County Board of Commissioners in making appointments to Pender County Boards/Commissions/Committees. In the event you are appointed, it may be used as a news release to identify you to the community. This application is considered a public record.

Signature	Date
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## Pender County Medicaid Expansion Update

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**TO:** BOARD OF COMMISSIONERS

**FROM:** Wes Stewart

**DATE:** February 20, 2024

**SUBJECT:** Medicaid Expansion Update

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# Medicaid Expansion

Pender County

# Applications taken by year

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**November 2022**

**299**

**December 2022**

**277**

**January 2023**

**199**

**November 2023**

**282**

**December 2023**

**718**

**January 2024**

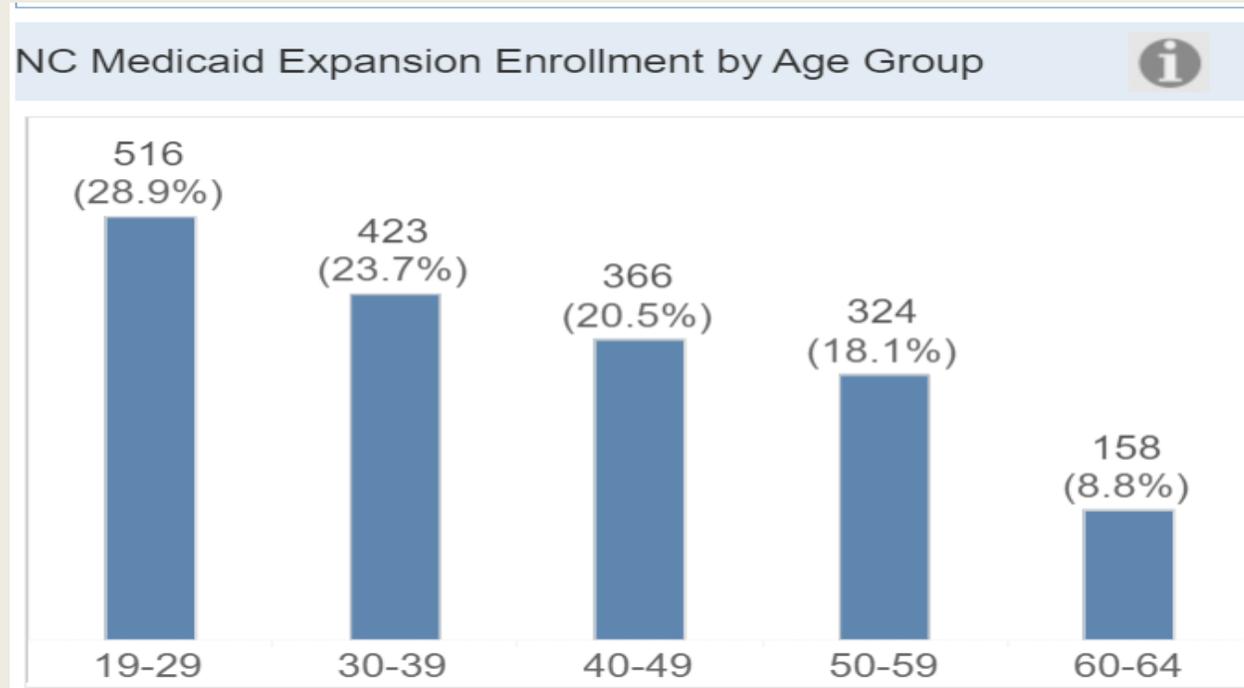
**402**

**Other areas Medicaid Expansion has affected the agency is the following:**

- Increased call volume (agency is averaging 450 phone calls per day)
- Increased Food and Nutrition Applications
  - December 2022 – 171
  - January 2023 – 246
  - Dec. 2023 – 287
  - Jan. 2024 - **575**
- Increased foot traffic

# NC Medicaid Expansion Enrollment

**1787** as of January 12, 2024



## MEDICAID EXPANSION ENROLLMENT CRITERIA

Most people will be able to get health care coverage through Medicaid if they meet the guidelines. Some of these include:

- Live in North Carolina
- Are Ages 19-64
- Are an US citizen. Non-US citizens with a valid immigration status may be eligible.
- If your household income fits within the list below

HOUSEHOLD SIZE	TOTAL INCOME, BEFORE TAXES
Single Adults	\$1,676/month or less (\$20,120/year)
Family of 2	\$2,267/month or less (\$27,214/year)
Family of 3	\$2,859/month or less (\$34,307/year)
Family of 4	\$3,450/month or less (\$41,400/year)
Each additional person	add \$591/month (add \$7,094/year)



## Hampstead Annex

Social Services will be staffing the Hampstead Annex 5 days per week

This will begin **March 1, 2024.**

There will be 3 full time employees at this location.

Hours of Operation will be **9am to 4pm.**





**Pender County**  
**REZONE 2023-47 CZMA: Request to**  
**revise a Conditional Zoning District for**  
**the Falls Mist Development**

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**TO:** Board of County Commissioners  
**FROM:** Daniel Adams  
**DATE:** February 20, 2024  
**SUBJECT:** REZONE 2023-47 CZMA: Request to revise a Conditional Zoning District for the Falls Mist Development

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**SUMMARY:**

Stroud Engineering, applicant, on behalf of Rocky Point Properties, LLC and Farm and Garden, LLC, owners, is requesting the approval of a revision to a previously approved Conditional Zoning Map Amendment that involved three (3) tracts totaling approximately 301 acres from the RP, Residential Performance and RA, Rural Agricultural zoning districts to the PD-CD1, Planned Development Conditional Zoning District 1. This Conditional Zoning Map Amendment was approved by the Board of County Commissioners at their January 18th, 2022, meeting. This approval allowed for 750 single family detached residential units, an associated sewage treatment facility (NAICS 221320), and a farmers' market (NAICS 445230).

The applicant is requesting two modifications:

1. To remove the approved connection to Fall Brook Lane and establish another access to US HWY 117 through PIN 3234-53-1216-0000, which is currently zoned RP, Residential Performance;
2. Reduce the approved side yard setbacks for single-family homes from 10 feet to 5 feet.

This revision would bring the Conditional Zoning District to approximately 310.56 acres. The previously approved total unit count, associated sewage treatment facility, and famers' market are not to be modified as part of this revision.

The proposed development is south of NC HWY 210, approximately  $\pm 0.03$  miles east of the intersection of NC HWY 210 and Balcombe Rd (SR 1425), and west of US HWY 117 in the Rocky Point Township and may be further identified by Pender County PINs 3234-29-6506-0000, 3234-38-5366-0000, 3234-24-6900-0000, and 3234-53-1216-0000.

**ACTION REQUESTED:**

To hold a public hearing and consider the proposal.

**ATTACHMENTS:**

1. Staff Report
2. Application
3. Attachment 1: Staff Report from initial case (REZONE 2020-16)
4. Attachment 2: Applicant's Narrative
5. Attachment 3: Revised Master Development Plan
6. Attachment 4: Public Input Meeting Packet

**STAFF REPORT FOR REZONE 2023-47-R CONDITIONAL ZONING MAP  
AMENDMENT REVISION APPLICATION**

<b>APPLICATION SUMMARY</b>	
Case Number	REZONE 2023-47 CZMA Revision
Hearing Dates	May 2, 2023: Planning Board June 19, 2023: BOCC (Continued) August 21, 2023: BOCC (Continued) October 16, 2023: BOCC (Continued) December 4, 2023: BOCC (Continued) January 16, 2024: BOCC (Continued) February 20, 2024: BOCC
Applicant	Stroud Engineering, PA
Property Owner(s)	Rocky Point Properties, LLC & Farm & Garden, LLC
Parcel Identification Number(s)	3234-29-6506-0000, 3234-38-5366-0000, 3234-24-6900-0000, & 3234-53-1216-0000
Acreage	310.56
Township	Rocky Point
Current Zoning District(s)	PD-CD1, Planned Development Conditional Zoning District 1 & RP, Residential Performance
Requested Zoning District	PD-CD1, Planned Development Conditional Zoning District 1
Future Land Use Category	Medium Density Residential

**CONDITIONAL ZONING MAP AMENDMENT PROPOSAL**

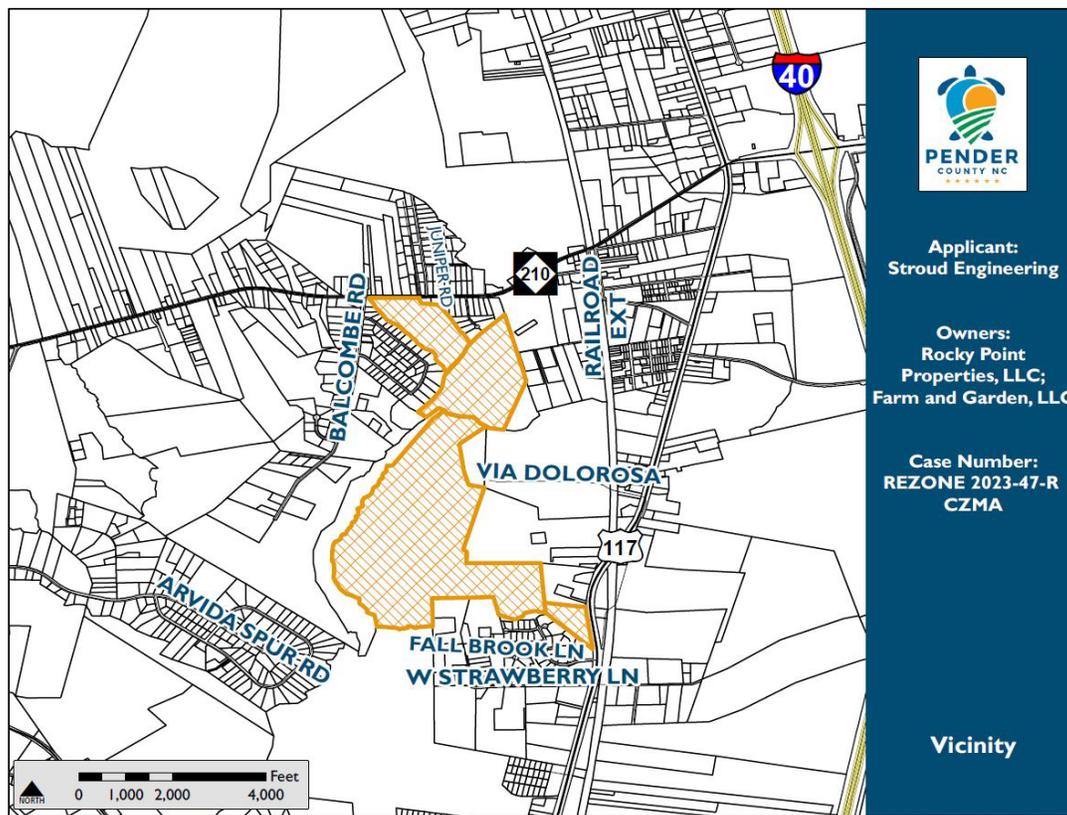
Stroud Engineering, applicant, on behalf of Rocky Point Properties, LLC and Farm and Garden, LLC, owners, is requesting the approval of a revision to a previously approved Conditional Zoning Map Amendment that involved three (3) tracts totaling approximately 301 acres from the RP, Residential Performance and RA, Rural Agricultural zoning districts to the PD-CD1, Planned Development Conditional Zoning District 1. This Conditional Zoning Map Amendment was approved by the Board of County Commissioners at their January 18th, 2022, meeting. This approval allowed for 750 single family detached residential units, an associated sewage treatment facility (NAICS 221320), and a farmers’ market (NAICS 445230). The applicant is requesting two modifications:

1. To remove the approved connection to Fall Brook Lane and establish another access to US HWY 117 through PIN 3234-53-1216-0000, which is currently zoned RP, Residential Performance;
  2. Reduce the approved side yard setbacks for single-family homes from 10 feet to 5 feet.
- This revision would bring the Conditional Zoning District to approximately 310.56 acres. The previously approved total unit count, associated sewage treatment facility, and farmers market are not to be modified as part of this revision.

#### LOCATION

The proposed development is south of NC HWY 210, approximately ±0.03 miles east of the intersection of NC HWY 210 and Balcombe Rd (SR 1425), and west of US HWY 117 in the Rocky Point Township and may be further identified by Pender County PINs 3234-29-6506-0000, 3234-38-5366-0000, 3234-24-6900-0000, and 3234-53-1216-0000.

*Below: Vicinity Map of the Area*



## CASE HISTORY AND PREVIOUS APPROVAL

### January 18<sup>th</sup>, 2022, Approval

After a recommendation of approval by the Planning Board at their November 5, 2020, meeting, the Board of County Commissioners approved a Conditional Zoning Map Amendment request and Master Development Plan for the development referred to as Falls Mist Gardens on January 18, 2022. The previous and vested approval allowed for a total of 750 single family detached residential units, an associated sewage treatment facility (NAICS 221320), and a farmers' market (NAICS 445230). The associated staff report with the previous Conditional Zoning Map Amendment approval may be found in the Board's packet as Attachment 1.

## REVISION REQUEST IN FURTHER DETAIL

There are two revisions requested as part of this application. The first revision being the removal of a required roadway connection to the Fall Brook subdivision via Fall Brook Lane. The Pender County Unified Development Ordinance (UDO), which contains local regulations pertaining to development activity, states in Section 7.5.1 that the layout of streets as to arrangement, width, grade, character, and location shall conform to the following: (1) Pender County collector street plan, (2) adjoining street systems, (3) existing, planned and proposed streets, (4) to provide for continuity in existing streets, (5) provide adequate right-of-way for collector streets and (6) reasonable access will be provided to adjacent properties for development.

These six provisions individually required the applicant to connect their road network with Fall Brook Lane and together emphasize the importance Pender County regulations place on street network connectivity.

Section 7.5.1.A.1(b) of the Pender County Unified Development Ordinance allows for an administrative review and potential exception to connection requirements outlined above when wetland impacts would occur due to a required roadway connection. Within the applicant's narrative, it is stated that the previously approved connection to Fall Brook Lane will require a "lengthy wetland crossing." The applicant's narrative is located in the Board's packet as Attachment 2. The applicant's revised Master Development Plan shows approximate locations of existing wetlands and can be found in the Board's packet as Attachment 3. As stated in the narrative, the revised connection would reduce wetland impacts thereby minimizing environmental impacts. If this request were to be approved, staff would require a Jurisdictional Delineation approval that is issued by the United States Army Corps of Engineers along with all necessary wetland impact permits.

In addition to the applicant's request to remove the previously approved connection to Fall Brook Lane, they are also requesting that the previously approved side yard setback requirements be reduced from 10 feet to 5 feet to maximize the building envelope as stated in the applicant's submitted narrative. The requested side yard setback requirements are also listed under Note 10 within the submitted Master Development Plan (See Attachment 3).

Aside from the two revisions to the previously approved Conditional Zoning Map Amendment and Master Development Plan, no further changes from the project's previous approval that is

outlined in Attachment 1 are being requested, including the previously agreed upon conditions of approval that would not be impacted from the requested removal of the Fall Brook Lane connection.

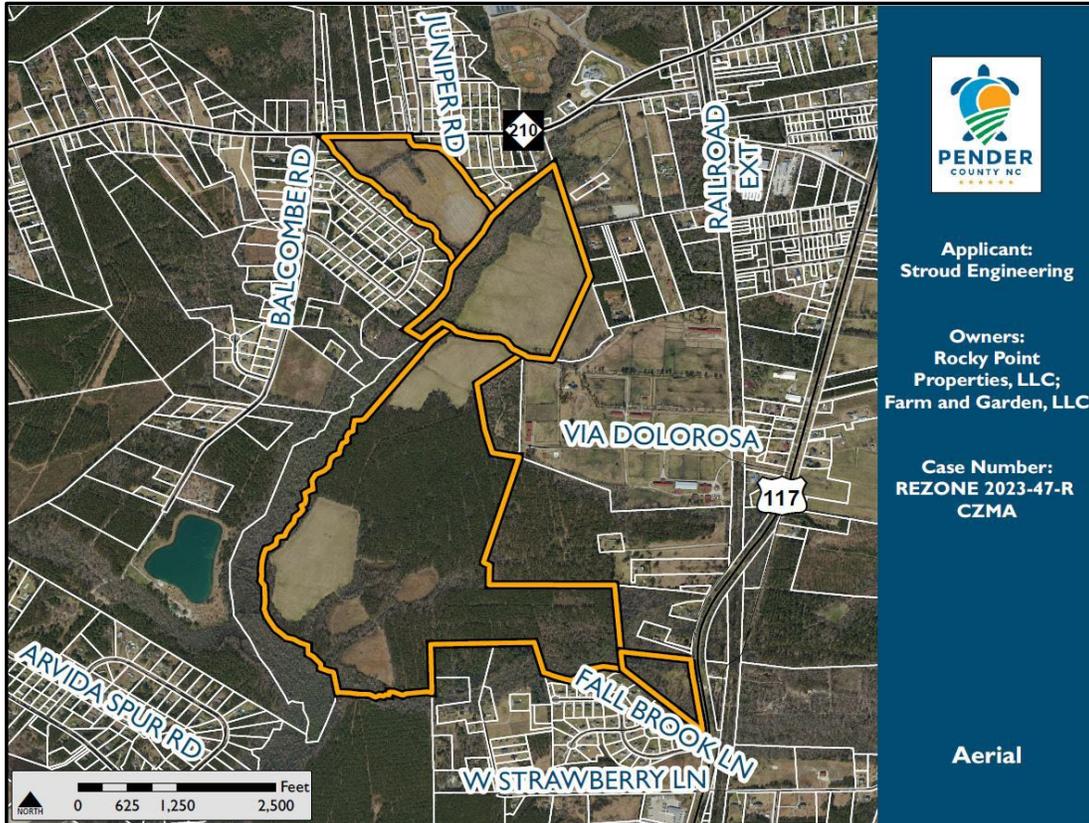
**Modification to Dimensional Standards**

Previously Approved Residential Dimensional Requirements	
Front	20'
Side	10' (Now seeking 5')
Rear	15'
Corner	15'
Max. Height	35'
Min. Chord	30'
Previously Approved Commercial Dimensional Requirements	
Front	50'
Side	10'
Rear	25'
Corner	15'
Max. Height	35'
Min. Chord	50'

**PUBLIC INPUT MEETING**

In accordance with the Pender County UDO, the applicant held a public input meeting on Tuesday, January 24, 2023, at the Pender County Library – 103 S. Cowan Street, Burgaw, NC. According to the information provided by the applicant, 26 citizens attended the meeting citing concerns regarding stormwater drainage, safety, traffic, and specifically the removal of the connection to Fall Brook Lane. A summary of the report provided by the applicant can be found in Attachment 4 of the Board’s packet.

Below: Aerial Map of the Area



ENVIRONMENTAL CONCERNS	
Special Flood Hazard Areas	The subject properties do contain Special Flood Hazard Areas <sup>1</sup> .
Wetlands	The subject properties may contain characteristics of wetlands. <sup>2, 3</sup>
Areas of Environmental Concern	The subject properties do not contain any Areas of Environmental Concern (AEC) <sup>4</sup> .

<sup>1</sup> According to the effective regulatory and preliminary Flood Insurance Rate Maps NC Flood Risk Information System (NC FRIS)

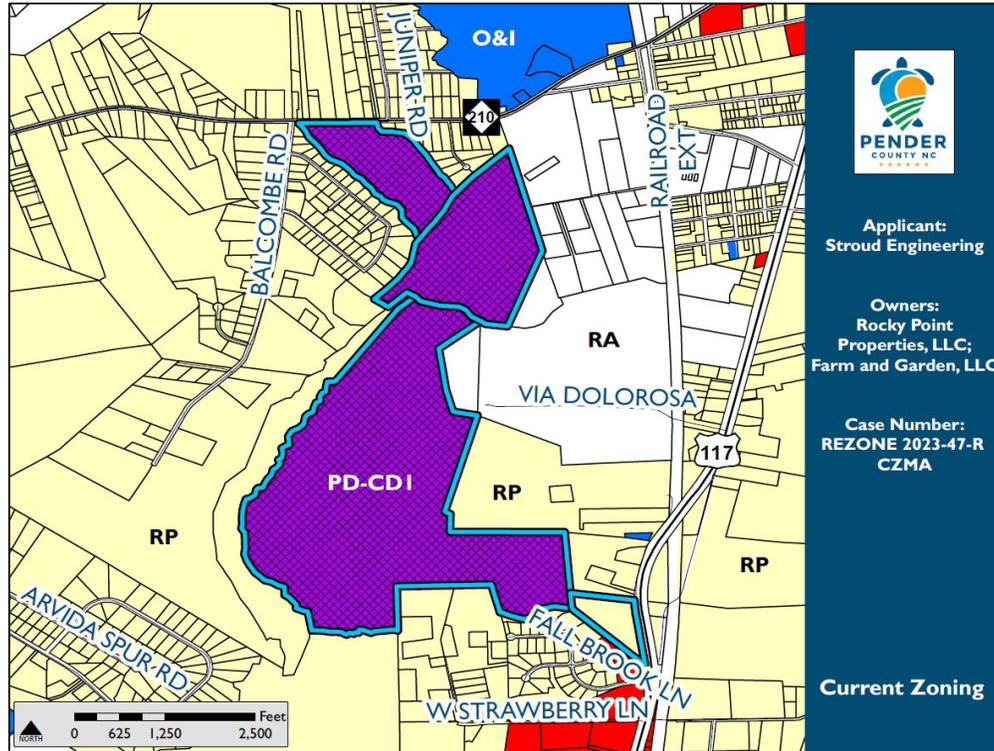
<sup>2</sup> According to the NC Division of Coastal Management (NC DCM)

<sup>3</sup> According to the National Wetlands Inventory (NWI)

<sup>4</sup> According to the North Carolina Department of Environmental Quality (NCDEQ)

## EVALUATION

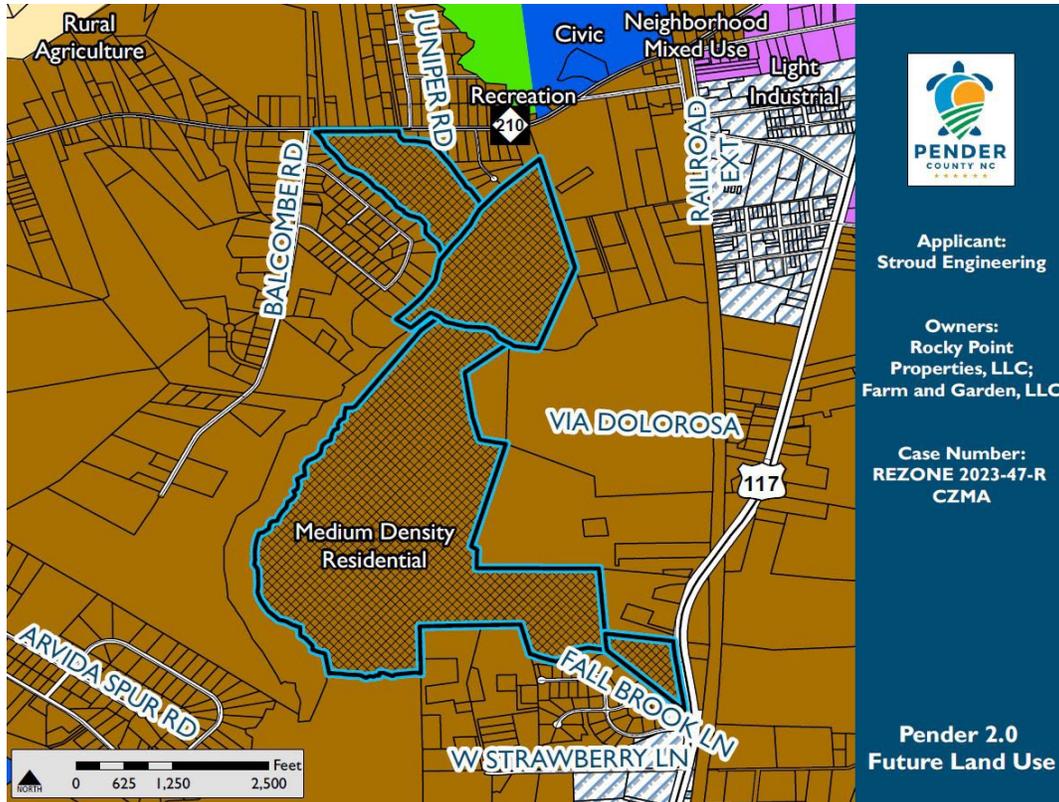
*Below: Current Zoning Map of the Area*



### CHARACTERISTICS OF THE SURROUNDING AREA

	LAND USE	ZONING
<b>North</b>	Residential	RP, Residential Performance & RA, Rural Agricultural
<b>East</b>	Undeveloped, Residential	RP, Residential Performance, RA, Rural Agricultural
<b>South</b>	Residential (Fall Brook Subdivision)	RP, Residential Performance, GB, General Business
<b>West</b>	Undeveloped, Residential	RP, Residential Performance

Below: Future Land Use Map of Area



**Pender 2.0 Comprehensive Land Use Plan Compliance:** The Pender 2.0 Comprehensive Land Use Plan designates the subject properties as Medium Density Residential. Medium density residential uses are vital to supporting Pender County’s growing population by strategically locating more dense residential development in areas that will not create conflicts with existing neighborhoods. These uses are located in close proximity to supporting services and a mixture of development types, and are generally found in the southern portion of the County. Appropriate uses include single-family residences, duplexes, townhomes, community recreation and open space uses, and neighborhood-scale institutional uses such as religious and civic organizations. Townhomes may be suitable when proposed as part of a master planned community whereby the dimensional requirements and uses forming the outer boundary of the community are compatible with the adjacent properties or permissible uses. Clustering of new residential communities is encouraged.

Planned communities may also include well-integrated neighborhood-scale commercial and office uses. Industrial and manufacturing uses, and commercial and office uses not located within a planned community, are inappropriate. Development density within this category is three to six dwelling units an acre or less.

The requested revision is consistent with the Medium Density Residential Future Land Use classification because it proposes a clustered single-family neighborhood at a density of 3.47 units an acre in addition to integrated commercial frontage. The proposed revision to the southern access point is supported by the reduction in wetlands impacts, which the UDO provides as a justification for waiving the roadway connection requirement.

The reduction in the side yard setback from 10 feet to five feet is consistent with similar medium density residential developments throughout the County. It is also consistent with the intent of the UDO, as noted in Article 7.14, Low Impact Development (LID). This Article provides for a reduction in dimensional measurements, including a 50% reduction in the side yard setback in residential zoning districts, if a project is certified to the LID standard. While this project is not proposed to meet the LID standard, it does demonstrate characteristics of an LID project, including clustering development to preserve open space and providing above-average stormwater infrastructure. The property was previously zoned RA, Rural Agricultural and RP, Residential Performance. Had these properties developed under those zoning districts and met the LID standards, the side yard setbacks could have been reduced to 7.5 feet (RA) and 5 feet (RP) by-right.

The Pender 2.0 Comprehensive Land Use Plan also encourages bicycle and pedestrian infrastructure within this Future Land Use classification, which the applicant has proposed.

In addition to conforming with the Future Land Use Map, the Conditional Zoning Map Amendment request is supported by three (3) goals, two (2) objectives, and six (6) policies within the Pender 2.0 Comprehensive Land Use Plan:

**Policy 3.1.H: Low Impact Development (LID):** The County supports Low Impact Development practices. Such LID practices may include retaining/infiltrating most of the runoff on-site, maximizing the use of permeable pavements, reducing the amount of impervious coverage, and clustering housing to allow a profitable development density while maximizing open space and minimizing wildlife habitat fragmentation.

**Goal 4.2:** Manage the timing, location and intensity of growth by coordinating transportation improvements in accordance with development and ensuring safe and efficient modes of transportation are available to all residents and visitors.

**Policy 4.2.F: Collector Street Plan:** The County shall continue to support and implement the Pender County Collector Street Plan when reviewing and approving new development proposals within the WMPO Boundary area of the County.

**Goal 4.3:** Provide safe opportunities for walking and cycling, while supporting the need for paratransit service and other alternatives to provide transportation choices for residents and visitors.

**Objective 4.3:** Encourage alternative means of transportation to reduce traffic, enhance economic development, offer services to those without use of a vehicle, and provide recreational opportunities for residents and visitors.

**Goal 5.1: Land Use and Growth Management:** Manage the physical growth and development of Pender County by encouraging more intensive land uses in key locations identified for such growth while preserving and protecting the unique physical character and social assets of the rural heritage and coastal habitat that makes the County a unique place to live.

**Objective 5.1: Land Use and Growth Management:** Ensure that development and use of resources balances protection of natural resources and agricultural lands with economic development, avoids risks to public health and welfare, and is consistent with the capability of the land.

**Policy 5.1.D: Focused Growth and Development:** The County supports a growth pattern that includes low density single-family residential communities, but also allows for the strategic placement of higher density residential, mixed uses, and commercial development to accommodate and support future population growth, where necessary infrastructure exists or is planned.

**Policy 5.1.H: Mixed Use Development:** The County supports a wide range of commercial and residential development at varying intensities, when appropriately located, and provided that impacts to adjacent property owners and traffic congestion is mitigated.

**Policy 5.1.V: Residential Development:** The County supports a range of housing types and development at appropriate densities and locations that are compatible with their surroundings and are in accordance with the future land use map.

**Policy 5.1.Z: Cluster Development Incentive:** The County supports the clustering of residential development within the residential future land use categories for the preservation of coastal natural resources, prime agricultural lands, or wildlife habitat areas.

The project fulfills several desired policy outcomes for development as described in the Pender 2.0 Comprehensive Land Use Plan. The proposal provides enhanced transportation infrastructure, constructing multiple collector streets as well as bicycle and pedestrian connectivity throughout the development. While not proposing to certify the project to the Low Impact Development stormwater engineering standard, the project exhibits multiple characteristics of LID design – namely clustering development to preserve open space and providing above-average stormwater infrastructure. Additionally, based on comments received from the relevant agencies, sufficient infrastructure is available or will be constructed to serve the development.

The Conditional Zoning Map Amendment proposal was not found to conflict with any goals, objectives, or policies in the Pender 2.0 Comprehensive Land Use Plan.

#### **CONDITIONS FOR APPROVAL OF PETITION**

Per Sections 3.3.9 and 4.13 of the Pender County Unified Development Ordinance, the Pender County Planning Board and the Board of County Commissioners can add reasonable and appropriate conditions based on mutually established goals with the Applicant and adjacent property owners. Conditions may address parking areas and driveways, pedestrian and vehicular circulation systems, screening and buffer areas, the timing of development, street and right-of-way improvements, water and sewer improvements, stormwater drainage, the provision of open space, and other matters that the participants in the public input meeting, staff, Planning Board and County Commission find appropriate or the petitioner may propose.

The following conditions of approval were previously agreed upon by the applicant, Planning Board, and Board of County Commissioners. Planning Staff has removed three previously agreed upon conditions of approval that were related to the Fall Brook Lane connection and shown those as “struck-through” below. These conditions have been removed because they are no longer applicable due to the requested removal of the connection to Fall Brook Lane:

1. The project shall be designed so that the post development runoff from the project be no more than ten (10) percent more than the pre-development runoff for the 10, 25, and 50 year return period events and be analyzed for the 100-year event.
2. All wetlands which will not be disturbed via an Army Corps of Engineers wetlands fill permit as part of the proposed development shall be placed under a conservation easement.
3. Informational signs to be installed at 500 foot intervals along all delineated wetland boundaries within platted open space, and to be maintained by the HOA and replaced as necessary. The applicant shall include this provision in the recorded covenants and restrictions for the development in perpetuity.
4. Sidewalks will be installed along all streets, and crosswalks will be marked at all intersections with a Collector Street.
5. A siren-activated gate meeting the standards of the Pender County Fire Marshal will be required at the border of the development and the existing A.R. Black Avenue, to be installed prior to final plat approval of the appropriate section, and be required to remain in place until such time as A.R. Black Avenue is brought up to the street design standards of the Pender County Unified Development Ordinance.

6. The wastewater treatment plant shall utilize membrane filtration technology, or other technology certified by the project engineer to render no greater negative impact to local water quality than membrane filtration.
7. Evidence that the Army Corps of Engineers has received any Certificate of Completion forms for wetland disturbance permits relating to the project shall be provided to staff prior to approval of the last Final Plat associated with this development.

**REMOVED CONDITIONS THAT WERE PART OF THE ORIGINAL APPROVAL:**

~~1. Fall Brook Ln will be accepted for NCDOT maintenance prior to preliminary plat approval of the 601st lot of this development, preliminary plat approval of any portion of the development within the boundary of Tract 2 as shown on Pender County Map Book 42 P 116, or use of Fall Brook Ln for construction traffic, whichever shall come first.~~

~~2. Prior to completing the roadway connection between Fall Brook and the proposed development, a measure similar to a chicane that is acceptable to the NCDOT and Pender County Emergency Services shall be installed within the proposed development near the interconnection with Fall Brook, as well as at least one additional traffic calming measure along Fall Brook that is acceptable to NCDOT. The applicant shall also make a written request to the North Carolina Department of Transportation that a speed limit of 25 MPH should be posted on Fall Brook Lane.~~

~~3. From the time that the road network of this development connects to Fall Brook Lane, to the time that the 600th home receives its Certificate of Occupancy, a gate shall be placed on the roadway between the two developments to allow only residents of Falls Mist and emergency vehicle traffic (siren activated) to utilize the connection. Means of access for construction vehicles shall not be granted. Following the Certificate of Occupancy for the 600th home, the gate shall be removed.~~

**RECOMMENDATION**

At their January 18th, 2022, meeting, the Pender County Board of Commissioners approved the initial Conditional Zoning Map Amendment request as outlined in Attachment 1. At their May 2, 2023, meeting, the Pender County Planning Board unanimously recommended approval of the proposed revision to the Conditional Zoning Map Amendment. The proposed development is consistent with three goals, two objectives, and six policies, and the Future Land Use Map in the Pender 2.0 Comprehensive Land Use Plan. The proposed development is also compliant with, and meets the intent of, the Pender County Unified Development Ordinance. The proposed revision also has the potential to minimize wetland impacts by removing the connection to Fall Brook Lane. Therefore, Planning Staff has found that this proposal is consistent with the adopted goals and policies of Pender County and thus recommends approval.

**Unified Development Ordinance Compliance:** Section 3.3.9 of the Unified Development Ordinance provides for standards that shall be followed by the Planning Board and Board of County Commissioners before a favorable recommendation of approval for a rezoning or future land use map amendment can be made. The standards have been outlined in this report for consideration by the Planning Board and Board of County Commissioners.

### **3.3.9.B.3 Approval Criteria for Conditional Rezoning**

When evaluating an application for the establishment of a conditional zoning district, the reviewing bodies shall consider the following:

- A. The Approval Criteria for a Rezoning (Section 3.3.5).
- B. That the application meets the intent of a conditional rezoning, per this subsection.
- C. That the contents of the application are complete, sufficient, and recorded appropriately either as conditions of approval or on the associated site plan or preliminary plat, and that the appropriate procedures have been followed.
- D. The potential impacts and/or benefits on the surrounding area and adjoining properties.
- E. The report of results from the public input meeting.
- F. That sufficient guarantee is in place or can be made that any off-site impacts generated by the proposed project shall be mitigated appropriately at the time the need for the mitigating action is generated.

**BOARD OF COMMISSIONERS ACTION NEEDED:**

**TO APPROVE:** Motion to approve the Conditional Zoning Map Amendment revision and to make a finding that the approval is consistent with the following goals, objectives, and policies in the Pender 2.0 Comprehensive Land Use Plan:

- Policy 3.1.H
- Goal 4.2
- Policy 4.2.F
- Goal 4.3
- Objective 4.3
- Goal 5.1
- Objective 5.1
- Policy 5.1.D
- Policy 5.1.H
- Policy 5.1.V
- Policy 5.1.Z

**TO DENY:** Motion to deny the Conditional Zoning Map Amendment and to make a finding of denial because although the proposal is consistent with the Pender 2.0 Comprehensive Land Use Plan, said denial is reasonable and in the public interest and does not further the goals of the Pender 2.0 Comprehensive Land Use Plan because [INSERT REASONING] ....

**PLANNING BOARD ACTION FOR CONDITIONAL ZONING MAP AMENDMENT REVISION**

<b>MOTION</b>	<b>SECONDED</b>
Buchanan	Pitts

<b>Jordan</b>	<b>Buchanan</b>	<b>Beaudoin</b>	<b>Gruntfest</b>	<b>Mosca</b>	<b>Pitts</b>	<b>Teachey</b>
Yes	Yes	Yes	Yes	Yes	Yes	Yes

<b>APPROVED</b>	<b>DENIED</b>	<b>UNANIMOUS</b>
Yes		Yes

**Pender County  
Planning and Community Development**

**Planning Division**  
805 S. Walker Street  
PO Box 1519  
Burgaw, NC 28425



Phone: 910-259-1202  
Fax: 910-259-1295  
[www.pendercountync.gov](http://www.pendercountync.gov)

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**CONDITIONAL REZONING**

**Intent**

- A. Conditional zoning districts hereby included are to allow for the consideration of certain uses that are permitted uses in the underlying zoning district but due to their nature may not be appropriate for a particular location.
- B. A conditional zoning district is intended for a development that has a high level of certainty of being constructed and the most commonly expected application will contain a specified use or uses on small and large scale projects.
- C. Although, it is not intended to be used for speculative purposes, a conditional zoning district applicant may include as part of the application, a list of uses which will not be developed on the property.
- D. All uses listed as part of any application must be in the same format and description as listed in the Table of Permitted Uses.
- E. The following zoning district categories are approved to be assigned conditional zoning districts: PD, RP, RM, GB, OI, IT, IG (Reference Article 4 for Zoning District Descriptions).

**Application**

Except as provided herein, all applications to establish a conditional zoning district must follow the regulations prescribed in this section in addition to the standard rezoning process as described in Section 3.3, Rezoning of this Ordinance.

**Public Input Meeting**

Prior to scheduling a public hearing on the rezoning application, **the applicant must conduct one public input meeting and file a report of the results with the Administrator.**

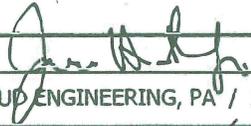
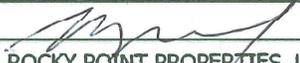
- 1. The report for the public hearing will include a summary of the public input meeting.
- 2. The applicant shall mail a notice for the public input meeting to adjoining property owners not less than ten (10) days prior to the scheduled meeting.
- 3. The notice shall include the time, date and location of the meeting as well as a description of the proposal.
- 4. The applicant's report of the meeting shall include:
  - a. A copy of the letter announcing the meeting.
  - b. A list of adjoining property owners contacted.
  - c. An attendance roster.
  - d. A summary of the issues discussed.
  - e. The results of the meeting including changes to the project's proposal, if any.

**Review**

When evaluating an application for the creation of a conditional zoning district, the Planning Board and Board of Commissioners shall consider the following:

- 1. The application's consistency to the general policies and objectives of the adopted Land Use Plan.
- 2. The potential impacts and/or benefits on the surrounding area, adjoining properties.
- 3. The report of results from the public input meeting.

## APPLICATION FOR CONDITIONAL REZONING

THIS SECTION FOR OFFICE USE			
Application No.	ZMA-CD	Date	3/3/2023
Application Fee	\$ 3,555.60	Invoice Number:	00032075
Pre-Application Conference	N/A	Hearing Date	PB: May 2, 2023 BOCC: June 19, 2023
SECTION 1: APPLICANT INFORMATION			
Applicant's Name:	STROUD ENGINEERING, PA	Owner's Name:	Rocky Point Properties, LLC & Farm & Garden, LLC
Applicant's Address:	102-D Cinema Dr.	Owner's Address:	332 Military Cutoff Road
City, State, & Zip	Wilmington, NC 28403	City, State, & Zip	Wilmington, NC 28405
Phone Number:	910-815-0775	Phone Number:	910-338-3585
Email Address:	jfentress@stroudengineer.com	Email Address:	corporate@tributecompanies.com
Legal relationship of applicant to landowner:	ENGINEER		
SECTION 2: PROJECT INFORMATION			
Property Identification Number (PIN):	3234-29-6506-0000 = 35.25ac. RP 3234-38-5366-0000 = 57.20ac. RA	Total property acreage:	310.56 AC
Current Zoning District:	3234-24-6900-0000 = 208.64ac. RP 3234-53-1216-0000 = 9.47ac. RP	Proposed Zoning District:	310.56 AC
Project Address or Location:	HWY 210 / OFF HWY 210 & OFF 117 S. US HWY		
Proposed Uses to be Considered (Include NAICS Code):			
SINGLE FAMILY			
Proposed Uses to be Eliminated from Consideration (Include NAICS Code):			
SECTION 3: SIGNATURES			
Applicant's Signature		Date:	3/2/2023
Applicant's Name Printed	STROUD ENGINEERING, PA / James H. Fentress, Jr.	Date:	
Owner's Signature		Date:	03.02.2023
Owner's Name Printed	ROCKY POINT PROPERTIES, LLC / Mark Maynard	Date:	
NOTICE TO APPLICANT			
<ol style="list-style-type: none"> <li>1. Applicant must also submit the information described on the Rezoning Checklist.</li> <li>2. Applicant or agent authorized in writing must attend the public hearing.</li> <li>3. Once the public hearing has been advertised, the case will be heard unless the applicant withdraws the application or unless the Planning Board or other authorized person agrees to table or delay the hearing.</li> <li>4. All fees are non-refundable</li> <li>5. A complete application packet must be submitted prior to the deadline in order to be placed on the next Planning Board Agenda</li> </ol>			

**Attachment 1: REZONE 2020-16 Staff Report**

**PLANNING STAFF REPORT ADDENDUM  
CONDITIONAL ZONING MAP AMENDMENT  
“FALLS MIST GARDENS”**

**SUMMARY**

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**Hearing Date:** October 6, 2020 Planning Board (tabled)  
November 5, 2020 Planning Board  
January 19, 2021 Board of Commissioners (tabled)  
November 15, 2021 Board of Commissioners

**Applicant:** Stroud Engineering

**Property Owners:** Rocky Point Properties LLC, Farm and Garden LLC

**Case Number:** REZONE 2020-16, MDP 2020-21

**Rezoning and Development Proposal:** Stroud Engineering, applicant, on behalf of Rocky Point Properties LLC and Farm and Garden LLC, owners, is requesting the approval of a Conditional Zoning Map Amendment for three (3) tracts totaling approximately ±301.09 acres from RP, Residential Performance and RA, Rural Agricultural zoning districts to PD-CD1, Planned Development Conditional zoning district 1. This request is to allow for 750 single family detached residential units, associated sewage treatment facility (NAICS 221320), and a farmers’ market (NAICS 445230).

**Property Record Number, Acreage, and Location:** The proposed development is south of NC HWY 210, approximately ±0.03 miles east of the intersection of NC HWY 210 and Balcombe Rd (SR 1425), and west of US HWY 117 in the Rocky Point Township and may be further identified by Pender County PINs 3234-29-6506-0000, 3234-38-5366-0000, and 3234-24-6900-0000.

**Recommendation:** At their November 5, 2020 meeting, the Pender County Planning Board recommended conditional approval of this application based on its consistency with the Pender County Unified Development Ordinance and Pender 2.0 Comprehensive Land Use Plan, with Staff still recommending approval as well. The proposed development is consistent with three (3) goals, two (2) objectives, and six (6) policies and the Future Land Use Map in the Pender 2.0 Comprehensive Land Use Plan, and conflicts with none. The proposed development is compliant with the Pender County Unified Development Ordinance.

**PROJECT HISTORY AND UPDATE**

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At their January 19, 2021 meeting, the Pender County Board of County Commissioners tabled the request outlined in the subsequent packet, directing the applicant to further study traffic impacts brought forward by the project, specifically differing options for phasing the connection and usage of the existing Fall Brook Lane as an entrance to the proposed development, the potential non-residential uses on commercial property located at the intersection of Fall Brook Lane and US HWY 117, and the sight lines and distance of Fall Brook Lane/US HWY 117 intersection to the bridge over the former railroad right-of-way.

Based on the direction from the Board of County Commissioners, the applicant has concluded the entirety of their Traffic Impact Analysis (TIA) and will present those findings to the Board. Additionally, there has been one change to the layout of the project since the previous Board meeting: the extension of Fall Brook Lane into the proposed development is no longer proposed to be designed as a collector street, but as a local street. This is in reference to the recently adopted update to the Pender County Collector Street Plan which no longer designates the corridor as one for a collector street. The connection to Fall Brook Lane is

still required due to other regulations within the Unified Development Ordinance relating to street design as well as emergency vehicle access.

As a reminder, this project was submitted, and review started, prior to the approval of Zoning Text Amendment 2020-11 which revised certain items related to conditional rezoning applications. For consistency, all ordinance references are to the UDO as amended 3/16/2020 – the last revision date prior to the approval of ZTA 2020-11 unless noted. Based on staff evaluation, the only material difference if reviewed under the new version is that the project density would likely be lower under the new calculation.

#### **CONDITIONS FOR APPROVAL OF PETITION**

Per Sections 3.4.5 and 4.13.6 of the Pender County Unified Development Ordinance, the Pender County Planning Board and the Board of County Commissioners can add reasonable and appropriate conditions based on mutually established goals with the Applicant and adjacent property owners. Conditions may address parking areas and driveways, pedestrian and vehicular circulation systems, screening and buffer areas, the timing of development, street and right-of-way improvements, water and sewer improvements, stormwater drainage, the provision of open space, and other matters that the participants in the public input meeting, staff, Planning Board and County Commission find appropriate or the petitioner may propose.

Staff, the applicant, and the Pender County Planning Board have previously collaborated to reach agreement on the following potential conditions of approval for this application:

1. The project shall be designed so that the post development runoff from the project be no more than ten (10) percent more than the pre- development runoff for the 10, 25, and 50 year return period events and be analyzed for the 100-year event.
2. All wetlands which will not be disturbed via an Army Corps of Engineers wetlands fill permit as part of the proposed development shall be placed under a conservation easement.
3. Informational signs to be installed at 500 ft intervals along all delineated wetland boundaries within platted open space, and to be maintained by the HOA and replaced as necessary. The applicant shall include this provision in the recorded covenants and restrictions for the development in perpetuity.
4. Sidewalks will be installed along all streets, and crosswalks will be marked at all intersections with a Collector Street.
5. Fall Brook Ln will be accepted for NCDOT maintenance prior to preliminary plat approval of the 601st lot of this development, preliminary plat approval of any portion of the development within the boundary of Tract 2 as shown on Pender County Map Book 42 P 116, or use of Fall Brook Ln for construction traffic, whichever shall come first.
6. A siren-activated gate meeting the standards of the Pender County Fire Marshal will be required at the border of the development and the existing A.R. Black Av., to be installed prior to final plat approval of the appropriate section, and be required to remain in place until such time as A.R. Black Av. Is brought up to the street design standards of the Pender County Unified Development Ordinance.
7. The wastewater treatment plant shall utilize membrane filtration technology, or other technology certified by the project engineer to render no greater negative impact to local water quality than membrane filtration.
8. Evidence that the Army Corps of Engineers has received any Certificate of Completion forms for wetland disturbance permits relating to the project shall be provided to staff prior to approval of the last Final Plat associated with this development.

9. Prior to completing the roadway connection between Fall Brook and the proposed development, A measure similar to a chicane that is acceptable to the NCDOT and Pender County Emergency Services shall be installed within the proposed development near the interconnection with Fall Brook, as well as at least one additional traffic calming measure along Fall Brook that is acceptable to NCDOT. The applicant shall also make a written request to the North Carolina Department of Transportation that a speed limit of 25 MPH should be posted on Fall Brook Ln.

Additionally, a tenth condition was discussed at the January 19, 2021 hearing and is again up for discussion at the November 15, 2021 meeting:

10. From the time that the road network of this development connects to Fall Brook Lane, to the time that the 700th home receives its Certificate of Occupancy, a gate shall be placed on the roadway between the two developments to allow only residents of Falls Mist and emergency vehicle traffic (siren activated) to utilize the connection. Means of access for construction vehicles shall not be granted. Following the Certificate of Occupancy for the 700th home, the gate shall be removed.

## **Attachment 2: Applicant's Narrative**



## STROUD ENGINEERING, P. A.

CONSULTING ENGINEERS  
102D CINEMA DRIVE  
WILMINGTON, NORTH CAROLINA 28403  
WWW.STROUDENGINEER.COM  
LICENSE NO. C-0647

December 21, 2021

Pender County Planning Department  
805 S. Walker Street  
Burgaw, North Carolina 28425

Re: Falls Mist Conditional Zoning Map Amendment  
Rocky Point, Pender County

To Whom it May Concern,

What follows is an application for the amendment of the Conditional Zoning Map approved for the Falls Mist Planned Development. There are two revisions requested in this effort. The first and primary is the removal of the required roadway connection to the Fall Brook subdivision road network. As presently approved, Fall Brook Lane will be connected to the Falls Mist development. The Pender County Unified Development Ordinance, UDO, Article 7.4.1.F is the basis of the required roadway connection. Through the original iterative rezoning process, an additional 9.4 acre parcel adjacent to the north of the Fall Brook subdivision tract was purchased and incorporated into the plan to provide collector street connection to US Highway 117 for the Falls Mist development. This alternate route is intended to relieve the collector street traffic through the Fall Brook Subdivision on the basis of ordinance required road connectivity, the stub right of way is still to be connected. The connection to Fall Brook Lane requires a lengthy wetland crossing. The alternate route enables a significant reduction of wetland impacts effectively minimizing the environmental affect of this development. Article 7.5.1.A (b) of The UDO affords exception to the cross-connection requirements provided environmental hardships that may be realized by such connection. On this basis, avoidance of the wetland impacts necessitated by the Fall Brook Lane connection is substantiated.

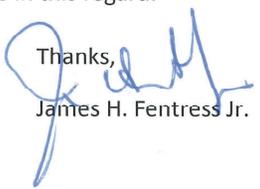
Article 4.14 (1) reports that setbacks for the PD zone are to be as shown by the Master Development Plan. The originally approved Master Development Plan represented PD zoning residential side setbacks to be ten feet. The developer is requesting the PD zoning residential side setbacks to be reduced to five feet to afford the builder opportunity to maximize the building envelope on smaller lots. On this premise, Note 10. Now represents the PD zoning residential side setbacks to be five feet. No other setbacks are proposed to be revised.

We hope the attached submission addresses the requirements to amend these two aspects of the Conditional Zoning Map. Please include this compilation for the next available review itinerary. Feel free to contact me with any additional needs that may arise in this regard.

Attachments

JHF/jf  
File W:\MASTER\PW1585\TRC\CSHAW RESPONSE 122121.doc

Thanks,

  
James H. Fentress Jr. PE, PLS

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# **Attachment 3: Revised Master Development Plan**

# SITE DATA

PROJECT PINS	3234.24 6900.0000, 3234.38 5366.0000, 3234.29-6506-0000 & 3234.53-1216-0000
PROJECT AREA	310.56 AC
EXISTING ZONING	PD-CD1 & RP
PROPOSED ZONING	PD-CD1
PROPOSED SINGLE FAMILY LOTS	750
PROPOSED COMMERCIAL AREA	1 AC
PROPOSED COMMON AREA	65 AC
SEWER UTILITY AREA	8 AC
PROPOSED RIGHT OF WAY AREA	10 AC
PROPOSED SINGLE FAMILY AREA	217 AC
PROPOSED OVERALL DENSITY	3.5 UNITS/ACRE
MINIMUM LOT SIZE	SEE NOTE 9
OPEN SPACE REQUIRED	22.5 AC
PASSIVE OPEN SPACE PROVIDED	53 AC
ACTIVE OPEN SPACE PROVIDED	12 AC
RECREATION UNITS REQUIRED	7.5
RECEIVING STREAM & CLASS	TURKEY CREEK, SW
PHASE 1 PROPOSES	300 LOTS & COMM.
PHASE 2 PROPOSES	300 LOTS
PHASE 3 PROPOSES	150 LOTS

## GENERAL NOTES:

- 310.56 ACRES ARE PROPOSED TO BE REZONED TO PD-CD1, PLANNED DEVELOPMENT PURSUANT PENDER COUNTY UNIFIED DEVELOPMENT ORDINANCE.
- PRIMARY ACCESS TO BE PROVIDED BY PUBLIC COLLECTOR ROAD IN ACCORDANCE WITH THE PENDER COUNTY COLLECTOR ROAD PLAN.
- ALL STREET CONSTRUCTION SHALL COMPLY WITH NC DOT STANDARDS.
- WETLAND LINE DELINEATED BY SOUTHERN ENVIRONMENTAL GROUP INC., SEGI
- WATER SERVICE TO BE PROVIDED BY PENDER COUNTY UTILITIES.
- STORMWATER MANAGEMENT SHALL BE BY LOW DENSITY, CURB OUTLET WITH PIPED COLLECTION. STORMWATER DETENTION PONDS ARE PROPOSED TO ENABLE THE COLLECTION PIPING.
- UNLESS OTHERWISE SHOWN, A TWENTY FIVE FOOT VEGETATED BUFFER IS PROPOSED ADJACENT THE PROJECT BOUNDARY.
- THE PROPERTY IS LOCATED WITHIN THE COPE FEAR RIVER BASIN AND DRAINS TO TURKEY CREEK, SW WATERS.
- NO SINGLE FAMILY RESIDENTIAL MINIMUM LOT SIZE IS PROPOSED. LOT SIZES WILL BE ESTABLISHED BY FUTURE PRELIMINARY PLANS AND CONSISTENT WITH PERMITTED DENSITY TO PROVIDE COMMON AREAS WHERE ENVIRONMENTALLY APPROPRIATE AND AS NEEDED FOR COMMUNITY BENEFIT.
- PROPOSED PD-CD1 ZONING RESIDENTIAL SETBACKS:  
 FRONT = 25'  
 REAR = 15'  
 SIDE = 5'  
 CORNER = 15'  
 MAX CHORD = 30'  
 MAX. BUILDING HEIGHT = 35' MAX.
- PROPOSED PD ZONING COMMERCIAL SETBACKS:  
 FRONT = 50'  
 REAR = 25'  
 SIDE = 10'  
 CORNER = 15'  
 MAX CHORD = 50'  
 MAX. BUILDING HEIGHT = 35' MAX.
- PROPOSED DEVELOPMENT WILL ADD 7000 TRIPS PER DAY, 700 PEAK HOUR TRIPS.
- RETAIL INACS CODE 44200, SEWAGE TREATMENT FACILITY INACS CODE 221030.
- LOCAL ROADS SHOWN FOR CONCEPT ONLY. PRELIMINARY PLAN ROAD NETWORK MAY VARY.
- ACTIVE SPACES AND RECREATIONAL UNITS WILL BE DESIGNATED IN THE PRELIMINARY PLAN PROCESS AND DEDICATED AS APPROPRIATE FOR THE NUMBER OF LOTS SO PLANNED.
- SIGNIFICANT TREE SURVEY WILL BE PROVIDED IN PERLIMINARY PLAN PROCESS.
- DEVELOPMENT PROPOSES TO DESIGN STORMWATER DETENTION SYSTEMS FOR THE 50 YEAR AND MODEL FOR THE 100 YR. STORM.
- BUILDING SEPARATION SHALL BE IN ACCORDANCE WITH THE NORTH CAROLINA BUILDING CODE.

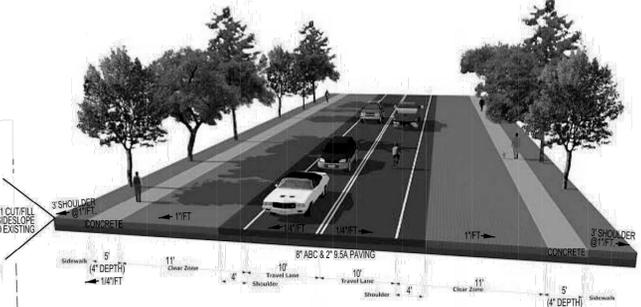
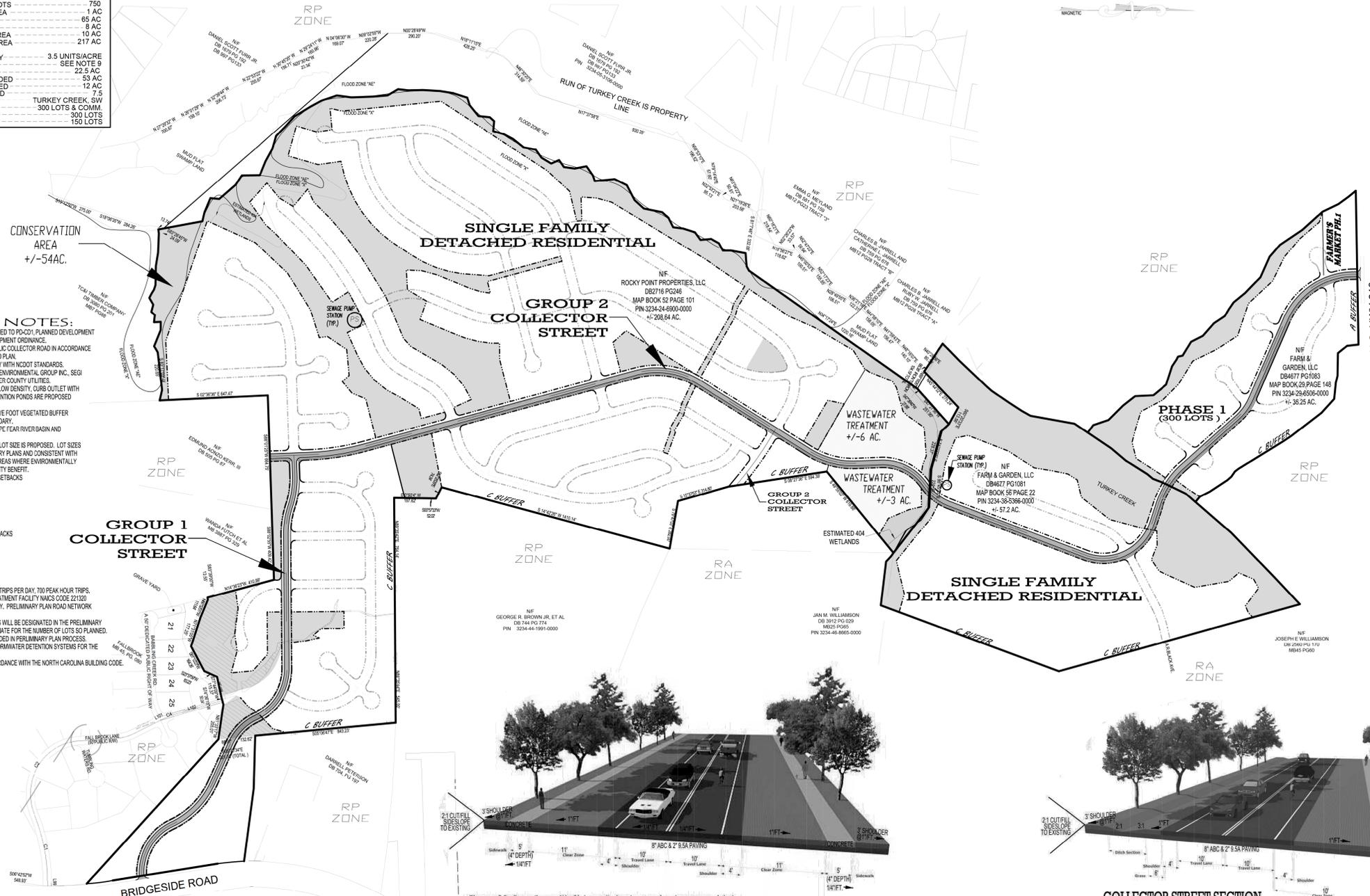
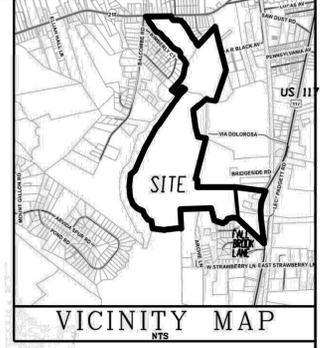


Figure 23: Baseline with Sidewalk (only required on one side)  
COLLECTOR STREET SECTION GROUP 1

COLLECTOR STREET SECTION GROUP 2



PROJECT NO.: PW1200-001  
DRAWING NO.: W:\MASTER\PW-1200\DGN\MASTER DEVELOPMENT PLAN.DGN



CONDITIONAL ZONING MAP AMENDMENT/PD MASTER DEVELOPMENT PLAN

# FALLS MIST GARDENS

OWNER: ROCKY POINT PROPERTIES, LLC & FARM AND GARDEN, LLC  
 ADDRESS: 10 S Cardinal Drive, Wilmington, NC 28403  
 PHONE: (910) 815-0775 (910) 815-0593 FAX

DESIGNED: JHF  
 DRAWN: TLL  
 APPROVED: JHF

DATE: 03/03/23  
 SCALE: 1" = 300'  
 SHEET 1 OF 1

STROUD ENGINEERING, P.A.  
 102-D CHINA DRIVE  
 WILMINGTON, NORTH CAROLINA 28403  
 (910) 815-0775 (910) 815-0593 FAX

## **Attachment 4: Public Input Meeting Packet**



## STROUD ENGINEERING, P. A.

CONSULTING ENGINEERS  
102D CINEMA DRIVE  
WILMINGTON, NORTH CAROLINA 28403  
WWW.STROUDENGINEER.COM  
LICENSE NO. C-0647

January 6, 2023

Re: Falls Mist PD Master Development Plan as approved by Pender County Commission

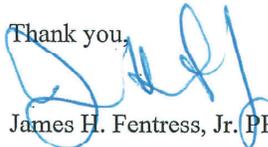
To All It May Concern,

Stroud Engineering, PA is writing you on behalf of Rocky Point Properties, LLC and Farm and Garden, LLC to notify you of an informal community meeting to discuss a proposed Master Development Plan revision of the Falls Mist project located off NC Highway 210 & US Highway 117 S, in Rocky Point, Pender County, NC. The primary plan revision to be discussed is the proposed elimination of the roadway connection to Fall Brook Lane.

The meeting is scheduled to be held on ***Tuesday, January 24th at the Pender County Library -103 S. Cowan Street, Burgaw, NC from 6:30 to 9:30 pm.*** Exhibits of the project and meeting locations are attached.

Please R.S.V.P. by email (Tracy Lowe: [tlowe@stroudengineer.com](mailto:tlowe@stroudengineer.com)) or call (910) 815-0775. I look forward to meeting you and addressing any questions that you may have.

Thank you,



James H. Fentress, Jr. PE, PLS

### Attachments

JHF/jf  
File W:\Master\PW-1200\pdf\community meeting\MASTER DEV PLAN REV COMMUNITY MEETING NOTICE.doc

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WILMINGTON, NORTH CAROLINA 28403  
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3302C BRIDGES STREET  
MOREHEAD CITY, NORTH CAROLINA 28557  
252.247.7479



## STROUD ENGINEERING, P. A.

CONSULTING ENGINEERS  
102D CINEMA DRIVE  
WILMINGTON, NORTH CAROLINA 28403  
WWW.STROUDENGINEER.COM  
LICENSE NO. C-0647

### Falls Mist Community Informational Meeting Report For Conditional Zoning Map Amendment

Stroud Engineering, PA held a community meeting on Tuesday, January 24, 2023 from 6:30 pm to 9:30 pm at the Burgaw Library in Pender County, NC to inform residents within five hundred feet of the proposed Conditional Zoning Map Amendment anticipated to eliminate the Fall Brook Lane road connection as well as reduce the reported side setback from ten feet to five feet. The meeting was an opportunity to report the proposal, address questions, and hear concerns regarding the proposed map amendment. The residents were notified of the meeting by mail.

Relative to the original community meeting in July of 2020, there were at least twenty new residents notified due to the 9.4 acre parcel purchased and approved for alternate connection to US Highway 117. The County required collector street corridor now emanates from this newly proposed driveway in lieu of converting Fall Brook Lane as originally interpreted from the Pender County Collector Street Plan. Community meeting attendance included; two Stroud Engineering, PA representatives, the property owner/developer, owner/developer Attorney, one senior Transportation Engineer from Davenport Engineering and fourteen interested residents. A reporting of the attendees is attached. There were several inquiries of Stroud Engineering in the weeks leading up to the meeting. The primary interests were to do with drainage, safety and traffic as well as some unfounded concerns of a possible convenient store apparently the result of rumor. There were no questions raised with regards to the setback reduction proposal.

The majority of the comments and concerns were from the Fall Brook Subdivision Community residents and residents along AR Black Avenue. A general overview of the dialog follows:

#### Drainage:

The focus of the drainage discussion was related to the flooding that occurs in the branch between the Fall Brook subdivision and the Falls Mist development tract. This flooding was reportedly aggravated by numerous downstream beaver dams. The Falls Mist developer reported that they had recently had several of the beavers removed and their dams destroyed in effort of improving the drainage in the branch and Turkey Creek. It was noted that the elimination of the Fall Brook Lane road connection would mean less flow obstruction in the branch which would not adversely affect drainage in the area. It was also noted that the development was conditioned on providing stormwater detention for the 100 year storm event which far exceeds the ordinance minimum.

#### Safety:

The Fall Brook community is relieved by the proposed elimination of the road connection to their subdivision. There were a few that were concerned about traffic safety on NC Highway 117 given the proposed driveways proximity to the bridge South of the Fall Brook Subdivision. It was noted that the proposed driveway is planned on the Bridgeside Road and not directly onto

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the highway. It was discussed that there was currently no traffic light proposed however the Traffic Impact Analysis would dictate what improvements would need to be made for that connection if and when the elimination of the Fall Brook Road connection was approved.

### Traffic :

Traffic pattern was the primary discussion point as traffic from the Falls Mist development would not be realized if the connection to Fall Brook Lane could be eliminated by the proposed Map Amendment. Fall Brook Lane was recorded in 2008 to be a fifty feet wide public road right of way with twenty feet of pavement consistent to referenced North Carolina Department of Transportation, NCDOT, collector road standards. It was emphasized that, as presently approved, Fall Brook Lane will be connected to the Falls Mist development. Through the original iterative rezoning process, an additional 9.4 acre parcel adjacent to the north of the Fall Brook subdivision tract was purchased and incorporated into the plan to provide collector street connection to US Highway 117 for the Falls Mist development. That was intended to relieve the collector traffic through the Fall Brook Subdivision but on the basis of ordinance required road connectivity, the stub right of way was still to be connected. The popular consensus of the Fall Brook Community was that elimination of the road connection to their development would be an improvement to the plan. The residents from AR Black Avenue expressed disinterest in their private road being connected even if only for emergency access. Several requested that we make the same request for exception to the ordinance that road connection. There was one however who asked the Falls Mist developer to pave AR Black. That was explained as not possible given the developer of the Falls Mist does not have right of access to AR Black.

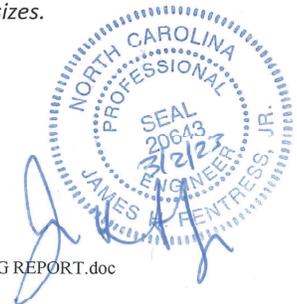
### Various questions:

- AR Black Ave residents are concerned about emergency use of their private road.
- AR Black Ave residents also concerned about proposed emergency gate at the end of the road.
- AR Black Ave residents concerned about buffer width behind proposed homes, due to several of the residents being avid target shooters.
- Safety flashing cautions lights near new entrance off HWY 117 next to Fall Brook Lane?
- Any proposals for the Owl Creek wetland area?
- When will the construction start? *18 months +/- for approval and permits.*
- Concerns of existing homes being devalued by the additional traffic.
- What size lots are proposed? *The PD zone is proposed to enable a diversity of lot sizes.*
- Residents want to be made aware of all upcoming meetings for attendance.
- Where will wastewater treatments be located?

### Attachments

JHF/jf

File W:\Master\PW-1200\MASTER PLAN REVISION\JAN 2023 COMMUNITY MEETING\2nd COMMUNITY MEETING REPORT.doc



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## FALLS MIST COMMUNITY MEETING NOTES From 1/24/2023

### Call ins -

- Vincent Barger 910-619-9737 [vincentbarger@gmail.com](mailto:vincentbarger@gmail.com)
- Anna Marie Fern off Strawberry 910-233-3112
- Mark Giardina 303-958-3601 [giardina2955@gmail.com](mailto:giardina2955@gmail.com) owner off AR Black Ave
- Ed Hill owns 46 ac blackberry farm across new 9.4 ac tract

14 land owners attended / 5 reps attended

### NOTES : (random notes throughout the evening)

- Traffic Signals – No traffic lights – Concerns of traffic over bridge heading North on HWY 117
- Sewer treatment plant
- DOT/TIA was updated – study was moved to new connector road
- Reduction of setbacks 10' – 5'
- Wetland – Owl Creek backs up to additional parcel – Condition to revise-10yr to 100yr storm are there any plans for Ped-Xing over wetlands?
- Fall Brook owners thrilled with ne update to reroute away from their subdiv
- Stroud/developer is asking county to oppose the Fall Brook Connection
- Questions RE: the proposed Farmers Mkt off 210
- When will ground breaking start
- The approved plan has connection to AR Black Ave. – County requires it – Developer/Stroud wants to eliminate the connection
- If there is a connection for 911 on AR Black – how & where will the gate be placed, how will it work, any potential for others to use it.
  - Owners along AR Black want the ex. gravel road to paved and maintained if county emergency is planning to use the access.
- AR Black Ave. end of road owners are concerned with the small proposed buffer, because they frequently target shoot on the back of their property.
- Concerned with price of proposed homes – hoping the mass building won't devalue their property.









**Pender County**  
**REZONE 2023-58: Request to rezone one**  
**parcel totaling approximately 1.52 acres**  
**from the PD, Planned Development**  
**zoning district to the GB, General**  
**Business zoning district in the Topsail**  
**Township**

---

**TO:** Board of County Commissioners  
**FROM:** Tucker Cherry  
**DATE:** February 20, 2024  
**SUBJECT:** REZONE 2023-58: Request to rezone one parcel totaling approximately 1.52 acres from the PD, Planned Development zoning district to the GB, General Business zoning district in the Topsail Township

---

**SUMMARY:**

Weston Lyall, PE, PLS, PLLC, applicant on behalf of Shugarts Family Properties, LLC, owner, is requesting approval of a Zoning Map Amendment to rezone one parcel totaling approximately 1.52 acres of land from the PD, Planned Development zoning district to the GB, General Business zoning district. The subject properties are located on the east side of US Hwy 17, north of the intersection of US Hwy 17 and Edens Lane in the Topsail Township and may be further identified by Pender County PIN 4204-97-4618-0000.

**ACTION REQUESTED:**

To hold a public hearing and consider the Zoning Map Amendment request.

**ATTACHMENTS:**

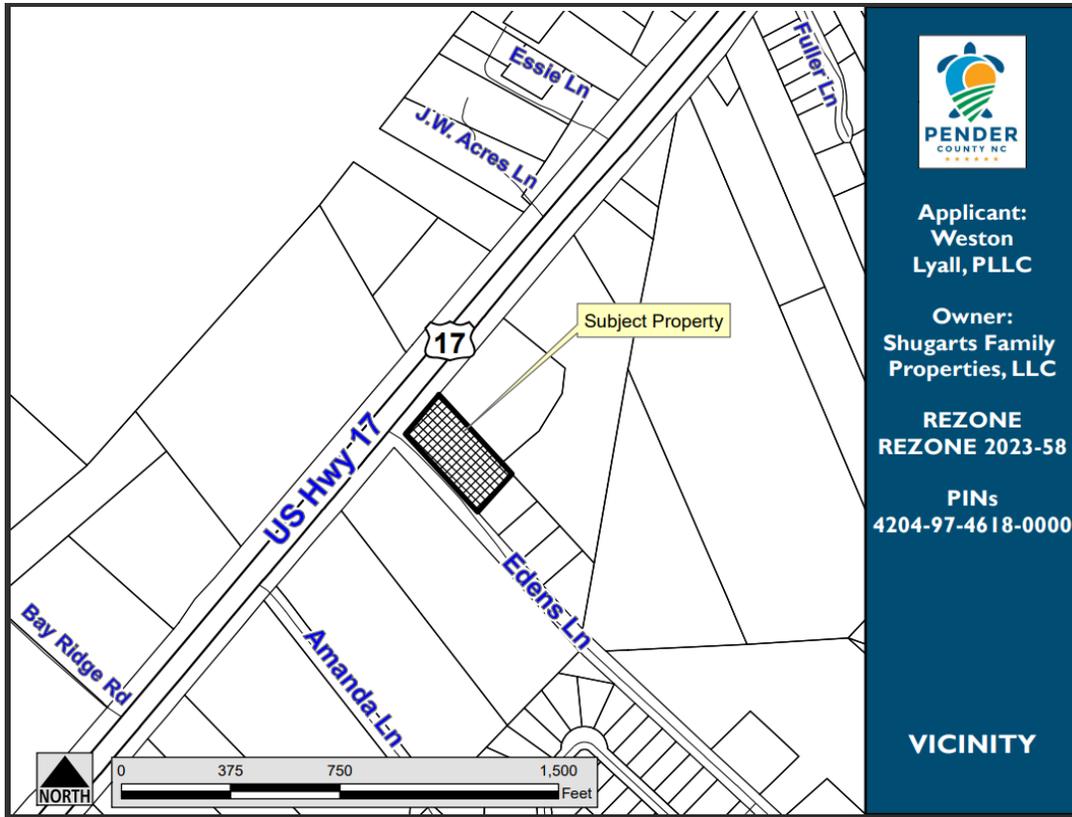
1. Staff Report
2. Application
3. Narrative
4. Map of Property
5. Attachment 1: Table of Permitted Uses

**STAFF REPORT FOR REZONE 2023-58  
ZONING MAP AMENDMENT APPLICATION**

<b>APPLICATION SUMMARY</b>	
Case Number	REZONE 2023-58
Hearing Dates	January 3, 2024 Planning Board February 20, 2024 Board of Commissioners
Applicant	Weston Lyall, PE, PLS, PLLC
Property Owner	Shugarts Family Properties, LLC
Parcel Identification Number	4204-97-4618-0000
Acreage	1.52
Township	Topsail
Pender 2.0 Future Land Use Category	Low-density Residential

<b>REZONING PROPOSAL</b>
Weston Lyall, PE, PLS, PLLC, applicant on behalf of Shugarts Family Properties, LLC, owner, is requesting approval of a Zoning Map Amendment to rezone one parcel totaling approximately 1.52 acres of land from the PD, Planned Development zoning district to the GB, General Business zoning district.
<b>LOCATION</b>
The subject properties are located on the east side of US Hwy 17, north of the intersection of US Hwy 17 and Edens Lane in the Topsail Township and may be further identified by Pender County PIN 4204-97-4618-0000.

Below: Vicinity Map of the Area



## REZONING PROPOSAL

The applicant is proposing to rezone approximately 1.52 acres from the PD, Planned Development zoning district to the GB, General Business zoning district. The intention of the application is for the zoning of the subject property to be consistent with the surrounding zoning designations and land uses along this section of US Hwy 17. The application, narrative, and survey of the site for the request are provided as attachments. Because this is a general use rezoning, a conceptual plan is not included within the application. If approved, the site could be developed based upon all uses that are permitted by right or by Special Use Permit in the GB, General Business zoning district. However, any future development of the site must comply with the standards of the GB, General Business zoning district and is subject to review and approval by the Technical Review Committee (TRC) to ensure compliance with all applicable local, State, and Federal regulations.

**Intent of the General Business Zoning District**

The General Business zoning district is primarily intended to accommodate uses which require close access to major highways. The district is established to provide convenient locations for businesses which serve the needs of surrounding residents, including office, retail, and personal service uses.

*Below: Aerial Map of the Area*



**Dimensional Requirements**

As this is a general use rezoning, the standard setbacks in the General Business zoning district apply and are outlined in the table below. The dimensional standards are proposed to apply uniformly to all buildings and uses on the subject properties.

Minimum Setback (General Business)	
Front	25'
Side	10'
Rear	10'
Corner	12'
Max. Height	40'
Structure Separation	20'

**Allowable Uses**

Because this is a general use rezoning, the site could be developed based upon all uses that are permitted by right in the General Business zoning district. The table below provides a general list of typical developments permitted in the General Business zoning district. A comprehensive list of all uses from Section 5.2.3 of the UDO is included as **Attachment I**.

<b>GB, General Business</b>	
<b>Residential Uses</b>	Upper story Residential
<b>Commercial Uses</b>	≈ 83 uses by-right (Retail Trade, Real Estate and Rental and Leasing, Professional Scientific and Technical Services, Educational Services) ≈ 18 uses w/ SUP (Utilities, Manufacturing, Arts, Entertainment, and Recreation etc.)

**TRANSPORTATION INFRASTRUCTURE**

**Access**

The subject property has direct access to US Hwy 17 and Edens Ln. Further development of the subject property would require driveway approval from the North Carolina Department of Transportation (NCDOT).

**Traffic**

Traffic Impact Analyses (TIA) are not required for general use rezonings since a site-specific development plan is not required to be included in the application package. The UDO requires a Traffic Impact Analysis (TIA) to be completed when a development generates 100 trips in the morning or evening peak hours or over 1,000 trips per day. If approved and developed in the future, estimated trip generation data will be required during the review of any site-specific development plan to determine if a TIA is required.

**NCDOT Annual Average Daily Traffic (AADT) – 2022; WMPO Roadway Capacities – 2020**

<b>Road</b>	<b>Location</b>	<b>Volume</b>	<b>Planning Capacity</b>	<b>V/C</b>
US Hwy 17	US Hwy 17 and Edens Ln	38,000	44,678	0.85

## OTHER INFRASTRUCTURE

### Utilities

Public water is available through Pender County Utilities (PCU) and according to available GIS data, the nearest PCU water main is along the east side of US Hwy 17 and along the south side of Edens Lane. Based on available GIS data and information from private sewer providers, private sewer is available at this location. The method of water and sewer service will be determined when a site-specific development plan is submitted for review.

### Schools

There is no development proposal associated with this general use rezoning, so no specific impacts on the school system are known at this time. Because the proposed rezoning is from a PD, Planned Development zoning district, to a GB, General Business zoning district, impact to school capacity is not anticipated.

ENVIRONMENTAL CONCERNS	
Special Flood Hazard Areas	The subject property does not contain Special Flood Hazard Areas <sup>1</sup> .
Wetlands	The subject property contains no characteristics of wetlands. <sup>2,3</sup>
Areas of Environmental Concern	The subject property does not contain any Areas of Environmental Concern (AEC) <sup>4</sup> .

<sup>1</sup> According to the effective regulatory and preliminary Flood Insurance Rate Maps NC Flood Risk Information System (NC FRIS)

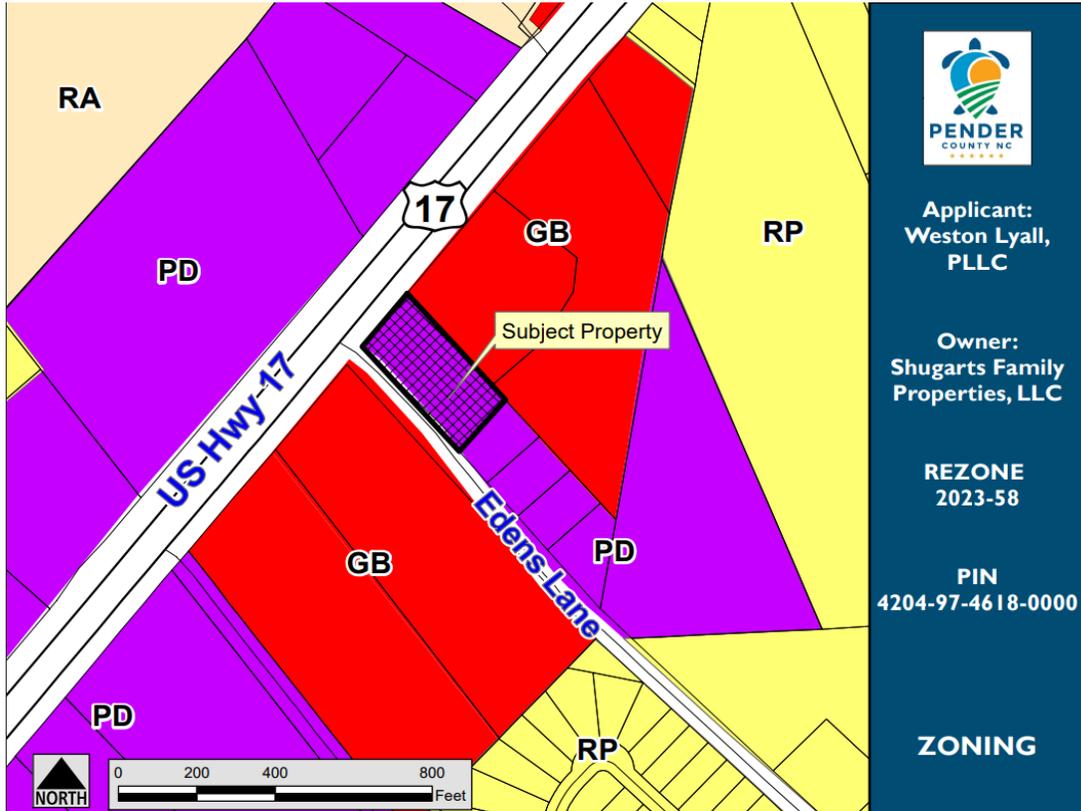
<sup>2</sup> According to the NC Division of Coastal Management (NC DCM)

<sup>3</sup> According to the National Wetlands Inventory (NWI)

<sup>4</sup> According to the North Carolina Department of Environmental Quality (NCDEQ)

## EVALUATION

*Below: Current Zoning Map of the Area*



### CHARACTERISTICS OF THE SURROUNDING AREA

	LAND USE	ZONING
<b>North</b>	Vacant, Commercial	PD, Planned Development; GB, General Business
<b>East</b>	Commercial, Residential	PD, Planned Development; GB, General Business; RP, Residential Performance
<b>South</b>	Commercial, Residential	PD, Planned Development; GB, General Business; RP, Residential Performance
<b>West</b>	Vacant, Commercial	PD, Planned Development; GB, General Business

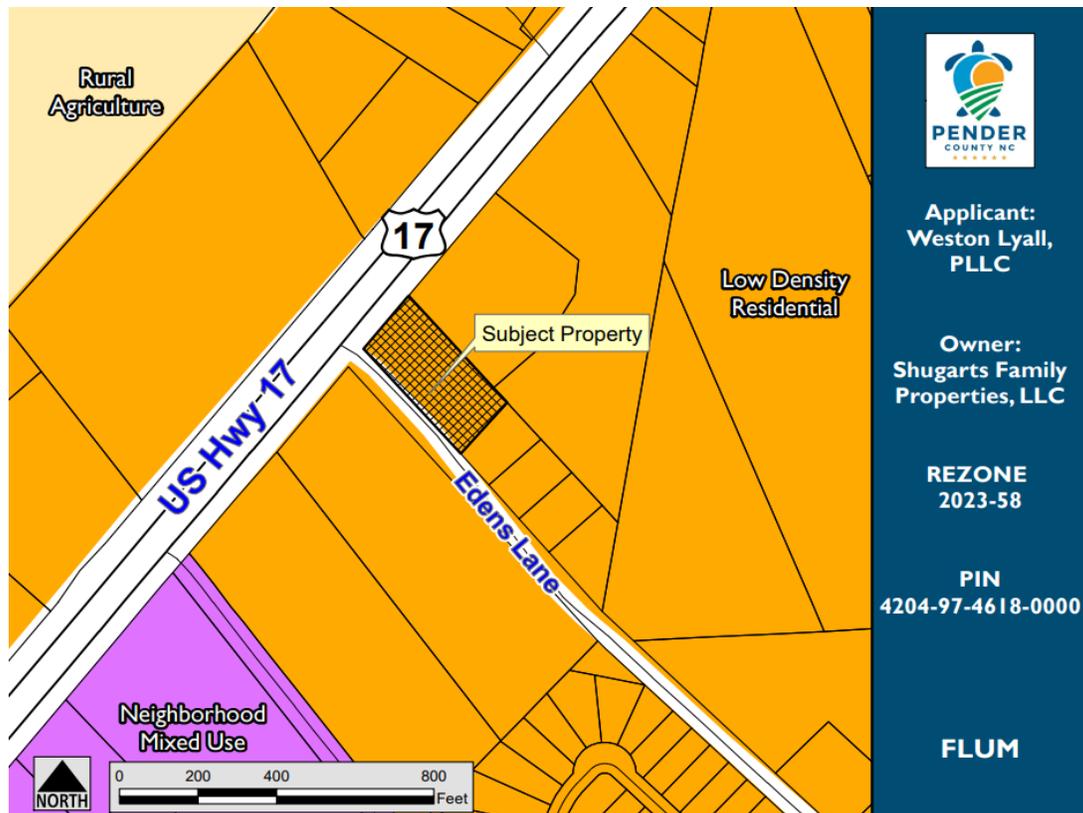
### Surrounding Zoning and Adjacent Land Uses

The subject property is currently within the PD, Planned Development zoning district. Properties immediately adjacent to the subject property are currently zoned GB, General Business and PD, Planned Development, as indicated by the table above.

There are established commercial businesses on both sides of the parcel along US Hwy 17. Established businesses located to the northeast include Longley Supply Company (Plumbing, Electrical, and HVAC Supplies) and Magnum Marine & RV Storage (Boat and RV Storage and Sales). To the southwest along this side of US Hwy 17 is Clayton Homes (Manufactured Homes Sales) and P&L Palms/Brad Wallace Irrigation & Landscape (Landscaping Business). Additionally, the north side of US Hwy 17 is generally undeveloped.

Immediately to the southeast, four parcels located along the north side of Edens Lane have received Zoning Permits for single family homes but have not received building permits at this time.

*Below: Future Land Use Map of the Area*



**Pender 2.0 Comprehensive Land Use Plan Compliance:** The subject property is located within the Low-Density Residential future land use designation, as shown on the Future Land Use Map (FLUM) within the Pender 2.0 Comprehensive Land Use Plan.

The Low Density Residential future land category is located on the fringe of medium density residential uses and within existing single-family neighborhoods. These areas are typically established single-family neighborhoods with a low-density residential development pattern. Appropriate uses include single-family dwellings and neighborhood-scale institutional facilities. Commercial and industrial uses are inappropriate in these areas, as are large institutions and other significant traffic generators. Duplexes and townhomes may be suitable when proposed as part of a master planned community whereby the dimensional requirements and uses forming the outer boundary of the community are compatible with the adjacent properties or permissible uses. Clustering of new communities is encouraged. Development density within this category is two dwelling units an acre or less. Water and sewer service may not be available in these areas.

**Desired Uses:**

- Single-family residential uses – detached
- Duplexes and townhomes may be suitable when included as part of a master planned community
- Recreation, parks, and open space

**Inappropriate Uses:**

- Non-residential development
- Single-family dwellings – attached
- Multi-family residential uses

**Transportation Infrastructure:**

- Automobile: Collector (local, minor), and local roads
- Pedestrian: 5-foot sidewalks on one side
- Cyclist: bicycle lanes and multi-use paths

In addition to the Future Land Use Map, the proposed Zoning Map Amendment was found to be consistent with the following policies within the Pender 2.0 Comprehensive Land Use Plan:

**Policy 5.1.C: Coordination with Infrastructure/Services:** The County shall encourage development in areas where the necessary infrastructure – roads, water, sewer, broadband, and schools – is available, planned or can be most cost effectively provided and extended to serve existing and future development. Natural resource conservation should be considered.

**Policy 5.1.D: Focused Growth and Development:** The County supports a growth pattern that includes low-density single-family residential communities, but also allows for the strategic placement of higher density residential, mixed uses, and commercial development to accommodate and support future population growth, where necessary infrastructure exists or is planned.

**Policy 5.1.E: Compatible Development:** The County supports new commercial and multi-family developments that blend with surrounding neighborhoods and limit traffic, noise, and light impacts on existing residential uses.

**Policy 5.1.H: Mixed Use Development:** The County supports a wide range of commercial and residential development at varying intensities, when appropriately located, and provided that impacts to adjacent property owners and traffic congestion is mitigated.

**Policy 5.1.K: Commercial Development:** The County supports a wide range of commercial development, particularly those businesses that provide needed services to residents and visitors, provided that the impacts on traffic are minimized.

**Unified Development Ordinance Compliance:** Section 3.3.5 of the Unified Development Ordinance provides for standards that shall be followed by the Planning Board and Board of County Commissioners before a favorable recommendation of approval for a rezoning can be made. The standards have been outlined in this report for consideration by the Planning Board and Board of County Commissioners.

### 3.3.5 Approval Criteria for Rezoning

The reviewing bodies (Planning Board and Board of Commissioners) shall consider the following matters in deciding a rezoning proposal, in addition to any other considerations as detailed in the specific rezoning application type:

- A. Whether the entire range of uses permitted by the proposed change would be appropriate to the area concerned, including that the proposed rezoning not:
  1. be detrimental to the natural environment,
  2. adversely affect the health, safety, or welfare of residents or workers in the area,
  3. be detrimental to the use or development of adjacent property,
  4. materially or adversely affect the character of the general neighborhood, and
  5. be reasonable as it relates to the public interest.
- B. Whether adequate public facilities/services (i.e.- water, wastewater, roads, schools, etc.) exist, are planned, or can be reasonably provided to serve the needs of any permitted uses likely to be constructed as a result of such change;
- C. Whether the proposed change is consistent with the County's Comprehensive Land Use Plan, CAMA Land Use Plan, and any other adopted land use document.

## RECOMMENDATION

Planning Staff is submitting the proposal for the Board of Commissioners' disposition. The proposed Zoning Map Amendment is supported by five policies within the Pender 2.0 Comprehensive Land Use Plan that encourage appropriately located commercial development that minimize impacts on existing residential uses. Although the proposed GB, General Business, zoning district rezoning request is inconsistent with the Future Land Use Map, the size of the parcel, existing uses on-site, proposed permitted uses, supporting policies, as well as its immediate proximity to commercially zoned property and established commercial uses, indicate that the request is reasonable and appropriate for this area. Planning Staff respectfully recommends approval of the Zoning Map Amendment as detailed in this report. At the January 3<sup>rd</sup>, 2024, meeting, the Planning Board unanimously (6-0) voted to approve the rezoning.

Approval of the proposed Zoning Map Amendment by the Board of Commissioners would automatically update the Future Land Use Map designation for the property from Low Density Residential to Neighborhood Mixed Use.

### BOARD OF COMMISSIONERS ACTION NEEDED:

**TO APPROVE:** Motion to approve the Zoning Map Amendment and to make a finding that the approval is consistent with the following policies in the Pender 2.0 Comprehensive Land Use Plan:

- **Policy 5.1.C**
- **Policy 5.1.D**
- **Policy 5.1.E**
- **Policy 5.1.H**
- **Policy 5.1.K**

While the proposed rezoning is inconsistent with the Low Density Residential Future Land Use classification in the Pender 2.0 Comprehensive Land Use Plan the proposal is reasonable and in the public interest because it has the potential to be generally consistent with current land uses in the vicinity. This approved would automatically update the Future Land Use classification for the property from Low Density Residential to Neighborhood Mixed Use.

**TO DENY:** Motion to deny the Zoning Map Amendment and to make a finding of denial because although the proposal is consistent with the Pender 2.0 Comprehensive Land Use Plan, said denial is reasonable and in the public interest and does not further the goals of the Pender 2.0 Comprehensive Land Use Plan because [INSERT REASONING] ...

**PLANNING BOARD ACTION FOR GENERAL USE REZONING**

<b>MOTION</b>	<b>SECONDED</b>
Buchanan	Mosca

<b>APPROVED</b>	<b>DENIED</b>	<b>UNANIMOUS</b>
Yes	-	Yes

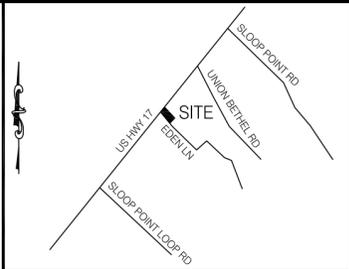
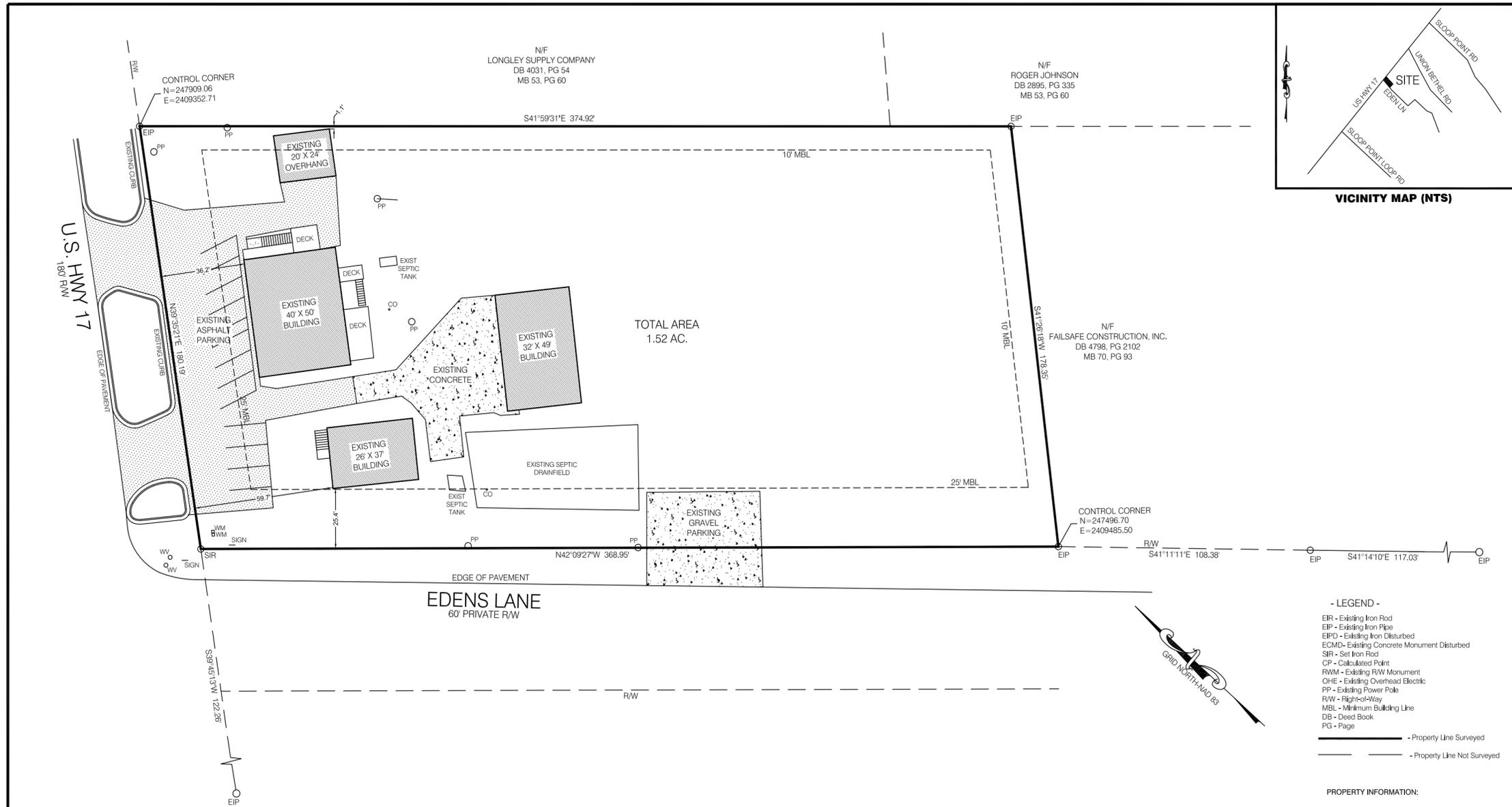
<b>Jordan</b>	<b>Buchanan</b>	<b>Beaudoin</b>	<b>Gruntfest</b>	<b>Mosca</b>	<b>Pitts</b>	<b>Teachey</b>
Yes	Yes	Yes	Absent	Yes	Yes	Yes

## APPLICATION FOR REZONING (Zoning Map Amendment)

THIS SECTION FOR OFFICE USE			
Application No.	ZMA REZONE-2023-00058	Date	11/06/2023
Application Fee	\$ 500	Invoice	00036782
Pre-Application Conference	n/a	Hearing Date	01/03/2024
<b>SECTION 1: APPLICANT INFORMATION</b>			
Applicant's Name:	Weston Lyall PEPLS PLLC	Owner's Name:	Shugarts Family Properties
Applicant's Address:	214 Hwy 17 N Suite 1	Owner's Address:	150 Cornell Ln
City, State, & Zip	Holly Ridge NC 28445	City, State, & Zip	Hampstead NC 28443
Phone Number:	910 329-9961	Phone Number:	330-284-4909
Email Address:	westonlyall@westonlyall.com	Email Address:	jeremy.aquamassage@gmail.com
Legal relationship of applicant to landowner:			
<b>SECTION 2: PROJECT INFORMATION</b>			
Property Identification Number (PIN):	4204-97-4618-0000	Total property acreage:	1.52 AC
Current Zoning District:	PD	Proposed Zoning District:	GB
Project Address:	20180 US HWY 17 HAMPSTEAD		
Description of Project Location:	CORNER US HWY 17 AND EDENS LN		
<b>SECTION 3: SIGNATURES</b>			
Applicant's Signature		Date:	10-24-23
Applicant's Name Printed	CHRISTOPHER RYAN	Date:	10-24-23
Owner's Signature		Date:	10-24-23
Owner's Name Printed	Jeremy Shugarts	Date:	10-24-23
<b>NOTICE TO APPLICANT</b>			
<ol style="list-style-type: none"> <li>1. Applicant must also submit the information described on the Rezoning Checklist.</li> <li>2. Applicant or agent authorized in writing must attend the public hearing.</li> <li>3. Once the public hearing has been advertised, the case will be heard unless the applicant withdraws the application or unless the Planning Board or other authorized person agrees to table or delay the hearing.</li> <li>4. All fees are non-refundable</li> <li>5. A complete application packet must be submitted prior to the deadline in order to be placed on the next Planning Board Agenda</li> </ol>			

### Project Narrative

A zoning amendment request is being sought for the property located at 20180 and 20184 US Hwy 17 near Hampstead, NC, from current zoning of PD to proposed zoning of GB. The PIN number of said property is 4204-97-4618-0000. The owner is making this request in order to subdivide the property and propose a commercial use that will be in compliance with the GB zoning district, and be in harmony with existing commercial use on said property.



VICINITY MAP (NTS)

- LEGEND -

- EIR - Existing Iron Rod
  - EIP - Existing Iron Pipe
  - EIPD - Existing Iron Disturbed
  - ECMD - Existing Concrete Monument Disturbed
  - SIR - Soil Iron Rod
  - CP - Calculated Point
  - RWM - Existing R/W Monument
  - OHE - Existing Overhead Electric
  - PP - Existing Power Pole
  - R/W - Right-of-Way
  - MBL - Minimum Building Line
  - DB - Deed Book
  - PG - Page
- Property Line Surveyed  
 - Property Line Not Surveyed

PROPERTY INFORMATION:  
 OWNER: SHUGARTS FAMILY PROPERTIES, LLC  
 150 CORNELL LANE  
 HAMPSTEAD, NC 28443  
 DEED BOOK 4800, PAGE 2971  
 MAP BOOK 28, PAGE 1  
 TOTAL AREA: 1.52 AC.  
 PIN #4204-97-4618-0000



**NORTH CAROLINA  
 PENDER COUNTY**  
**I, WESTON LYALL, PROFESSIONAL LAND SURVEYOR NUMBER L-4438, CERTIFY THAT THIS PLAT WAS DRAWN UNDER MY SUPERVISION FROM AN ACTUAL GPS SURVEY MADE UNDER MY SUPERVISION FROM (MAP BOOK 28 PAGE 1) AND THE FOLLOWING INFORMATION WAS USED TO PERFORM THE SURVEY: CLASS OF SURVEY: B; POSITIONAL ACCURACY: 500 RMS; TYPE OF GPS FIELD PROCEDURE: VRSRTKGPS; DATUM: NAD83 "2007"; NAVD88; GEIOD MODEL: GEIOD 03; COMBINED GRID FACTOR: 0.99999012; UNITS: US SURVEY FEET; THAT THE SURVEY IS OF ANOTHER CATEGORY, SUCH AS THE RECOMBINATION OF EXISTING PARCELS, A COURT-ORDERED SURVEY, OR OTHER EXEMPTION OR EXCEPTION TO THE DEFINITION OF SUBDIVISION. THIS PLAT WAS PREPARED IN ACCORDANCE WITH G.S. 47-30 AS AMENDED.**

**PRELIMINARY PLAT  
 NOT FOR CONVEYANCE  
 SALES OR RECORDING**

WESTON LYALL, PLS

- NOTES:
1. THIS PROPERTY IS SUBJECT TO RESTRICTIVE COVENANTS, EASEMENTS OF RECORD, ZONING ORDINANCE, AND UNDERGROUND UTILITIES, IF ANY.
  2. NO TITLE SEARCH BY SURVEYOR.
  3. AREA BY COORDINATE METHOD.
  4. THIS SUBJECT PROPERTY IS NOT LOCATED IN A SPECIAL FLOOD HAZARD ZONE. NCFIRM COMMUNITY PANEL #3720-420400-J (EFFECTIVE DATE FEBRUARY 16, 2007).
  5. THE SUBJECT PROPERTY CONTAINS NO AREAS OF ENVIRONMENTAL CONCERN.
  6. REFERENCES: DB 4800, PG 2971; MB 28, PG 1; MB 70, PG 93
  7. ZONING: PD PENDER COUNTY  
 NO BUILDING SETBACKS ESTABLISHED PER ORIGINAL DEED BOOK 4800, PAGE 2971  
 PROPOSED BUILDING SETBACKS TO COMPLY WITH NEIGHBORING DISTRICT "GB"  
 FRONT - 25', SIDE - 10', CORNER SIDE - 12', REAR - 10'
  8. LOT "B" SHALL BE DIRECTLY ACCESSED VIA EXISTING 60' PRIVATE ROAD KNOW AS EDENS LANE, WHICH HAS DIRECT ACCESS FROM U.S. HWY 17.
  9. THIS PARCEL CANNOT BE USED FOR BUILDING DEVELOPMENT, UNLESS AN APPROVED WASTE WATER DISPOSAL METHOD HAS BEEN APPROVED AND PERMITTED BY THE PENDER COUNTY ENVIRONMENTAL HEALTH DEPARTMENT OR APPROPRIATE STATE AGENCY OR UNLESS A NEW PLAT IS APPROVED AND RECORDED AS REQUIRED UNDER THIS ORDINANCE.
  10. FIELD WORK COMPLETED MAY 3, 2023.

**REVISION BOUNDARY MAP FOR  
 JEREMY SHUGARTS**  
 20180 & 20184 US HWY 17, HAMPSTEAD, NC  
 ALL OF THE LANDS CLAIMED IN DEED BOOK 4800, PAGE 2971  
 TOPSAIL TOWNSHIP  
 PENDER COUNTY, NC

**SCALE: 1" = 30'** OCTOBER 23, 2023

**WESTON LYALL, PE, PLS, PLLC**  
 214 HIGHWAY 17N SUITE 1  
 HOLLY RIDGE, NC 28445  
 PHONE: 910-329-9961 FIRM LICENSE #P-0937  
 STRUCTURAL & CIVIL ENGINEERING & LAND SURVEYING

# **ATTACHMENT 1: Table of Permitted Uses**

**TABLE OF PERMITTED USES**

P=Permitted Use D=Permitted w/ Use Standards S=Special Use Approval Required SD=Special Use Approval Required w/ Additional Standards PM=Permitted in conjunction w/ the MDP process

Use Category Specific Use Type	Ref NAICS	Zoning Districts									
		RA	RP	RM	MH	PD	GB	OI	IT	GI	EC
<b>RESIDENTIAL</b>											
SFD: Detached-Conventional		P	P	P	P	P					
SFD: Detached Zero Lot Line				P		P					
SFD-Attached: Duplex		P	P	P		P					
SFD-Attached: Multiplex				P		P					
SFD-Townhouse (5+ attached)				P		P					
Multifamily (condominium/apartment)				P		P					
Upper Story Residential						P	P	P			
Accessory Dwelling		D	D	P		D					
Accessory Dwelling on Non Residential Principal Uses		D				D			P	P	
Manufactured Home		P	D		P						
Manufactured Home Park					PMD						
<b>ACCESSORY USES AND STRUCTURES</b>											
Accessory Structures		P	P	P	P	P	P	P	P	P	
Cottage Occupations		SD	SD	SD		SD	SD				
Home Occupation		D	D	D	D	D	D				
Agritourism Activities on active farms		D	D	D	D	D	D	D	D	D	D
<b>Sector 21: MINING, QUARRYING, OIL AND GAS EXTRACTION</b>											
Nonmetallic Mineral Mining & Quarrying	2123	S								S	
Except: 212392 Phosphate Rock Mining											
Except: 212321 Borrow Pit Sand Mining			PMDS			PMD					
<b>Sector 22: UTILITIES</b>											
Fossil Fuel Electric Power Generation	221112									S	
Other Electric Power Generation	221119	S	S			S			P	P	
Electric Bulk Power Transmission & Control	221121	S	S	S	S	S	S	S	P	P	

Natural Gas Distribution Except Transmission Lines	221210										P
Water Supply Facilities*	221310		S				PM				P
Sewage Treatment Facilities*	221320		S	PMD/S			PMD/S				P
Except: Sewage Lift Stations*		SD	SD	PMD/S	PMD/S	PMD/S	D	D	D	D	
*County Owned or County Service District Provided Systems=P											
		<b>Zoning Districts</b>									
<b>Use Type</b>	<b>Ref NAICS</b>	<b>RA</b>	<b>RP</b>	<b>RM</b>	<b>MH</b>	<b>PD</b>	<b>GB</b>	<b>OI</b>	<b>IT</b>	<b>GI</b>	<b>EC</b>
<b>Sector 23: CONSTRUCTION</b>											
Construction of Buildings	236						D		P	P	
Heavy and Civil Engineering Construction	237						D		P	P	
Specialty Trade Contractors	238						D		P	P	
<b>Sectors 31-33 MANUFACTURING</b>											
Artisan Manufacturing		S	S			P	P		P		
Food Manufacturing	311									P	
Beverage and Tobacco Product Manufacturing	312									P	
Textile Mills	313									P	
Textile Product Mills	314									P	
Apparel Manufacturing	315									P	
Wood Product Manufacturing	321								P	P	
Truss Manufacturing	321214						S		P	P	
Prefabricated Wood Building Manufacturing	321992						S		P	P	
Prefabricated Metal Building and Component Manufacturing	332311						S		P	P	
Paper Manufacturing	322									S	
Converted Paper Product Manufacturing	3222									P	
Printing and Related Support Activities	323								P	P	
Petroleum and Coal Products Manufacturing	324									S	
Synthetic Dye and Pigment Manufacturing	32513									P	
Other Basic Organic Chemical Manufacturing	32519									P	
Resin, Synthetic Rubber & Artificial Synthetic Fibers and Filaments Manufacturing	3252									P	

Pharmaceutical Manufacturing	3254								P	P	
Paint, Coating and Adhesive Manufacturing	3255									P	
Soap, Cleaning Compound and Toilet Preparation Manufacturing	3256									P	
Other Chemical Product and Preparation Manufacturing										P	
Except: 32592 Explosive Manufacturing											
Plastics and Rubber Products Manufacturing	326									P	
Clay Product and Refractory Manufacturing	3271									P	
Ready-Mix Concrete Manufacturing	32732									P	
Concrete Pipe, Brick, & Block Manufacturing	32733									P	

Use Type	Ref NAICS	Zoning Districts										
		RA	RP	RM	MH	PD	GB	OI	IT	GI	EC	
<b>Sectors 31-33 MANUFACTURING</b>												
Other Concrete Product Manufacturing	32739										P	
Gypsum Product Manufacturing	32742										P	
Fabricated Product Manufacturing	332										P	
Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	3327									P	P	
Machinery Manufacturing	333										P	
Computer & Electronic Product Manufacturing	334									P	P	
Electrical Equipment, Appliance, & Component Manufacturing	335										P	
Transportation Equipment Manufacturing	336										P	
Furniture and Related Product Manufacturing	337									P	P	
Miscellaneous Manufacturing	339									P	P	
<b>Sector 42 WHOLESALE TRADE</b>												
Wholesale Trade	42	S								P	P	
<b>Sectors 44-45 RETAIL TRADE</b>												

Motor Vehicle and Parts Dealers	441	S						P		P		
Furniture and Home Furnishings Stores	442							P		P		
Electronics and Appliance Stores	443	S				P		P		P		
Building Material, Garden Equipment & Supplies Dealers	444	S						P		P	P	
Food and Beverage Stores	445	S	S			P		P		P		
Health and Personal Care Stores	446	S	S			P		P	P	P		
Gasoline Stations	447	S				P		P		P		
Clothing and Clothing Accessories Stores	448	S				P		P		P		
Sporting Goods, Hobby, Book, and Music Stores	451					P		P		P		
Miscellaneous Store Retailers	453	S				P		P				
Non store Retailers	454	S				P		P		P		
Liquefied Petroleum Gas Dealers	454312										P	
<b>Sectors 48-49: TRANSPORTATION AND WAREHOUSING</b>												
Air Transportation	481									P	P	
Rail Transportation	482									P	P	
Truck Transportation	484									P	P	
Transit and Ground Passenger Transportation	485									P	P	
Interurban and Rural Bus Transportation	4852							P		P	P	
Taxi and Limousine Service	4853							P		P	P	
School and Employee Bus Transportation	4854									P	P	
Charter Bus Industry	4855									P	P	
Support Activities for Transportation	4881									P	P	
Support Activities for Road Transportation	4884	S						P		P	P	
Postal Services	491110	S	S			P		P	P			
Couriers and Messengers	492							P	P	P	P	
<b>Zoning Districts</b>												
<b>Use Type</b>	<b>Ref NAICS</b>	<b>RA</b>	<b>RP</b>	<b>RM</b>	<b>MH</b>	<b>PD</b>	<b>GB</b>	<b>OI</b>	<b>IT</b>	<b>GI</b>	<b>EC</b>	
<b>Sectors 48-49: TRANSPORTATION AND WAREHOUSING</b>												

Warehousing and Storage	493	S							P	P	
<b>Sector 51: INFORMATION</b>											
Information	51					P	P	P	P	P	
Finance and Insurance	52	S	S			P	P	P	P	P	
<b>Sector 53: REAL ESTATE AND RENTAL AND LEASING</b>											
Real Estate and Rental and Leasing	53	S	S			P	P	P	P	P	
Commercial and Industrial Machinery and Equipment Rental and Leasing	5324								P	P	
<b>Sector 54: PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES</b>											
Professional, Scientific, & Technical Services	54	S	S			P	P	P	P	P	
<b>Sector 55: MANAGEMENT OF COMPANIES AND ENTERPRISES</b>											
Management of Companies and Enterprises	55	S	S			P	P	P	P	P	
<b>Sector 56: ADMINISTRATIVE AND SUPPORT AND WASTE MANAGEMENT AND REMEDIATION SERVICES</b>											
Administrative and Support Services	561	S				P	P	P	P	P	
Solid Waste Collection Public	562111	P	P	P	P	P	P	P	P	P	
Solid Waste Collection Private	562111										S
Solid Waste Landfill	562212										S
Solid Waste Combustors and Incinerators	562213										S
Other Nonhazardous Waste Treatment and Disposal	562219	S					S		S	S	
Remediation Services	562910										S
Materials Recovery Facilities	562920										S
All Other Waste Management Facilities	56299										S
<b>Sector 61: EDUCATIONAL SERVICES</b>											
Educational Services	611	P	S			P	P	P			
Business Schools, Computer & Management Training	6114	S				P		P	P		
Technical and Trade Schools	6115	S				P	P	P	P	P	
Other Schools and Instruction	6116	S				P	P	P	P		

<b>Sector 62: HEALTH CARE AND SOCIAL ASSISTANCE</b>											
Ambulatory Health Care Services	621					P	P	P			
<b>Except:</b> Outpatient Mental Health and Substance Abuse Centers	62142						P	S			
Hospitals	622	S				P	P	P			
<b>Zoning Districts</b>											
Use Type	Ref NAICS	RA	RP	RM	MH	PD	GB	OI	IT	GI	EC
<b>Sector 62: HEALTH CARE AND SOCIAL ASSISTANCE</b>											
<b>Except:</b> Psychiatric and Substance Abuse Hospitals	6222							S			
<b>Except:</b> Outpatient Mental Health and Substance Abuse Hospitals	62142						S	S			
Nursing and Residential Care Facilities	623	S	S			P	P	P			
<b>Except:</b> Residential Mental Retardation, Mental Health & Substance Abuse Facilities	6232	S						S			
Social Assistance	624	S				P	P	P			
Vocational Rehabilitation Services	6243						P	P	P	P	
<b>Sector 71: ARTS, ENTERTAINMENT, AND RECREATION</b>											
Performing Arts Companies	7111	S				P	P				
Spectator Sports	7112	S					P		P		
Promoters of Performing Arts, Sports and Similar Events	7113	S				S	S				
Agents and Managers for Artists, Athletes, Entertainers and Other Public Figures	7114					P	P	P			
Museums, Historical Sites and Similar Institutions	712	S				P	P	P			
Amusement and Theme Parks	713110	S				S	S				
Amusement Arcades	713120						P				
Golf Courses and Country Clubs	713910	S	PM			P					
Fitness & Recreational Sports Centers	713940	S				P	P	P	P		
Bowling Centers	71395					P	P	P	P		

All Other Amusement & Recreation Industries	71399	S				P	P		P		
Aviation Clubs, Recreational	713990	S	S			P	P		P		
Canoeing, Recreational	713990	S	S			P	P		P		
Fishing Clubs, Recreational	713990	S	S			P	P		P		
Flying Clubs, Recreational	713990	S	S			P	P		P		
Guide Services (i.e. Fishing, Hunting, Tourist)	713990	S	S			P	P		P		
Horse Riding, Recreational	713990	P	S								
Outdoor Shooting Ranges	713990	S									
<b>Zoning Districts</b>											
<b>Use Type</b>	<b>Ref NAICS</b>	<b>RA</b>	<b>RP</b>	<b>RM</b>	<b>MH</b>	<b>PD</b>	<b>GB</b>	<b>OI</b>	<b>IT</b>	<b>GI</b>	<b>EC</b>
<b>Sector 72: ACCOMMODATIONS AND FOOD SERVICES</b>											
Hotels and Motels	72111					P	D	D			
Bed and Breakfast Inns	721191	S	S		S	P	P				
All Other Traveler Accommodation	721199	S	S		S	P	P				
RV Parks and Recreational Camps	7212	SD					SD				
Recreational and Vacation Camps	721214	S									S
Rooming and Boarding Houses	721310	S				P	P				
Full Service Restaurants	7221	S				P	P	P	P	P	
Limited Service Eating Places	7222	S				P	P	P	P	P	
Special Food Services	7223	S				P	P	P	P	P	
Drinking Places (Alcoholic Beverages)	7224	S				P	P				
<b>Sector 81: OTHER SERVICES, EXCEPT PUBLIC ADMINISTRATION</b>											
Automotive Repair and Maintenance	8111	S					P		P	P	
Electronic and Precision Equipment Repair and Maintenance	8112	S					P	P	P	P	
Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	8113								P	P	
Personal and Household Goods Repair and Maintenance	8114	S				P	P	P	P	P	

Personal Care Services	8121	P	S			P	P	P	P		
Funeral Homes and Funeral Services	81221	S					P	P	P	P	
Cemeteries and Crematories Except: Private Cemetery	81222	S	S			S	S	S	S	S	
Coin Operated Laundries and Drycleaners	812310	P				P	P				
Dry-cleaning and Laundry Services	812320	S				P	P		P	P	
Linen & Uniform Supply	81233								P	P	
Other Personal Services	8129	S				P	P	P	P		
Pet Care Services	812910	D					D		D	D	
Religious Organizations	8131	P	S			P	P	P	P		
Grant making and Giving Services	8132					P	P	P	P		
Social Advocacy Organizations	8133					P	P	P	P		
Civic and Social Organizations	813410	S	S			P	P	P			
Business, Professional, Labor, Political and Similar Organizations	8139					P	P	P	P		
Public Administration	92	P	P	P	P	P	P	P	P	P	
<b>Zoning Districts</b>											
<b>Use Type</b>	<b>Ref NAICS</b>	<b>RA</b>	<b>RP</b>	<b>RM</b>	<b>MH</b>	<b>PD</b>	<b>GB</b>	<b>OI</b>	<b>IT</b>	<b>GI</b>	<b>EC</b>
<b>MISCELLANEOUS USES</b>											
Adult and Sexually Oriented Businesses									S	S	
Adult Retail									S	S	
Bona fide Farm Purposes		D	D	D	D	D	D	D	D	D	D
Child Care Center		P	S			S	P	P			
Community Boating Facility		SD	SD	SD	SD	SD					
Community Boating Facility in conjunction with a Master Development Plan		SD	PMD	PMD	PMD	PMD					
Disaster Volunteer Housing		D	D	D	D	D	D	D	D	D	
Family Care Home		D	D	D	D	D					
Family Child Care Home		P	P			P	P	P			
Industrial Park										SD	
Marina (Commercial)		SD	PMD			PMD					
Portable Storage Containers		D	D	D	D	D	D	D	D	D	
Private Cemetery less than 6,000 sq. ft.		D	D				D	D	D		

Private Cemetery 6,000 sq. ft. and larger		S	S				S	S	S		
Public Parks		P	P	P	P	P	P	P	P	P	
Private Residential Boating Facility		D	D	D	D	D					
Salvage Operations		S									D
Storage of Merchandise, Materials or Equipment On Site Inside or Outside An Enclosed Building, Excluding Salvage		S							P	P	
Storage of boats and watercraft outdoors or on dry stack structures							S				
Sweepstakes Center							SD		SD	SD	
Telecommunication Facilities		SD	SD			SD	SD	SD	SD	SD	
Telecommunication Facilities – Public Safety		SD	SD			SD	SD	SD	SD	SD	
Temporary Manufactured Homes		P	P			P					
Temporary Modular/Manufactured Offices						P	P	P	P	P	
Temporary Fruit & Vegetable Stands		P	P								
Temporary Buildings for Construction or Development		D	D	D	D	D	D	D	D	D	
Temporary Events		D					D	D	D	D	