

# Hurricane Matthew Resilient Redevelopment Plan

## Richmond County



May 2017  
Version 1.2

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## Change Log

Version	Date	Summary of Changes
1.1	6/19/17	Minor Revisions
1.2	8/25/17	Labor and unemployment data updated

## Executive Summary

In October 2016, Hurricane Matthew caused widespread destruction in the Caribbean and up the Eastern Seaboard of the United States. In North Carolina, at least 26 people lost their lives, and 100,000 homes, businesses, and government buildings sustained damage estimated at \$4.8 billion.<sup>1</sup> At the storm's peak, 3,744 individuals fled to 109 shelters across the region. More than 800,000 households lost power and 635 roads were closed, including the major east-west and north-south corridors.

In December 2016, the North Carolina General Assembly established the North Carolina Resilient Redevelopment Planning (NCRRP) program as part of the 2016 Disaster Recovery Act (*Session Law 2016-124*). The purpose of the program is to provide a roadmap for community rebuilding and revitalization assistance for the communities that were damaged by the hurricane. The program empowers communities to prepare locally driven recovery plans to identify redevelopment strategies, innovative reconstruction projects, and other needed actions to allow each community not only to survive but also to thrive in an era when natural hazards are increasing in severity and frequency.

The NCRRP consists of planning and implementation phases and is managed through North Carolina Emergency Management.

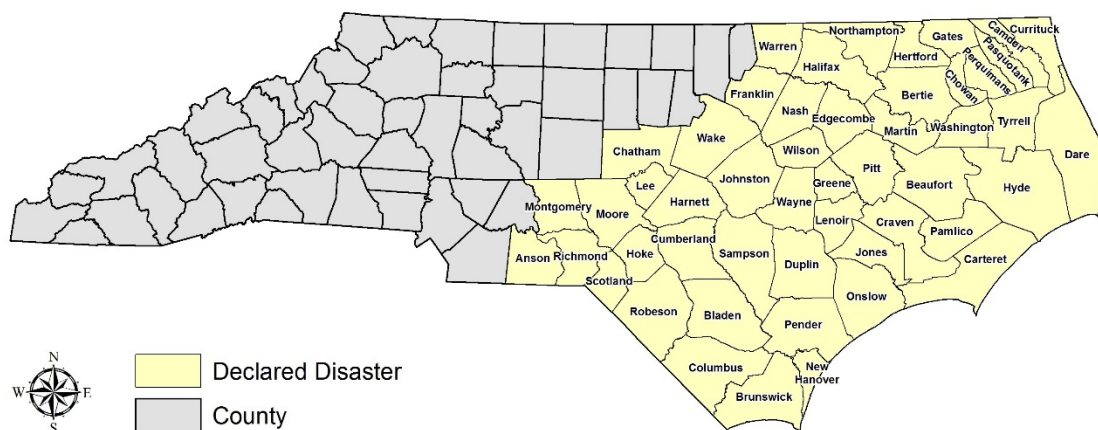


Figure 1. NCRRP Counties

This document is a snapshot of the current needs of Richmond County regarding holistic recovery and redevelopment. The plan will evolve as the county analyzes the risk to its assets, identifies needs and opportunities, determines the potential costs and benefits of projects, and prioritizes projects. As projects are more fully defined, the potential impact on neighboring communities and the region may lead to modifications.

Implementation of the proposed projects and actions described in this plan is subject to applicable federal, state, and local laws and regulations. Proposed projects or actions may be eligible for state or federal funding, or could be accomplished with municipal, nonprofit, or private investments. However, inclusion of a project or action in this plan does not guarantee that it will be eligible for recovery funding.

<sup>1</sup> Reuters, "Hurricane Matthew's North Carolina Toll: 26 Dead, \$1.5B in Damage," *Newsweek* (October 17, 2016), <http://www.newsweek.com/hurricane-matthew-north-carolina-26-dead-15-billion-510783>.

After multiple public meetings, Richmond County has identified 16 projects in four pillars: Housing, Infrastructure, Economic Development, and Environmental. Details of these projects can be found in Section IV of this plan.

Pillar	Project/Action Count
Housing	3
Economic Development	2
Infrastructure	5
Environment	6
<b>Grand Total</b>	<b>16</b>

**Table 1. Richmond County Summary of Projects by Pillar**



An aerial photograph showing a residential neighborhood severely affected by flooding. The water is a murky brown color, inundating the yards and surrounding wooded areas. Several houses with grey roofs are visible, some partially submerged. A network of roads crisscrosses the flooded area. The foreground is dominated by a dense forest of green trees, some of which are also partially submerged. The text "1. Background" is overlaid in a large, blue, serif font in the upper right quadrant of the image.

# 1. Background

# 1. Background

## Summary of Hurricane Matthew Storm Damage

Hurricane Matthew was an extraordinarily severe and sustained event that brought record-level flooding to many areas in eastern North Carolina’s coastal plain, sound, and coastal communities. Hurricane Matthew hit North Carolina on October 8, 2016, as a Category 1 storm. Communities were devastated by this slow-moving storm primarily by widespread rainfall. During a 36-hour period, up to 18 inches of heavy rainfall inundated areas in central and eastern North Carolina.

Riverine flooding began several days after Hurricane Matthew passed and lasted for more than 2 weeks. New rainfall records were set in 17 counties in the Tar, Cape Fear, Cashie, Lumber, and Neuse River watersheds. Entire towns were flooded as water levels throughout eastern North Carolina crested well beyond previously seen stages.

During the peak of the hurricane, 800,000 households lost power and 635 roads were closed, including a section of I-40 West in Johnston County that was closed for 7 days, and sections of I-95 North and South in Robeson and Cumberland Counties that were closed for 10 days.

Approximately 88,000 homes were damaged and 4,424 were completely destroyed. Losses totaled more than \$967 million, representing an economic loss as high as 68% of the damages, or \$659 million, not expected to be covered by insurance or FEMA assistance.

North Carolina Governor McCrory requested FEMA assistance on October 9, 2016, and FEMA subsequently declared a major disaster (DR-4285) for North Carolina on October 10, 2016, for 48 counties encompassing approximately 325 cities, towns, townships, and villages.

Preliminary estimates indicate more than 30,000 businesses suffered physical or economic damage, and 400,000 employees were affected as a result. Hurricane Matthew also had a significant impact on the agriculture and agribusiness economy in eastern North Carolina. The nearly 33,000 agricultural workers and 5,000 agricultural-support workers hit by the storm account for more than half of the state’s agriculture and agriculture-support workforce.

Initial economic analysis of the impacts of crop and livestock losses caused by Hurricane Matthew estimated the loss of more than 1,200 jobs and roughly \$10 million in state and local income and sales tax revenue.<sup>2</sup>

## State / Legislative Response

North Carolina’s response to Hurricane Matthew included 2,300 swift-water rescues using 79 boats and more than 90 air rescues. North Carolina also deployed over 1,000 National Guard and State Highway Patrol to assist with rescue and sheltering missions. There were 3,744 individuals transported to 109 shelters across central and eastern North Carolina during the storm’s peak.

FEMA’s disaster declaration made 50 counties eligible for FEMA assistance, 45 of which are eligible for Individual Assistance and Public Assistance and 5 of which are eligible for Public Assistance only.

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<sup>2</sup> *Governors McCrory’s Request for Federal Assistance for Hurricane Matthew Recovery, November 14, 2016*



- There were 81,832 individuals registered for FEMA/state assistance.
- Federal/state financial assistance in the amount of \$92.5 million was approved to help flood survivors recover.
- Small Business Administration (SBA) loans approved for individuals after Hurricane Matthew totaled \$65.6 million.
- SBA loans approved for businesses after Hurricane Matthew totaled \$23.2 million.

After the immediate response period, North Carolina Governor McCrory and the North Carolina General Assembly took the steps summarized below to obtain and allocate long-term funding for Hurricane Matthew.

**November 1:** The Hurricane Matthew Recovery Committee is established. Preliminary damage assessments are completed, and the State Emergency Response Task Force continues to administer programs and identify needs unmet by existing federal programs.

**November 14:** Governor McCrory formally submits North Carolina’s request for supplemental federal disaster assistance to the delegation as Congress returns to work.

**Late November/Early December:** Congress appropriates supplemental disaster assistance for North Carolina. After the supplemental federal disaster recovery assistance package is received, Governor McCrory submits a supplemental state disaster assistance package (House Bill 2) recommendations to the General Assembly and calls a special session. Governor McCrory then signs the Hurricane Matthew Recovery Act to fund disaster recovery efforts.

This supplemental federal assistance was to focus on housing, infrastructure, economic development, and the environment. These four pillars were to be funded through the following programs and agencies: The U.S. Department of Housing and Urban Development’s Community Development Block Grant–Disaster Recovery (CDBG-DR) program, Army Corps of Engineers Operations and Maintenance, the FEMA National Dam Safety Program, the Federal Highway Administration’s Emergency Highway Funding, and the U.S. Department of Agriculture’s Emergency Conservation and Watershed Protection programs.

## **Resilient Redevelopment Planning**

The purpose of the NCRRP program is to provide a roadmap for communities in eastern North Carolina to rebuild and revitalize after being damaged by Hurricane Matthew. The program empowers communities to prepare locally driven, resilient redevelopment plans to identify redevelopment strategies, innovative reconstruction projects, and other actions to allow each community not only to survive, but also to thrive in an era when natural hazards are increasing in severity and frequency.

The NCRRP process employs a holistic approach to planning that includes four pillars: housing, infrastructure, economic development, and the environment. Redevelopment strategies and reconstruction projects for each of the five pillars is included in each plan.

The NCRRP process consists of planning and implementation phases and is managed through North Carolina Emergency Management (NCEM).

## Scope of the Plan

This document is a snapshot of Richmond County’s current needs for achieving holistic recovery and redevelopment. The plan will evolve as Richmond County analyzes the risk to its assets, identifies needs and opportunities, determines the potential costs and benefits of projects, and prioritizes the projects. As projects are more fully defined, the potential impact on neighboring communities and the region may lead to modifications.

Planning objectives are to (1) develop strategic, resilient redevelopment plans and actions, and (2) to define any unmet funding needed to implement such actions after taking into account other funding sources.

The resulting resilient redevelopment plans will be the foundation for any supplemental funding received through Congress, the North Carolina General Assembly, and other funding sources. These plans will also be the basis for the state’s Recovery Action Plan, which is required by the U.S. Department of Housing and Urban Development before the state can expend funds received from the CDBG-DR program.

## Local Participation and Public Engagement

Stakeholder engagement and public involvement was an essential component of the NCCRP initiative. Three robust rounds of discovery, analysis, collaboration, and interaction were held with each affected county. Each meeting had two components: an in-depth working session with county officials, subject matter experts, and planners from the affective counties and municipalities; and a public open house. The purpose of each meeting was as follows:

**Meeting 1** – Initiated the planning process and validated the existing data pertaining to damage and impacts.

**Meeting 2** – NCEM presented draft documentation of resilient redevelopment strategies and received feedback from community leaders and the public.

**Meeting 3** – NCEM presented refined resilient redevelopment strategies based on feedback from Meeting 2 and received additional feedback for finalization of the plan.

Each of the 50 counties that were declared a major disaster by the President of the United States as a result of Hurricane Matthew under the Stafford Act (P.L. 93-288) participated in the resilience redevelopment planning process. Each municipality in those counties, as well as the five economic development regions that sustained damage from Hurricane Matthew, were also invited to participate.

The counties impacted by the storm cover the eastern half of North Carolina and occupy parts of the piedmont, sand hills, and coastal areas of the state. A map depicting Richmond County and surrounding counties is shown below.

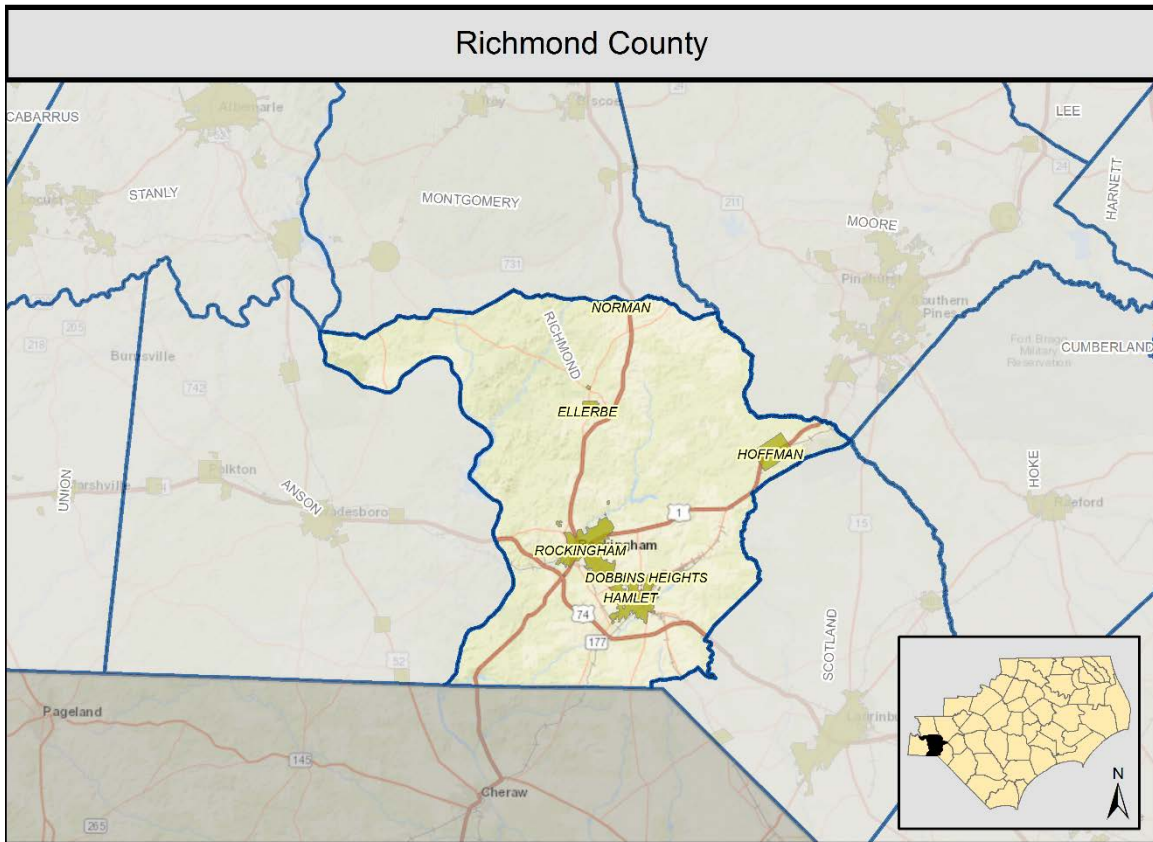


Figure 2. Richmond County and Neighboring Counties

### Data, Assumptions, and Methodologies

NCEM has assembled a wealth of data, resources, and technical expertise from state agencies, the private sector, and the University of North Carolina system to support the development of innovative best practice strategies.

Implementation of the proposed projects and actions described in this plan is subject to applicable federal, state, and local laws and regulations. Inclusion of a project or action in this plan does not guarantee that it will be eligible for recovery funding. However, proposed projects or actions may be eligible for state or federal funding or could be accomplished with municipal, nonprofit, or private investment.



An aerial photograph showing a residential neighborhood severely affected by flooding. The water is a murky, brownish-yellow color, covering the majority of the landscape. Numerous houses with grey and blue roofs are partially submerged, with only their upper floors and roofs visible. The surrounding area is densely populated with green trees, many of which are also partially underwater. A network of roads and streets is visible, some of which are completely cut off by the floodwaters. The overall scene depicts a significant natural disaster impact on a community.

## 2. County Profile



## 2. County Profile

Richmond County is located in southern North Carolina between Charlotte and Fayetteville. It is comprised of eight census-designated places: Cordova, Town of Dobbins Heights, East Rockingham, Town of Ellerbe, Hamlet City, Town of Hoffman, Town of Norman, and Rockingham City. Its current population is 46,046. This section provides a profile of housing, economics, infrastructure, environment, and administration within Richmond County.

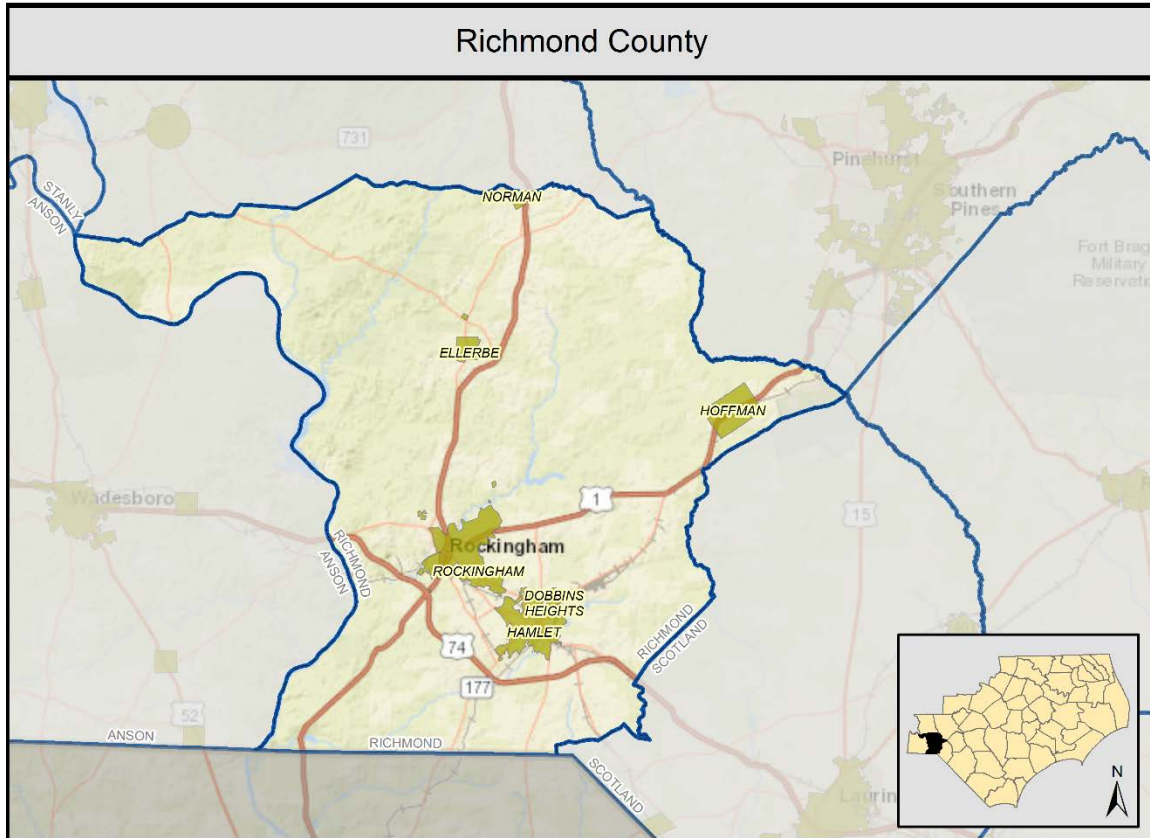


Figure 3. Richmond Base Map

### Demographic Profile

Demographics for Richmond County and its incorporated municipalities and census-designated place are summarized and compared to statewide averages in this profile. The demographic data is from the 2000 Census, 2010 Census, and 2011-2015 American Community Survey five-year estimates.

### Population

Richmond County has a population of 46,046. Rockingham is the most populous place within Richmond County with a population of 9,376, and Norman is the least populous place with a population of 151.<sup>3</sup>

<sup>3</sup> Source: US Census Bureau, American Community Survey 5-year Estimates (2011-2015), Table B01001, "Sex by Age."

## Population Change (2000 to 2010)

Richmond County's population remained relatively the same between the 2000 and 2010 Census. In 2000, the population was 46,596, and in 2010, it was 46,639. Over a ten-year span, the population increased by 43 people, or less than 1 percent. In comparison, North Carolina grew by 19 percent from 8,049,313 people in 2000 to 9,535,483 in 2010.<sup>4</sup>

## Age

The median age in Richmond County is 40, which is the same for North Carolina. Within Richmond County, Cordova has the oldest median age, 43, and Hamlet City has the youngest median age, 30.<sup>5</sup>

## Race and Ethnicity

Richmond County's<sup>6</sup> population is mostly White (63 percent) and African American (32 percent) with other races constituting the remaining 5 percent. In comparison, North Carolina is 70 percent White, 22 percent African American, 1 percent American Indian and Alaska Native, 3 percent Asian, less than 1 percent Native Hawaiian/Pacific Islander, 3 percent Some Other Race, and 2 percent Two or More Races. Refer to the table below.

Within Richmond County, Cordova, East Rockingham, Hamlet City, the Town of Norman, and Rockingham City are predominantly White, while the Town of Dobbins Heights and the Town of Hoffman are majority African American. In East Rockingham, 9 percent of the population identifies as Some Other Race.

The Latino population in Richmond County is 6 percent compared to 9 percent for all of North Carolina. East Rockingham and the Town of Norman have the largest Latino population (20 percent) while Cordova does not have Latino populations according to census data. The Town of Dobbins Heights, the Town of Ellerbe, Hamlet City, the Town of Hoffman, and Rockingham City all have a Latino population of less than 5 percent.

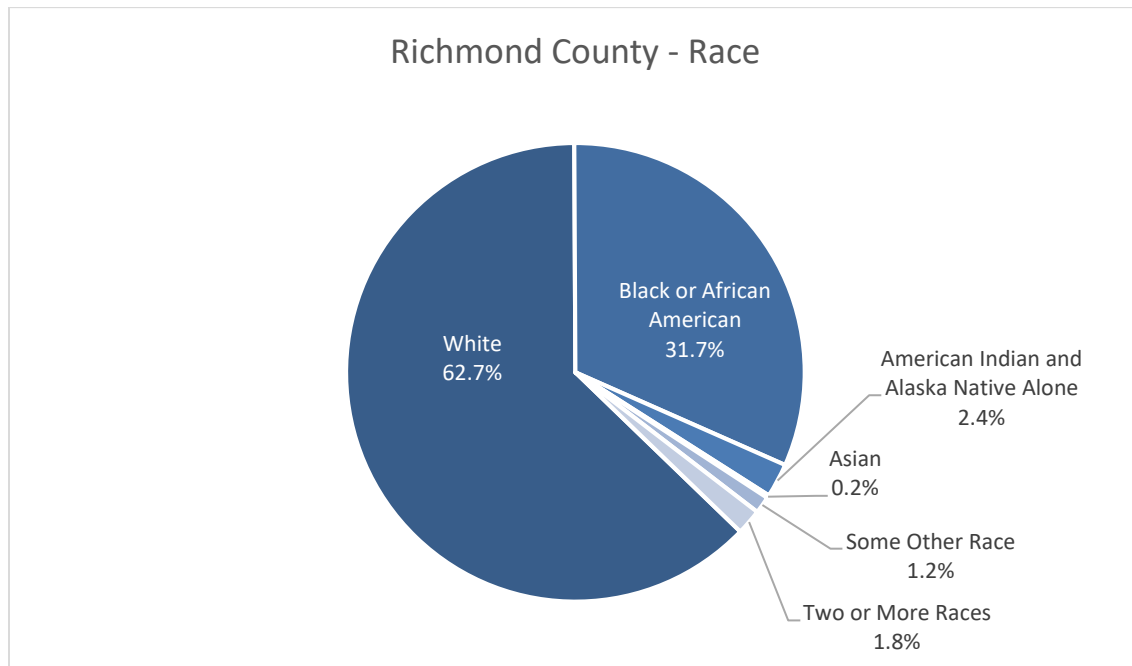
Geography	White	Black or African American	American Indian and Alaska Native Alone	Asian	Native Hawaiian/ Pacific Islander	Some Other Race	Two or More Races	Total Non-White
Cordova	79.9%	20.1%	0.0%	0.0%	0.0%	0.0%	0.0%	20.1%
Dobbins Heights	18.2%	81.1%	0.3%	0.0%	0.0%	0.0%	0.3%	81.8%
East Rockingham	64.9%	20.9%	3.0%	0.0%	0.0%	9.1%	2.1%	35.1%
Ellerbe	47.1%	48.0%	0.7%	0.0%	0.0%	0.5%	3.6%	52.9%
Hamlet	55.3%	37.9%	1.9%	0.0%	0.0%	0.4%	4.4%	44.7%
Hoffman	27.4%	67.3%	4.4%	0.0%	0.0%	0.9%	0.0%	72.6%
Norman	68.9%	31.1%	0%	0.0%	0.0%	0.0%	0.0%	31.1%
Rockingham City	61.8%	33.9%	.9%	0.4%	0.0%	1.2%	1.8%	38.2%
Richmond County	62.7%	31.7%	2.4%	0.2%	0.0%	1.2%	1.8%	37.3%
North Carolina	69.5%	21.5%	1.2%	2.5%	0.1%	3.0%	2.4%	30.5%

**Table 2. Richmond County Race and Ethnicity**

<sup>4</sup> Source: Minnesota Population Center. National Historical Geographic Information System: Version 11.0 [Database]. Minneapolis: University of Minnesota. 2016. <http://doi.org/10.18128/D050.V11.0>. Census 2000/Census 2010 Time Series Tables Geographically Standardized

<sup>5</sup> Source: US Census Bureau, American Community Survey 5-year Estimates (2011-2015), Table B01001, "Sex by Age."

<sup>6</sup> Source: US Census Bureau, American Community Survey 5-year Estimates (2011-2015), Table B02001, "Race" and Table B03002, "Hispanic or Latino Origin by Race."



**Figure 4. Richmond County – Racial Distribution<sup>7</sup>**

### Limited English Proficiency

Limited English Proficiency (LEP) is defined as populations 18 years or older that speak English less than very well. In Richmond County, most individuals identified as LEP speak Spanish, while others speak languages of Asian/Pacific-origin or other languages. Similarly, the primary language group for LEP individuals in North Carolina is Spanish. Within Richmond County, the Town of Norman has the largest LEP population. The primary language group for LEP populations in East Rockingham, the Town of Ellerbe, Hamlet City, and Rockingham is Spanish. Cordova, the Town of Dobbins Heights, and the Town of Hoffman do not have a LEP population according to census data.<sup>8</sup>

### Poverty

In Richmond County, 26 percent of the population is below the poverty level compared to 17 percent of the North Carolina population. In East Rockingham and the Town of Norman, above 40 percent of the populations are below the poverty level, above 30 percent in the Town of Hoffman and the Town of Dobbins Heights, 27 percent in the Town of Ellerbe, Rockingham City, and Hamlet City, and 14 percent in Cordova.<sup>9</sup>

<sup>7</sup> Source: US Census Bureau, American Community Survey 5-year Estimates (2011-2015), Table B02001, "Race" and Table B03002, "Hispanic or Latino Origin by Race."

<sup>8</sup> Source: US Census Bureau, American Community Survey 5-year Estimates (2011-2015), Table B16004, "Age by Language Spoken at Home by Ability to Speak English for the Population 5 Years and Over."

<sup>9</sup> Source: US Census Bureau, American Community Survey 5-year Estimates (2011-2015), Table C17002, "Ratio of Income to Poverty Level in the Past 12 Months."

### Low and Moderate Income Individuals

In Richmond County, 49 percent of the population is classified as low and moderate income (LMI) individuals based on the US Department of Housing and Urban Development's definition. In comparison, 39 percent of the North Carolina population is classified as LMI.<sup>10</sup>

### Median Household Income

The median household income of the 25 to 64 year-old population is \$37,000 in Richmond County and \$53,000 in North Carolina. Cordova has the highest median household income for this age group, \$53,000, and East Rockingham has the lowest: \$23,000. Median household income was not available for the Town of Dobbins Heights, Hamlet City, the Town of Hoffman, the Town of Norman, and Rockingham City.<sup>11</sup>

### Zero Car Households

In Richmond County, 11 percent of households do not have a vehicle available compared to 7 percent of North Carolina households. Within Richmond County, the Town of Dobbins Heights has the highest percentage of households without access to a vehicle, 31 percent, while the Town of Norman has the lowest percentage: 0 percent.<sup>12</sup>

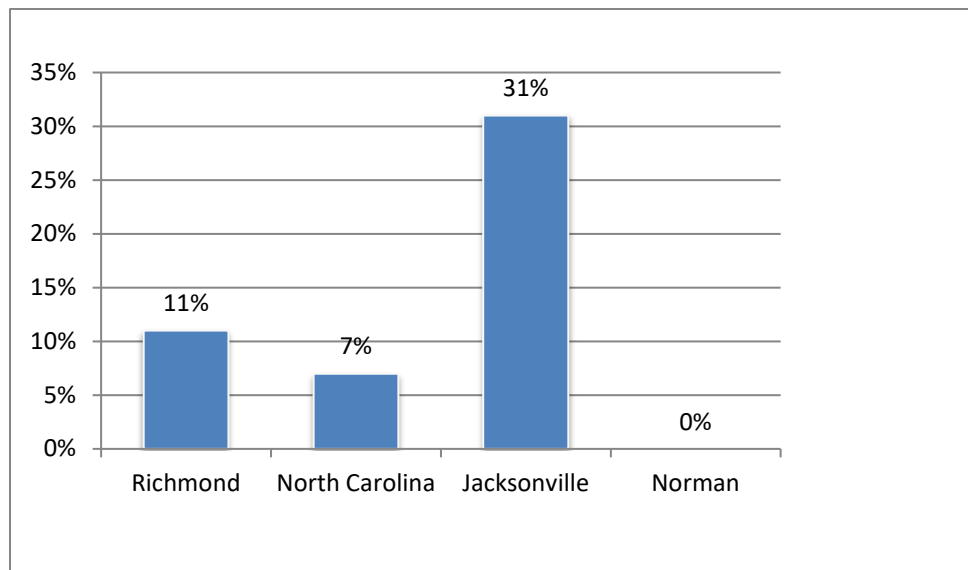


Figure 5. Zero Car Households by Percentage

<sup>10</sup> Source: US Department of Housing and Urban Development, *Estimate of Low and Moderate Income Individuals*, <https://www.hudexchange.info/programs/acs-low-mod-summary-data/acs-low-mod-summary-data-block-groups-places/>

<sup>11</sup> Source: US Census Bureau, *American Community Survey 5-year Estimates (2011-2015)*, Table B19094, "Median Household Income in the Past 12 Months."

<sup>12</sup> Source: US Census Bureau, *American Community Survey 5-year Estimates (2011-2015)*, Table B25044, "Tenure by Vehicles Available."



### Commuting: Travel Time to Work, Means of Transportation

The majority of Richmond County residents commute alone to work by automobile, 81 percent, which is the same as for all of North Carolina. Within Richmond County, Cordova has the largest percentage of commuters commuting alone, 85 percent, and the Town of Hoffman has the least: 70 percent.

Hamlet City has the largest percentage of residents commuting by public transportation: 1.2 percent. In comparison, 1 percent of North Carolina commuters use public transportation. A greater percentage of the Town of Dobbin Heights, Town of Ellerbe, and Town of Norman residents commute by walking, biking, or by motorcycle than the North Carolina average of 2 percent.

The mean commute time to work for Richmond County residents is 20.8 minutes. In comparison, the mean commute time for North Carolina is 24.7 minutes. Within Richmond County, Rockingham City has the shortest mean commute time at 17.1 minutes, while Town of Hoffman has the longest at 24.1 minutes.<sup>13</sup>

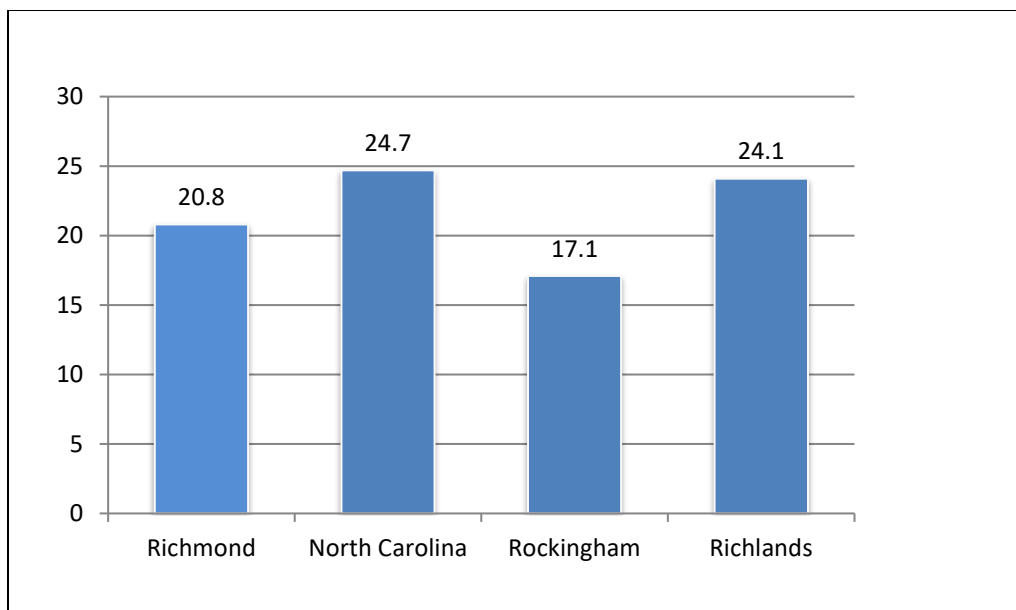


Figure 6. Mean Commute Time to Work in Minutes

<sup>13</sup> Source: US Census Bureau, American Community Survey 5-year Estimates (2011-2015), Table B08301, "Means of Transportation to Work" and Table GCT0801, "Mean Travel Time to Work of Workers 16 Years and Over Who Did Not Work at Home (Minutes)."

## Housing Profile

Richmond County has over 20,943 housing units, 68 percent of which are single-family homes, 10 percent multi-family units, and 22 percent manufactured housing.

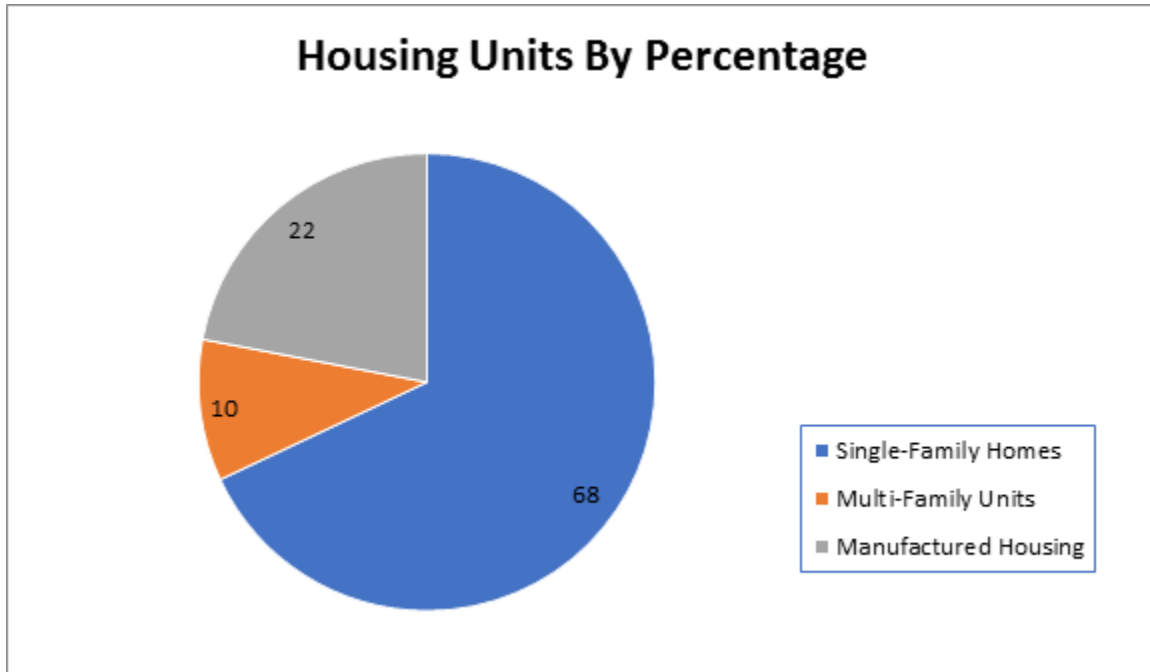


Figure 7. Housing Units by Percentage

Richmond County has over 21,102 housing units. 12 percent of housing units are vacant, which is below that percentage for North Carolina, 14 percent. Within Richmond County, the Town of Norman has the largest percentage of vacant housing units, 39 percent, while Cordova has the least: 9 percent.

Of the occupied housing units, 88 percent are owner-occupied compared to 65 percent in North Carolina; 37 percent are renter-occupied compared to 35 percent in North Carolina.

The median housing value in Richmond County is \$78,000. In comparison, the median housing value in North Carolina is \$140,000. Within Richmond County, Rockingham City has the highest median housing value: \$101,000. East Rockingham has the lowest median housing value: \$51,000. The Town of Norman was not reported.

According to the National Housing Preservation Database, Richmond County has 1,677 affordable housing units. Most of the affordable housing is located within Rockingham. Other units are located in Hamlet and Ellerbe.<sup>14</sup>

## Economic/Business Profile

Richmond County is home to a diverse array of businesses, from education products to agricultural production. According to the US Census Bureau's Longitudinal-Employer Household Dynamics Program, the largest

<sup>14</sup> Sources: US Census Bureau, American Community Survey 5-year Estimates (2011-2015), Table B25002, "Occupancy Status"; Table B25003, "Tenure"; Table B25024 "Units in Structure"; Table B25077, "Median Value (Dollars)", National Housing Preservation Database

concentrations of jobs within Richmond County are in downtown Rockingham, at South Long Drive and Medical Circle.<sup>15</sup>

### Labor Force

According to the local area unemployment statistics (LAUS) from the Labor and Economic Analysis Division (LEAD) for the unadjusted data for all periods in 2016, the civilian labor force population of Richmond County is 16,883.<sup>16</sup> Within Richmond County, Cordova has the largest percentage of residents in the labor force, 66 percent, while the Town of Dobbins Heights has the smallest: 45 percent.

The civilian unemployment rate in Richmond County is 7 percent. In comparison, the North Carolina civilian unemployment rate is 5.1 percent.<sup>16</sup> Within Richmond County, Town of Norman has the smallest civilian unemployment rate at 5 percent while Town of Dobbins Heights has the largest: 20 percent.<sup>17</sup>

### Major Employers

The top ten employers in Richmond County represent the manufacturing, public administration, education and health service industries, and are listed in order of total employees:<sup>18</sup>

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<sup>15</sup> Source: US Census Bureau Longitudinal-Employer Household Dynamics Program

<sup>16</sup> Source: Civilian Population and Unemployment Rate - Labor and Economic Division (LEAD) of North Carolina Department of Commerce – Local Area Unemployment Statistics <http://d4.nccommerce.com/LausSelection.aspx>

<sup>17</sup> Source: US Census Bureau, American Community Survey 5-year Estimates (2011-2015), Table B23025, "Employment Status For The Population 16 Years And Over", Estimates (2011-2015), Table B23025, "Employment Status For The Population 16 Years And Over"

<sup>18</sup> Sources: NC Department of Commerce

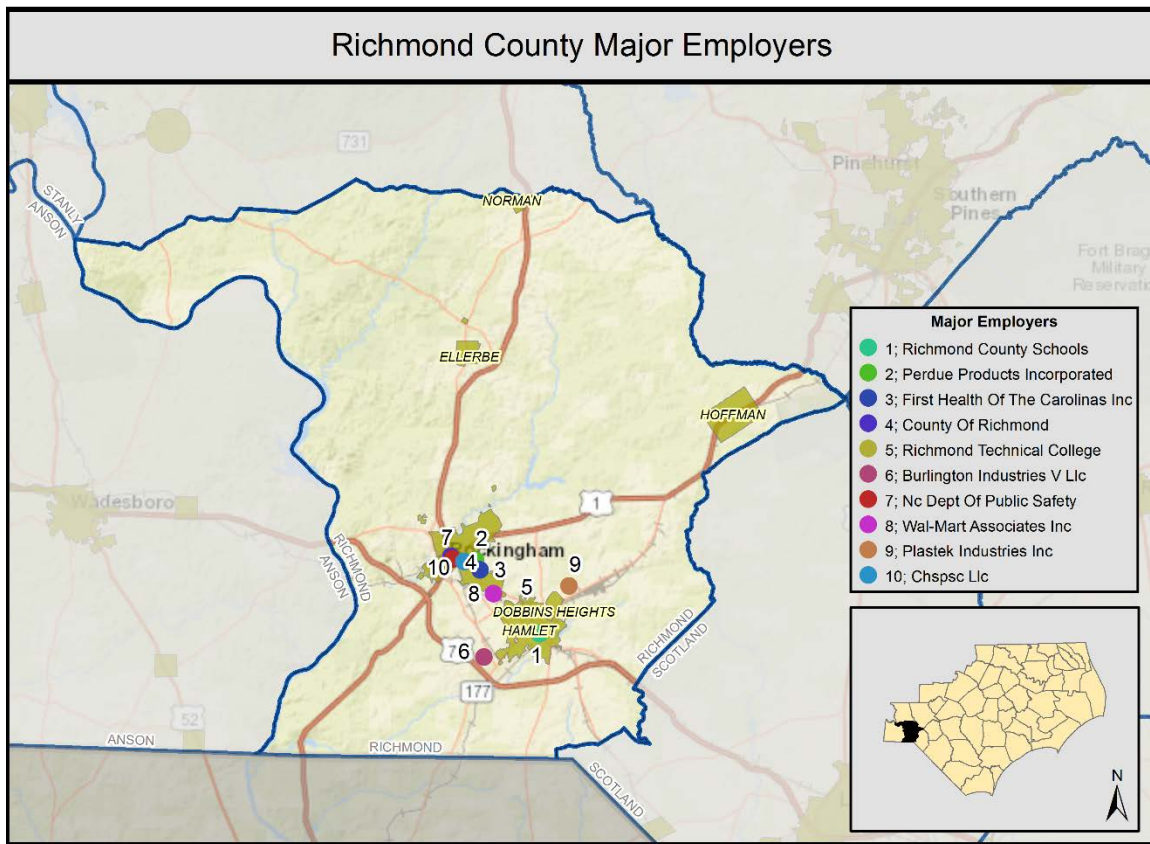


Figure 8. Major Employers by Number of Employees

## Economic Development

The Richmond County Industrial Park is located in southern Richmond County and bisected by Interstate 73/74. The industrial park is home to companies like Big Rock Sports, Ritz-Craft Homes, RSI, Homes Products, and Laticrete.

Richmond County Economic Development is an organization aimed at improving the economy of Richmond County by attracting or creating investment to expand the tax base; and by creating jobs, wages and personal incomes.

Richmond Community College, located in Hamlet City, offers employment, training, and job placement services through the Workforce Innovation and Opportunity Act.<sup>19</sup>

## Infrastructure Profile

Transportation, health, education, water, and power infrastructure are summarized for Richmond County in the sections that follow.

<sup>19</sup> Sources: Richmond County Economic Development and Richmond Community College



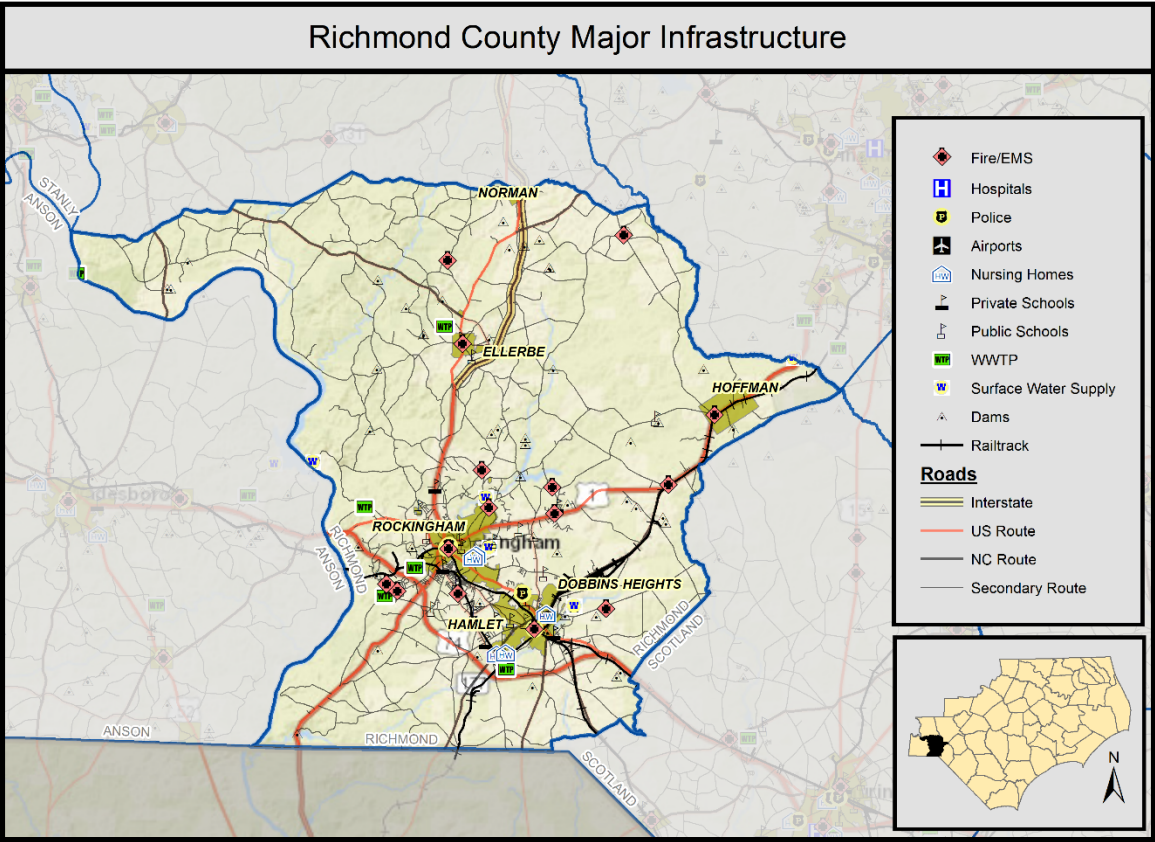


Figure 9. Richmond County Major Infrastructure

## Transportation

Richmond County is connected to the region by I-73/74, 3 U.S. highways (Hwy 74, Hwy 1, and Hwy 220), and multiple state highways. I-74 is a major north-east-west highway that provides Richmond County with access to Charlotte, Greensboro, and Lumberton. US 1 is a northeast-southwest highway connecting the county with Raleigh to the north. Richmond County is also served by rail from CSX Corporation’s Hamlet Terminal that connects the region to Charlotte, Lumberton, Sanford, Dillion, and Camden. Richmond County Airport provides a full range of services to private aircrafts. Richmond County also has the Mackall Army Airfield located to the northeast that can handle large aircrafts and is open to private aircrafts with permission. The area of Richmond also provides public transit through the nonprofit Richmond Interagency Transportation, which provides subscription and dial-a-ride services to various cities and communities within the county.

## Health

Richmond County has two hospitals, the Richmond Memorial Hospital and the Sandhills Regional Medical Center. However, Richmond Memorial Hospital is the only one that offers emergency services. They are both part of the FirstHealth of the Carolinas Incorporated. Richmond Memorial hospital is located in Rockingham along South Long Drive, and Sandhills Regional Medical Center is located in Hamlet along West Hamlet Avenue.

## Education

Richmond County Public Schools administers seven elementary, four middle, four high schools, and one alternative education school. Richmond Community College is located in Hamlet and is a member of the North Carolina Community College System.<sup>20</sup>

## Water

Richmond County contains two municipality water systems. These include the Rockingham and Hamlet water systems. Together they serve water and waste water needs of 20,500 residents. Richmond County has its own water system.<sup>21</sup>

## Power

Richmond County has five solar farms located throughout the county and a natural gas power plant located in south. The solar farms collectively generate 65 megawatts of power, while the natural gas power plant produces 1,868 megawatts of power.<sup>22</sup>

## Environmental Profile

Water resources, natural areas, managed areas, biodiversity, wildlife habitat, and recreation are summarized for Richmond County in the sections that follow.

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<sup>20</sup> Sources: Richmond County Public Schools and Richmond Community College

<sup>21</sup> Sources: NC Division of Water Resources, Local Water Supply Plans; and the Neuse Regional Water and Sewer Authority

<sup>22</sup> Source: US Department of Energy, US Energy Mapping System

## Water Resources

The Great Pee Dee River and the Blewett Falls Lake compose the county's boarder to the west. Several creeks and small lakes are around and run through Rockingham, Hamlet, and Dobbins Heights. Northeast Rockingham hosts Richmond County's largest lake, Ledbetter Lake. Wetlands are present along the county's creeks, specifically along Marks Creek, Falling Creek, and Naked Creek. The most common wetland type in Richmond County is freshwater forested/shrub wetland.<sup>23</sup>

## Natural and Managed Areas

According to the NC Natural Heritage Program, high, very high, or exceptional value natural areas in Richmond County are located along Richmond's major creeks and rivers, including Big Mountain Creek, Drowning Creek, Marks Creek, and the Pee Dee River. There are several managed areas under state ownership within Richmond County. Managed areas are properties and easements where natural resource conservation is one of the current primary management goals, or are of conservation interest. These areas in Richmond County include: a dedicated nature preserve along the Pee Dee River between Old Cheraw Highway and Horse Road and a large parcel of land between Rocky Mountain Creek and Naked Creek near Hoffman. Richmond County does have an area that is federally owned. This area is part of Camp Mackall Military Reservation.<sup>24</sup>

## Biodiversity and Wildlife Habitat

The NC Natural Heritage Program produces a biodiversity and wildlife habitat assessment for the state. According to this assessment, areas with the highest rating for biodiversity and wildlife habitat are along Drowning Creek, Big Mountain Creek, Marks Creek, and the Pee Dee River. These areas rank between a 7 and 10, with 10 being the highest possible score. Other areas within the northeast portion of the county rank 5 to 6. Most of the county is not rated.<sup>25</sup>

## Parks and Recreation

The Richmond County Parks and Recreation Department maintains several parks and facilities in Richmond County. The Rotary Lodge and Hinson Lake is located within the city limits of Rockingham and provides 3 miles of walking trails, picnic tables, and kayak rentals. The recreation department also offers several neighborhood parks and camp sites. Most of these facilities are located near Rockingham.<sup>26</sup>

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<sup>23</sup> Source: NC Natural Heritage Program

<sup>24</sup> Source: NC Natural Heritage Program

<sup>25</sup> Source: NC Natural Heritage Program

<sup>26</sup> Sources: NC Natural Heritage Program, Richmond County Parks and Recreation Department

## Administrative Profile

Richmond County has the *Pee Dee Lumber Regional Hazard Mitigation Plan* in place, which was last updated in 2012. Additional plans include a Comprehensive Land Use Plan, an Emergency Operations Plan, and others. The assessment evaluates the capabilities of the County and municipalities to implement mitigation actions across the areas of planning and regulatory capabilities, administrative and technical capabilities, fiscal capabilities, and political capabilities. Many more details about the capabilities of Richmond County and the municipalities can be found in that document.

In terms of administrative capabilities, the County has many of the staff and the necessary plans, policies and procedures in place that are found in communities with "moderate" capabilities. Richmond County has Emergency Management and Planning departments with the capacities to assist in implementing the resilience strategies proposed in this plan. Some of the other indicators of capability for the County include the following: Comprehensive Land Use Plan, Zoning Ordinance, Subdivision Regulations, and Floodplain Management Ordinance. These plans, policies and procedures help ensure that new development in the County will be managed in a responsible manner and will take place in non-hazardous areas.

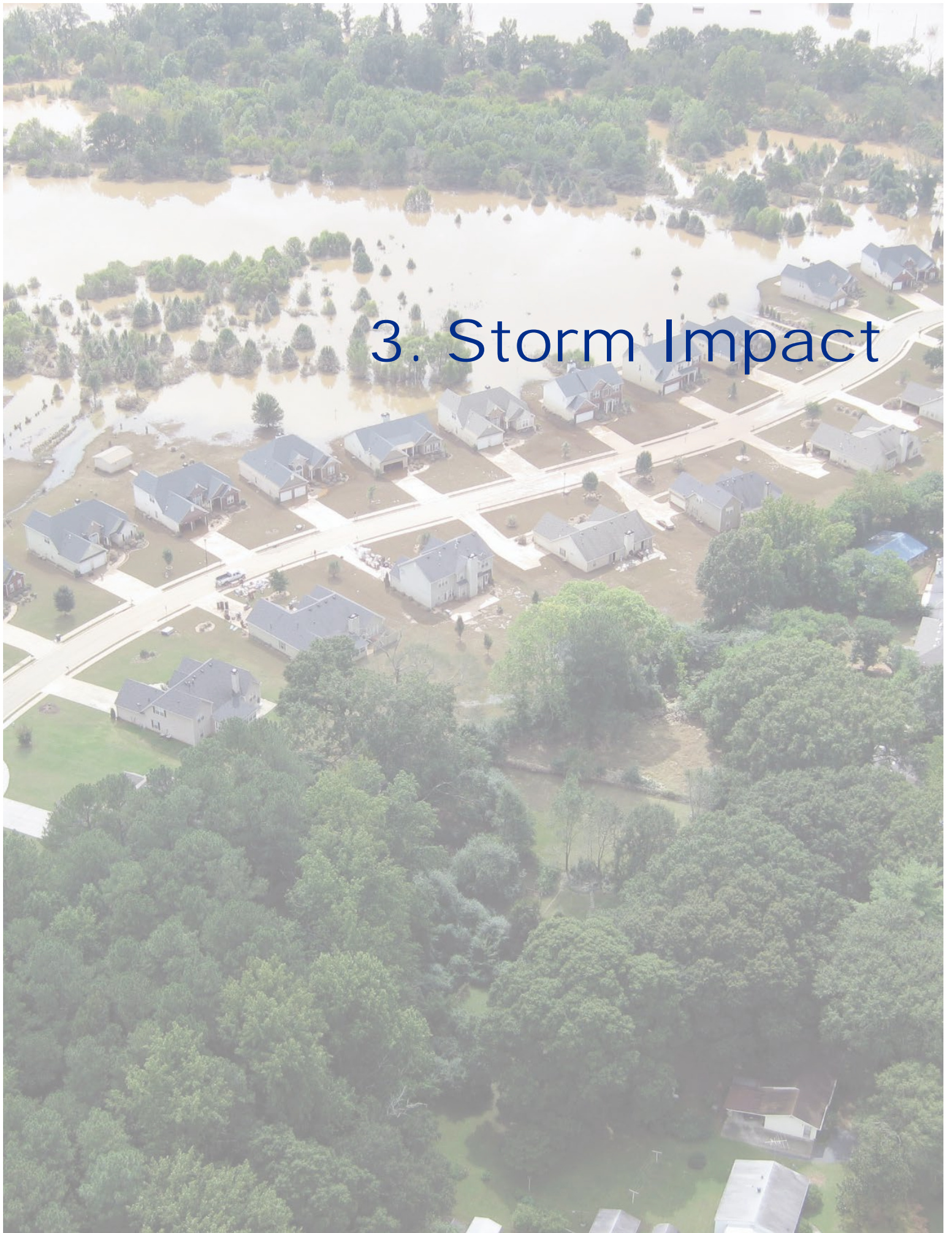
The City of Rockingham has "moderate" administrative capabilities as well. The City has a Planning department that would likely be able to assist with implementing the strategies in this plan. In addition, the City has the plans, policies and procedures in place that indicate moderate capability. Smaller communities and towns within Richmond County may need assistance in the administration an implementation of projects due to their limited staff capacity.<sup>27</sup>

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<sup>27</sup> Sources: Richmond County



### 3. Storm Impact





### 3. Storm Impact

During the North Carolina Resiliency meeting map exercise, it was revealed that the nature of the impacts of Hurricane Matthew across Richmond County were fairly limited with respect to other counties in eastern North Carolina.

While Richmond County was affected by Hurricane Matthew, the impact to Richmond County was less than eastern counties face (in particular, Robeson County).

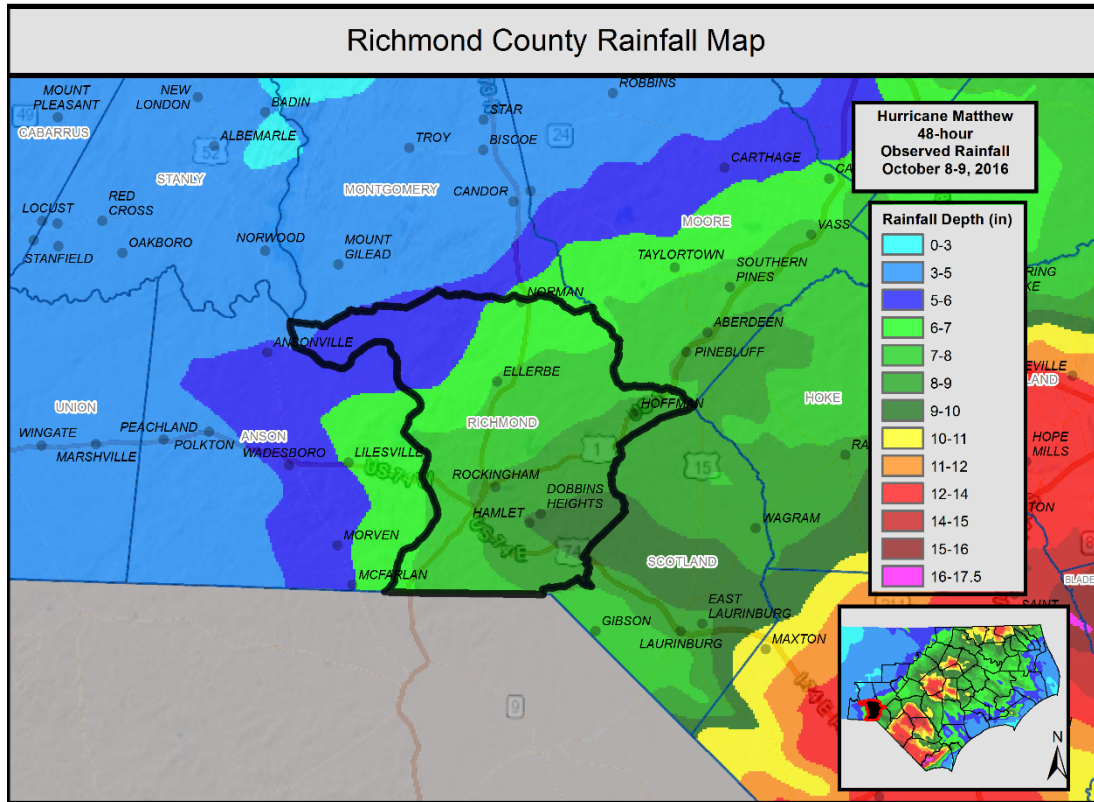


Figure 10. Hurricane Matthew 48-hour Observed Rainfall Depth

#### Housing Storm Impacts

Hurricane Matthew caused some, although limited, direct damage to housing throughout Richmond County. Aside from two houses that sustained major structural damage from downed trees, most of the damage was related to flooding and the impacts were minor. 21 to 23 homes were damaged in total. A temporary shelter was opened for one night to meet the needs of a local family who could not inhabit their home due to extensive damage.

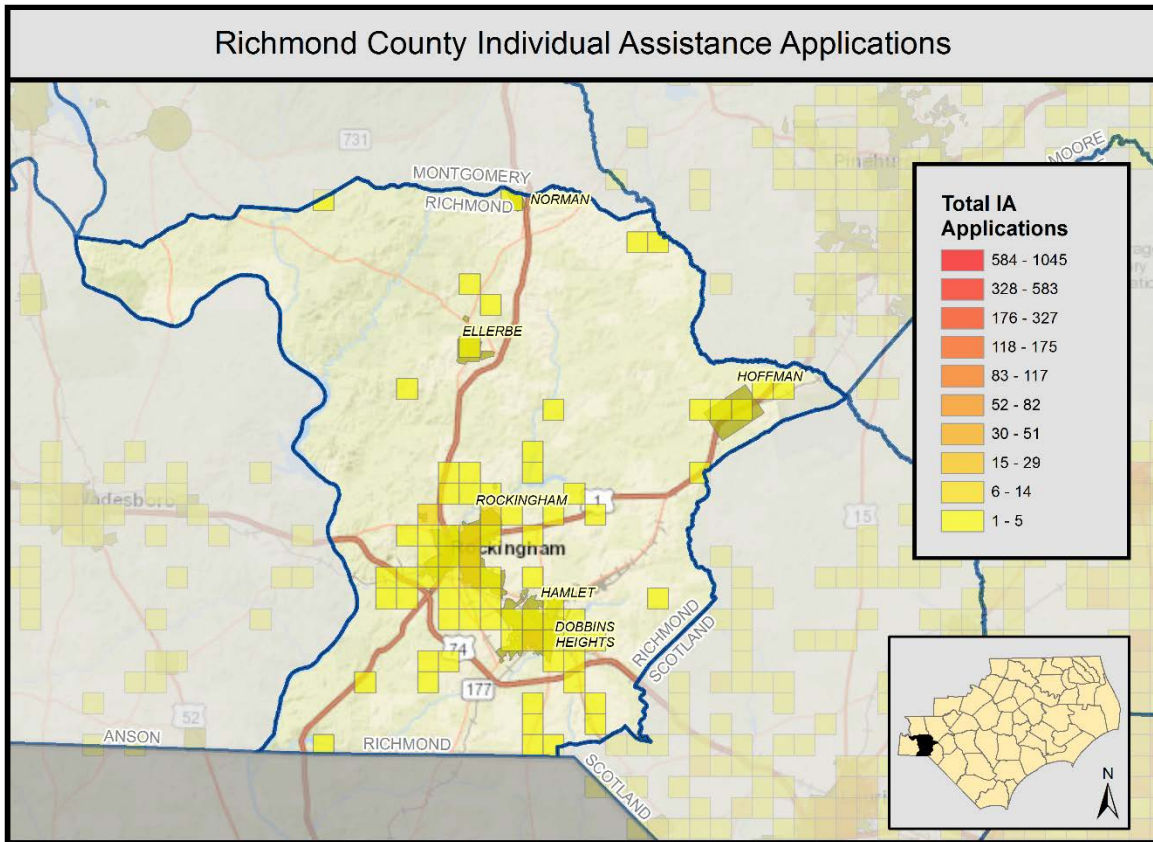


Figure 11. Richmond County IA Applications by Area

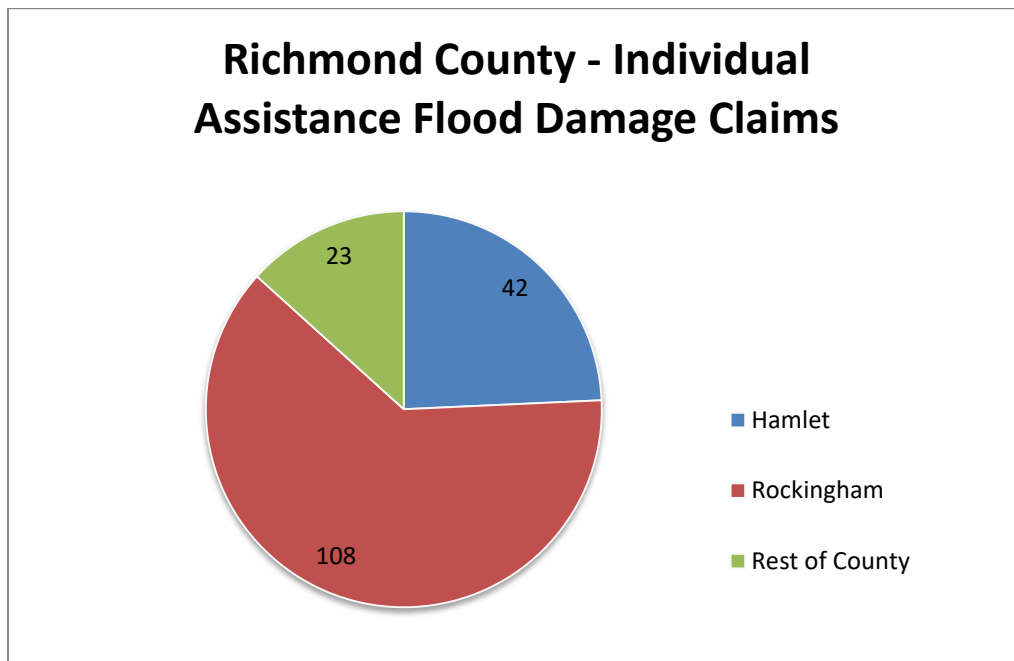


Figure 12: Number of IA Flood Damage Claims by Area

By far, the largest impact to households across the county was related to extended, widespread power loss for greater than 48 hours. At its peak, 14,000 customers were without power, and even after six days, 4,000

customers still remained powerless. Without access to power, refrigerated food products were compromised for thousands of households, dramatically increasing demand for food assistance. Immediately following the storm, the county provided disaster assistance via the Supplemental Nutrition Assistance Program (SNAP) to 4,400 residents throughout the county. Households not eligible to receive funding under SNAP were made eligible to receive Disaster Food and Nutrition Service benefits to reimburse spoiled food through the Richmond County Department of Social Services.<sup>28</sup>

### **Economics / Business / Jobs Storm Impacts**

Most of Richmond County’s economic activity is concentrated along Highway 74—many of the businesses that line the highway were only without power for up to two days—unlike the rest of the county. The rapid restoration of power along Highway 74 minimized the economic disruption because businesses were able to reopen shortly after the hurricane.

Several businesses in Rockingham situated along the south prong of Falling Creek experienced the brunt of direct business-related damages from Hurricane Matthew in Richmond County when rainfall sent the creek over its banks, flooding the surrounding area.<sup>29</sup> This resulted in thousands of dollars of both structural damage to storefronts and ruined merchandise for several local businesses, including firearms and ammunition at a gun store, clothes at a tailor, and food at a small grocer.

Several events that stimulate the local economy in Richmond County were rescheduled or canceled due to the storm. This included Norman Fest, the Rugged Maniac obstacle course at Rockingham Dragway, and the Richmond Senior High School’s annual homecoming parade and corresponding football game.<sup>30</sup>

Overall, the storm had a net-positive impact on the local economy, contributing to an economic boom in Richmond County during the days that followed. This was caused by South Carolinians, Floridians, and evacuees from eastern North Carolina driving into or through the county to avoid the effects of Hurricane Matthew. Evacuees took refuge in hotels and purchased food and supplies, which pumped money back into the economy. In fact, resources were being turned over so quickly that at times it appeared there were shortages in inventory. This, however, was actually caused by a lag between purchasing and restocking; there were plenty of resources available to both residents and visitors. As rumors began to circulate online that shortages were occurring across the county, Richmond County Emergency Management collaborated with local grocery stores to list inventories of key supplies online in order to direct residents where to obtain the supplies they needed. Some private businesses even provided resources for no or low cost—for example, some convenience stores offered discounted showers and towels during the power outages.

### **Top Ten Employers in Richmond County**

- Richmond County Schools
- Perdue Products Incorporated
- First Health of the Carolinas Inc.
- County of Richmond
- Richmond Technical College

<sup>28</sup> <http://yourdailyjournal.com/news/58690/stories-of-the-year-county-rallies-to-help-hurricane-matthew-victims>

<sup>29</sup> <http://yourdailyjournal.com/news/local-news-1/50399/rockingham-businesses-clean-up-after-falling-creek-floods-stores>

<sup>30</sup> <http://yourdailyjournal.com/news/49988/hurricane-matthew-affects-richmond-county-events>

- Burlington Industries V LLC.
- NC Department of Public Safety
- Walmart
- Plastek Industries Inc.
- CHSPSC LLC

Of the top ten employers in Richmond County, none were seriously affected by the Hurricane Matthew.

### Infrastructure Storm Impacts

Richmond County’s infrastructure experienced a wide array of damage as a result of Hurricane Matthew. From roadways and railways to essential utilities, the storm inflicted the most notable damage on the county’s infrastructure.

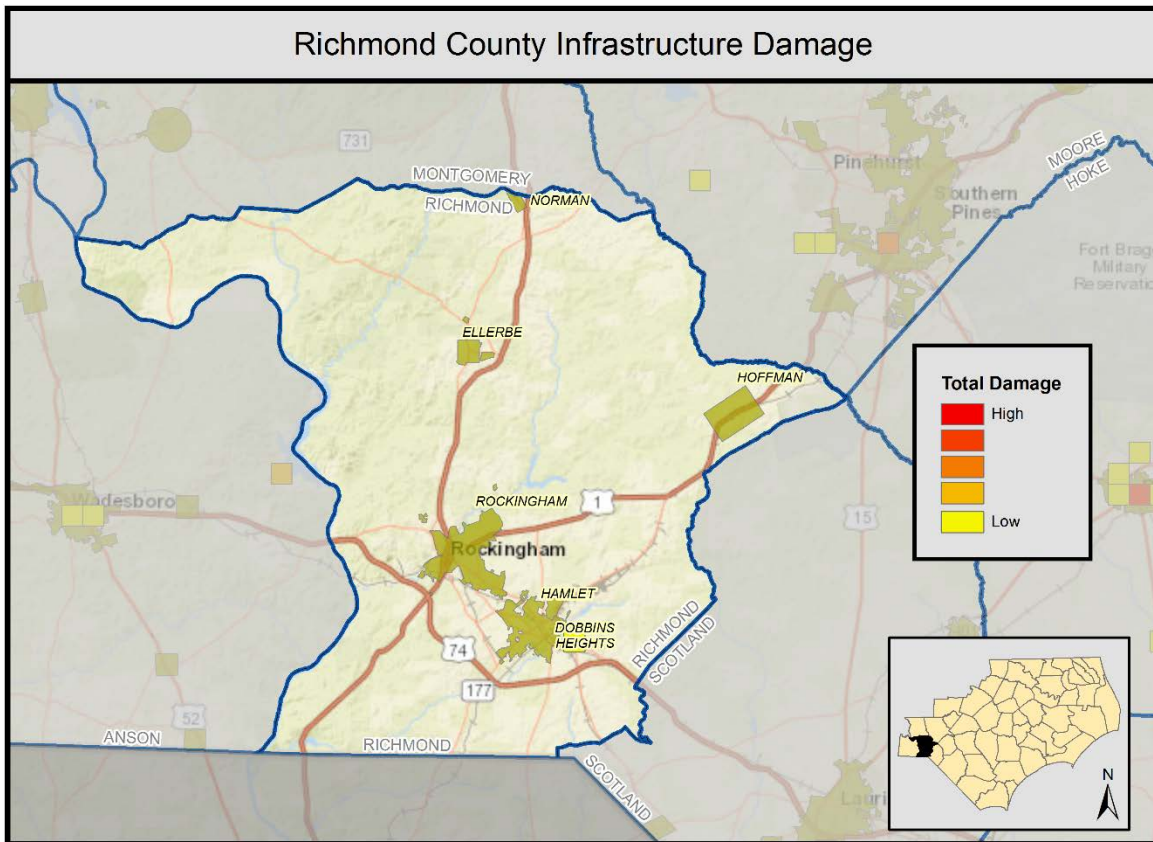


Figure 13. Richmond County Infrastructure Damage

Several roads sustained damage or were made inaccessible from flooding debris, sinkholes, or downed trees. Highway 74 had a washout in a newly constructed area, forcing its closure and disrupting traffic patterns. Floodwaters blocked parts of Biltmore Drive, Long Drive, and Steele Street immediately following the storm,<sup>31</sup> and sinkholes necessitated the closure of Branch Road, Northside Drive, 5<sup>th</sup> Street, and South Long Drive Road. The damage to South Long Drive Road was so severe that it took nearly six months to repair and eventually reopen to regular traffic.

<sup>31</sup> <http://yourdailyjournal.com/news/58690/stories-of-the-year-county-rallies-to-help-hurricane-matthew-victims>



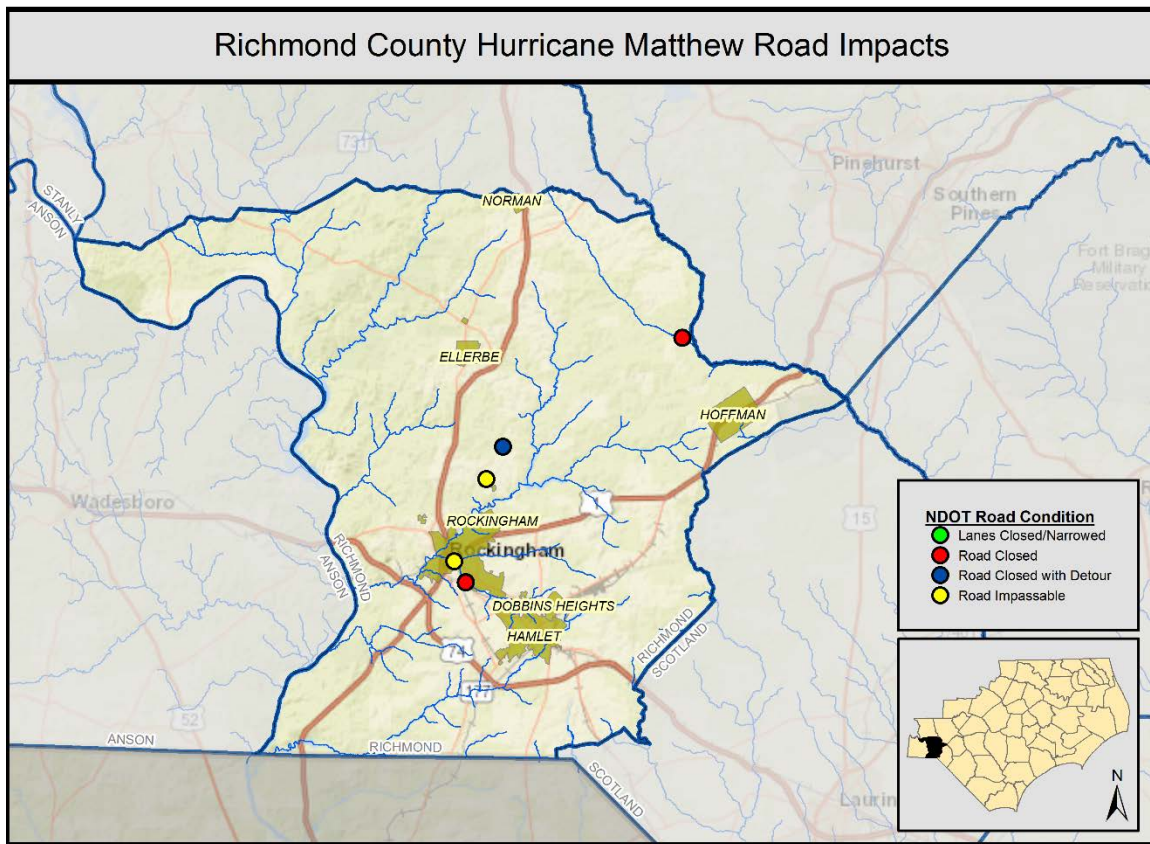


Figure 14. Impacted NCDOT Structures in Richmond County

A section of the local railroad was washed out for a few days following the storm, but CSX—the local railroad operator—quickly repaired it.

Richmond County experienced minor, but notable damage to its water infrastructure as well. The City of Rockingham’s water treatment plant was flooded as a result of the storm.

Of the county’s electric supply system was most severely disrupted immediately following the storm. Hurricane Matthew toppled hundreds of poles, destroyed thousands of spans of wire, and downed dozens of transmission lines, leaving 55% of Richmond County, 14,000 customers, without electrical power, some for over a week.<sup>32</sup>

### Ecosystems / Environment Storm Impact

There was not significant damage to the overall environment and ecosystems of Richmond County from Hurricane Matthew. Numerous trees west of Buffalo Creek were downed because the shallow clay soil did not absorb water from excess rainfall and flooding. However, these impacts were not significant enough to warrant involvement of a debris management company.

### Agriculture Storm Impact

Richmond County did not experience substantial agriculture loss from Hurricane Matthew.

<sup>32</sup> <http://yourdailyjournal.com/news/50200/power-crews-battle-obstacles-to-restore-power-in-richmond-co-following-hurricane-matthew>

## Summary of Critical Issues and Community Assets

- Power outages and flooding were arguably the most severe aspects of the storm for Richmond County, causing several secondary issues for the county and its residents. Considering the county's primary power substation is located in a floodplain, the extent of power outages could have been even more significant had the power substation flooded.
- Several of the county's pre-identified shelters and public utilities have limitations related to backup power generation, which creates the risk of unnecessary hardship for residents seeking shelter during an emergency.
- There are approximately 60 dams in Richmond County, and a number of those dams are considered high-risk, meaning that a breach would likely cause damage to homes or displace residents. Although none of these dams were compromised during the storm, there is potential for this to occur in the future. Flooding during Hurricane Matthew has shown the inherent risk these dams pose for the community during severe weather and extreme downpour, and although their failure was just a rumor circulating online, one very well could have failed.
- Part of the railroad was washed out in Richmond County during Hurricane Matthew. That same railroad is often used to transport hazardous materials through the county, and many of the county's towns are concentrated along that rail line. This poses a hazardous risk for county residents if the railroad sustains damage that goes unrepaired or if hazardous material is being transported or stored nearby during a storm.



An aerial photograph showing a residential neighborhood partially submerged in floodwater. The water is a murky brown color, reaching up to the roofs of some houses and surrounding the trees. The houses are mostly two-story structures with light-colored siding and dark roofs. The surrounding landscape is a mix of green trees and grass, with some areas completely underwater. The text "4. Strategies for Resilient Redevelopment" is overlaid in a large, blue, serif font in the center of the image.

## 4. Strategies for Resilient Redevelopment

## 4. Strategies for Resilient Redevelopment

This section provides details about the resilience and revitalization strategies and actions identified in Richmond County. These actions were identified and refined during three public meetings with local officials and county residents held in March and April 2017. The actions are tied to impacts from Hurricane Matthew and organized by the pillars of housing, economic development, infrastructure and environment. In addition to the public meetings, frequent coordination calls with County officials and data gathered from state agencies and organizations were utilized to formulate the actions listed below.

Meeting 1 was designed to introduce the community and County points of contact to the Resilient Redevelopment Planning process and goals. This meeting allowed the planning team to capture areas within the county that were damaged during Hurricane Matthew and to hear what potential mitigation actions had already been considered. Draft resilience actions were then presented at Meeting 2 of the planning process. This was done to garner general buy-in on the draft actions from the County-level planning teams and residents. More details on the actions were collected between Meetings 2 and 3 through research and follow-up phone calls and emails with the primary points of contact. Meeting 3 provided the opportunity to collect and finalize details for the draft actions. Meeting 4, scheduled in early May 2017, allowed the county points of contact to rank the identified actions, group them into High, Medium, and Low Priorities, and to approve their inclusion in the plan.

Pillar	Project/Action Count
Housing	3
Economic Development	2
Infrastructure	5
Environment	6
<b>Grand Total</b>	<b>16</b>

**Table 3. Richmond County Summary of Projects by Pillar**

The following table is ordered by the rankings and priorities provided by Richmond County during Meeting 4:

Pillar	Action Name	Priority	Overall Ranking
Infrastructure	Develop an Action Plan for Assessing the County's Power Generation Capabilities, Prioritizing Resources, and Implementing Projects to Ensure Full Functionality	High	1
Infrastructure	Protect the County's Existing Building Stock by Ensuring that the County and Property Owners have Adequate Resources	High	2
Infrastructure	Assess the Capacity of Existing Correctional Facilities and Jails and Establish a Plan to Address Unmet Needs	High	3
Housing	Conduct a Study to Determine the Feasibility of Establishing a Homeless Shelter within Richmond County	Medium	4
Infrastructure	Assess the Need for Increased Water Infrastructure Capacity and Identify Actions to Increase or Maintain that Capacity as Needed	Medium	5
Environment	Expand the County's Current Community Gardening Initiative to Support Community Development, Improvement of Public Health, and Access to Fresh Produce for Low-Income Households	Medium	6
Economic Development	Conduct Feasibility Study to Identify Strategies to Make Childcare More Accessible to Low-Income Households	Medium	7



Pillar	Action Name	Priority	Overall Ranking
Housing	Develop a Long-Term Strategy to Address the Community's Housing Needs by Increasing the Availability of Affordable and Accessible Housing Across the County	Low	8
Environment	Establish a Land Bank to Assist Farmers with Obtaining Land for Agriculture Production	Low	9
Environment	Perform an Assessment of County Policies Regarding Green Infrastructure or other Environmental Concerns, and Develop Standards for Design and Development that will Contribute to Positive Environmental Outcomes	Low	10
Environment	Conduct a Gap Analysis of the County's Current Zoning Policies, then Update Zoning Codes to Reflect Current Best Practices to Improve Coastal Water Quality through Improved Stormwater Management and Hazard Mitigation.	Low	11
Housing	Develop a Long-Term Strategy for Promoting and Engaging Residents in Historic Preservation to Maintain Richmond County's Unique Character	Low	12
Environment	Collaborate with Public, Private, and Non-Profit Entities to Determine Strategies for Diversifying the County's Agricultural Crops	Low	13
Economic Development	Revitalize Key Downtown Areas	Low	14
Infrastructure	Conduct Feasibility Study to Implement a Microgrid Power System	Low	15
Environment	Leverage Ongoing Efforts to Preserve the Unique Environmental Features of Richmond County Based on Strategies Outlined in the Pee Dee Lumber Regional Hazard Mitigation Plan	Low	16

Table 4. Projects by Rank

On the following pages, we have organized the projects and actions by pillar. Within each pillar, the projects are grouped by county priority. Please note that maps are provided for all projects that have a specific location within the county. Projects without maps are county-wide projects that will benefit citizens throughout the county.

## Housing Strategies

### Medium Priority Housing Strategies

Pillar	Action Name	Priority	Overall Ranking
Housing	Conduct a Study to Determine the Feasibility of Establishing a Homeless Shelter within Richmond County	Medium	4

Table 5. Richmond Medium Priority Housing Summary

This project represents the housing strategies that Richmond County indicated are of a medium priority to address. Additional detail on the projects can be found below:

- Conduct a Study to Determine the Feasibility of Establishing a Homeless Shelter within Richmond County:** This county's homeless are a vulnerable population that can be severely impacted by severe weather events, such as Hurricane Matthew. By ensuring that these populations have a safe and secure shelter, the county can better assist the recovery and resiliency of this population.



## Conduct a Study to Determine the Feasibility of Establishing a Homeless Shelter within Richmond County

**County:** Richmond

**Priority Grouping:** Medium Priority

**Priority Ranking:** 4

**Project Timeframe:** 1-5 years

**Location:** Richmond County

**Project Summary:** This project includes a feasibility study that will include:

- A summary of the demographics of individuals experiencing homelessness. This will include statistics about age, gender, and ethnicity, as well as identify any “pockets” of homelessness, where populations are more concentrated. The overview will provide insight to help determine a location for that facility.
- Strategies for funding, staffing, and operating the facility. Suggestions for public-private partnerships or involvement of non-governmental organizations should be included. It is critical to identify strategies sustainable for the county that promote the empowerment of individuals experiencing homelessness. The shelter will accommodate both genders, as well as youth.
- A public outreach component that will enable Richmond County residents to provide feedback on the concept and insight as to how the facility will be operated. This may help generate buy-in from the public.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	The county's homeless are a vulnerable population that can be severely impacted by severe weather events such as Hurricane Matthew. By ensuring that these populations have a safe and secure shelter the county can better assist the recovery and resiliency of this population.	N/A
Consistent with existing plans (describe points of intersection/departure)	It can also address the housing shortage described in the plan.	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	Yes	Agree
Explain any benefits or impacts to the economy of the county from this project.	While providing shelter to the county's homeless population a shelter can also provide training and economic development programs that will increase the skills of the county's workforce therefore increasing the economy of the county.	Agree
For how long will this solution be effective?	More than 50 years	Agree
How effective is the risk reduction?	Unknown	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	1-3	Agree
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Unknown	N/A
What impact will this action have on the local economy/tax base?	Less than 25%	Agree
What impacts to the environment of the county will result from this project?	N/A	N/A

What is the capability of the local government to administer this project?	High	Agree
What is the financial range of this project?	\$51K - \$100K	Agree
What is the level of public support for this project?	Medium	Agree
What is the technical feasibility of this project?	Between 26 and 50%	Agree
Who will administer this project?	County	Agree

### Low Priority Housing Strategies

Pillar	Action Name	Priority	Overall Ranking
Housing	Develop a Long-Term Strategy to Address the Community's Housing Needs by Increasing the Availability of Affordable and Accessible Housing Across the County	Low	8
Housing	Develop a Long-Term Strategy for Promoting and Engaging Residents in Historic Preservation to Maintain Richmond County's Unique Character	Low	12

**Table 6. Richmond Low Priority Housing Summary**

These two projects represent the housing strategies that Richmond County indicated are of a lower priority to address. Additional detail on the projects can be found below:

- Develop a Long-Term Strategy to Address the Community's Housing Needs by Increasing the Availability of Affordable and Accessible Housing Across the County:** This project includes a housing assessment which will contain three primary components: an analysis of unmet need by socioeconomic status, geographic location, and age that specifically impact older residents, a series of strategies for incentivizing the development or maintenance of affordable/accessible housing, and policy recommendations relating to zoning, development, and financial incentives or credits that would support accessible/affordable housing. The resulting strategy will create or leverage partnerships across the public, private, and non-profit sectors to ensure access to affordable housing is equitable, accessible, and suited to the needs of the county.

## Develop a Long-Term Strategy to Address the Community's Housing Needs by Increasing the Availability of Affordable and Accessible Housing across the County

**County:** Richmond

**Priority Grouping:** Low Priority

**Priority Ranking:** 8

**Project Timeframe:** 1 to 5 years

**Location:** Richmond County

**Project Summary:** This project includes a housing assessment which will contain three primary components: an analysis of unmet need by socioeconomic status, geographic location, and age that specifically impact older residents, a series of strategies for incentivizing the development or maintenance of affordable/accessible housing, and policy recommendations relating to zoning, development, and financial incentives or credits that would support accessible/affordable housing. The resulting strategy will create or leverage partnerships across the public, private, and non-profit sectors to ensure access to affordable housing is equitable, accessible, and suited to the needs of the county.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	Affordable housing continues to be an issue for Richmond County. While Hurricane Matthew created a temporary economic boom in Richmond County longer term recovery could have been stronger with more housing across the county.	N/A
Consistent with existing plans (describe points of intersection/departure)	This will support the implementation of the county's long-term housing strategy.	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	Yes	Agree
Explain any benefits or impacts to the economy of the county from this project.	The development of a strategy to develop affordable and accessible can lead to households moving back into Richmond County spurring economic growth across the county.	Agree
For how long will this solution be effective?	Between 11 and 30 years	Agree
How effective is the risk reduction?	Unknown	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	0	Agree
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Medium to high confidence	N/A
What impact will this action have on the local economy/tax base?	Higher than 75%	Agree
What impacts to the environment of the county will result from this project?	Strategy must include environmental impact study to ensure development minimally affects environment.	N/A
What is the capability of the local government to administer this project?	Medium	Agree
What is the financial range of this project?	\$51K - \$100K	Agree

What is the level of public support for this project?	Unknown	Agree
What is the technical feasibility of this project?	Higher than 75%	Agree
Who will administer this project?	County	Agree



- **Develop a Long-Term Strategy for Promoting and Engaging Residents in Historic Preservation to Maintain Richmond County's Unique Character:** Hurricanes impact a significant number of historic buildings. Currently, there is no comprehensive plan to address maintenance and repair of historic properties. Initiatives to increase the resiliency of historic buildings will assist local officials in ensuring the longevity of the county's cultural heritage in the face of future disasters.

## Develop a Long-Term Strategy for Promoting and Engaging Residents in Historic Preservation to Maintain Richmond County's Unique Character

**County:** Richmond

**Priority Grouping:** Low Priority

**Priority Ranking:** 12

**Project Timeframe:** 1-5 years

**Location:** Rockingham and Hamlet

**Project Summary:** This project will ensure the longevity of an effort to maintain and protect the county's historic building stock. In doing so, Richmond County will:

- Engage younger residents in historic preservation by partnering with the current historical society to conduct outreach, host events, and/or raise awareness of ongoing historic preservation efforts in Richmond County. Ideally, this focused outreach and education will result in the engagement of younger Richmond County residents who will accept the torch from outgoing members of the historical society to maintain a strong participation base over time.

- Develop a comprehensive set of recommendations or strategies for registering, maintaining, or renovating historic properties.

Because a significant portion of historic properties in Richmond County are privately owned, the county may not have the authority to mandate how properties are used or maintained. However, centralizing available resources, guidance, and legal restrictions within a single document may encourage private property owners to maintain the historic integrity of their homes by reducing the burden of independent research and education about the proper maintenance and repair protocols.

- Identify the potential need for multiple plans. Plans may be developed specifically from a whole county perspective as well as specific plans for the City of Rockingham and City of Hamlet. These plans can focus on the area's individualized needs to ensure that all historic locations are given the appropriate attention required for their preservation.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	Hurricanes impact a significant number of historic buildings. Currently there is no comprehensive plan to address maintenance and repair of historic properties. Initiatives to increase the resiliency of historic buildings will assist local officials in ensuring the longevity of the county's cultural heritage in the face of future disasters.	N/A
Consistent with existing plans (describe points of intersection/departure)	The strategy should include considerations for renovating historical sites for use as affordable housing options which could help address the housing shortage described in the plan.	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	Yes	Agree
Explain any benefits or impacts to the economy of the county from this project.	Preservation of unique aspects of Richmond County may attract visitors and tourists from out-of-state thereby generating additional income for the county.	Agree
For how long will this solution be effective?	More than 50 years	Agree
How effective is the risk reduction?	Unknown	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	>6	Agree
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree

To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Unknown	N/A
What impact will this action have on the local economy/tax base?	Less than 25%	Agree
What impacts to the environment of the county will result from this project?	N/A	N/A
What is the capability of the local government to administer this project?	Low	Agree
What is the financial range of this project?	\$51K - \$100K	Agree
What is the level of public support for this project?	Medium	Agree
What is the technical feasibility of this project?	Between 26 and 50%	Agree
Who will administer this project?	County	Agree

## Economic Development Strategies

### Medium Priority Economic Development Strategies

Pillar	Action Name	Priority	Overall Ranking
Economic Development	Conduct Feasibility Study to Identify Strategies to Make Childcare More Accessible to Low-Income Households	Medium	7

**Table 7. Richmond Medium Priority Economic Development Summary**

This project represents the economic development strategies that Richmond County indicated are of a medium priority to address. Additional detail on the projects can be found below:

- Conduct Feasibility Study to Identify Strategies to Make Childcare More Accessible to Low-Income Households:** This project will determine the feasibility of expanding on existing strategies as well as creating new strategies to provide affordable childcare for working families.

## Conduct a Feasibility Study to Identify Strategies to Make Childcare more Accessible to Low-Income Households

**County:** Richmond

**Priority Grouping:** Medium Priority

**Priority Ranking:** 7

**Project Timeframe:** 5 - 10 years

**Location:** Richmond County

**Project Summary:** This project will determine the feasibility of expanding on existing strategies as well as creating new strategies to provide affordable childcare for working families. The result of this effort will be an assessment that examines:

- The feasibility of expanding on existing opportunities or creating new opportunities to fully or partially cover the costs of childcare for low-income households.
- Opportunities for partnership with schools, non-profit organizations, and private sector childcare facilities to decrease the financial burden of quality childcare.
- Potential funding mechanisms via state or federal grant programs, tax credits, incentives, etc.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	Allowing low-income households to have affordable childcare options may enable residents to obtain or maintain employment who would otherwise not be able to. In doing so these families would be able to have more wealth to handle recovery costs from disasters such as Hurricane Matthew.	N/A
Consistent with existing plans (describe points of intersection/departure)	N/A	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	Yes	Agree
Explain any benefits or impacts to the economy of the county from this project.	By providing more access to affordable childcare Richmond County will enable a larger portion of residents to sustain or maintain full- or part-time jobs thereby contributing to economic growth.	Agree
For how long will this solution be effective?	Between 11 and 30 years	Agree
How effective is the risk reduction?	Unknown	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	0	Agree
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Unknown	N/A
What impact will this action have on the local economy/tax base?	Less than 25%	Agree
What impacts to the environment of the county will result from this project?	N/A	N/A
What is the capability of the local government to administer this project?	Low	Agree



What is the financial range of this project?	\$51K - \$100K	Agree
What is the level of public support for this project?	Unknown	Agree
What is the technical feasibility of this project?	Between 26 and 50%	Agree
Who will administer this project?	County	Agree

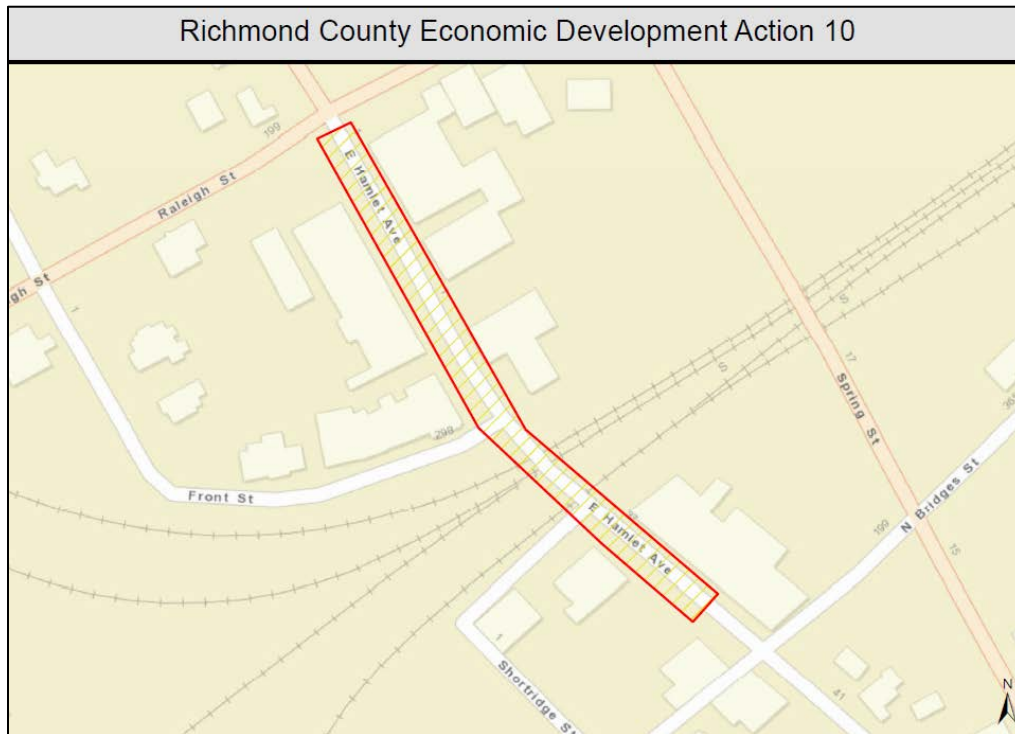
## Low Priority Economic Development Strategies

Pillar	Action Name	Priority	Overall Ranking
Economic Development	Revitalize Key Downtown Areas	Low	14

**Table 8. Richmond Low Priority Economic Development Summary**

This project represents the economic development strategy that Richmond County indicated is of a lower priority to address. Additional detail can be found below:

- **Revitalize Key Downtown Areas:** Improving downtown areas will contribute to increased property values for surrounding homes and support economic development in Richmond County.



**Figure 15. Richmond County Economic Development Action 10 (Hamlet) - Revitalize Key Downtown Areas**

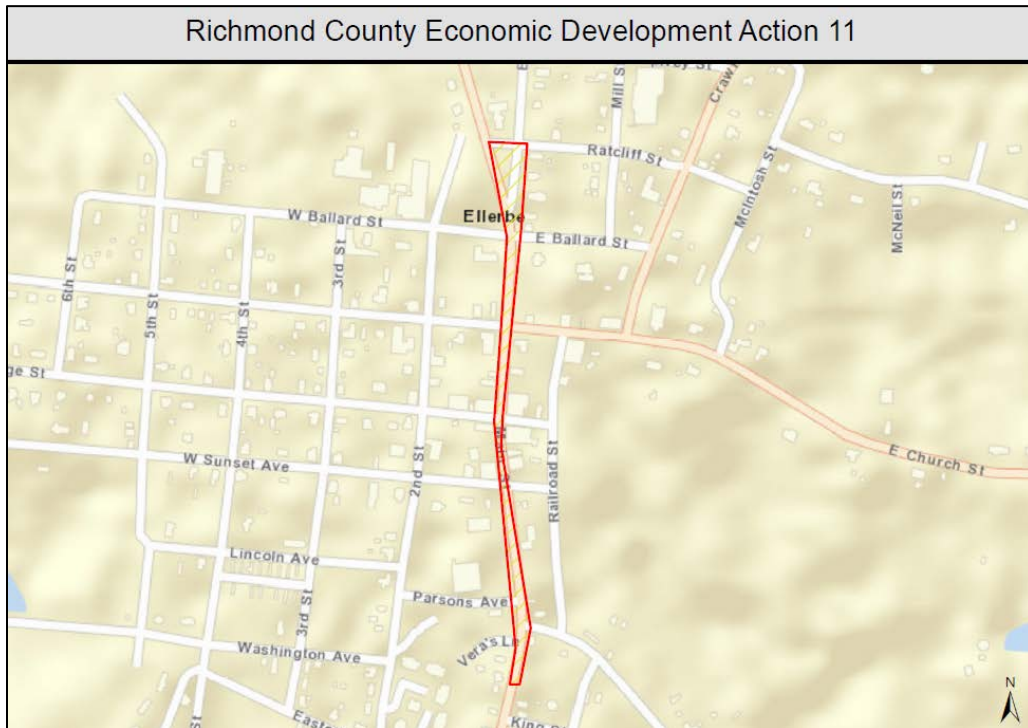


Figure 16. Richmond County Economic Development Action 11 (Ellerbe) - Revitalize Key Downtown Areas

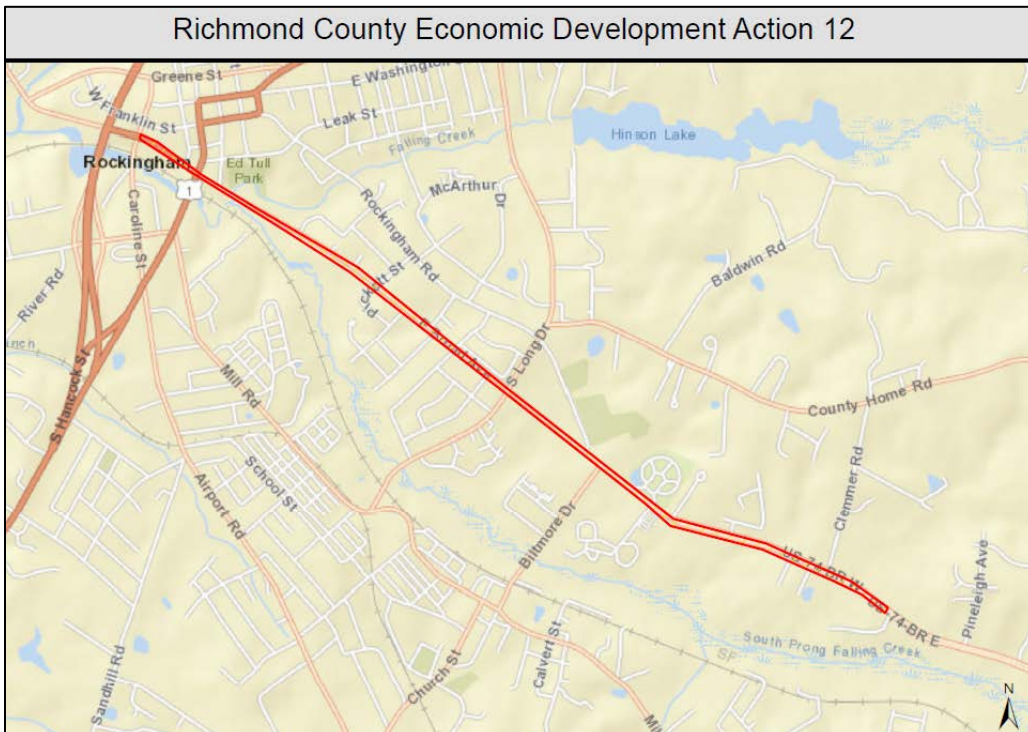


Figure 17. Richmond County Economic Development Action 12 (Rockingham) - Revitalize Key Downtown Areas

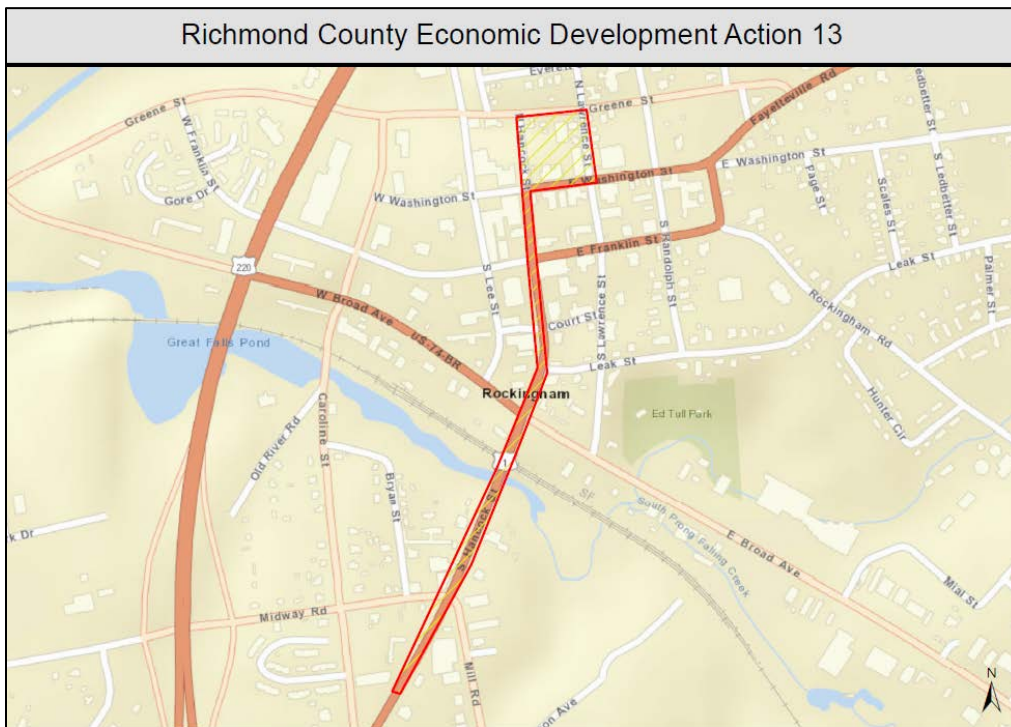


Figure 18. Richmond County Economic Development Action 13 (Rockingham) - Revitalize Key Downtown Areas

## Revitalize Key Downtown Areas

**County:** Richmond

**Priority Grouping:** Low Priority

**Priority Ranking:** 14

**Project Timeframe:** 10 years or more

**Location:** City of Rockingham, Town of Ellerbe, City of Hamlet

**Project Summary:** To facilitate the unified development of economic growth in unique economic activity centers within the county, Richmond County will:

- Develop a comprehensive strategy for spurring economic development in downtown areas by leveraging concepts outlined in the Southeastern Comprehensive Economic Development Strategy to support economic growth and development of the county's labor force.
- Identify strategies or incentives for purchasing or leasing properties in downtown areas to encourage business owners to develop those areas first.
- Prioritize development of populous areas, including Rockingham, Ellerbe, and Hamlet, which will positively impact the county's overall economic success.
- Identify, create, or leverage existing partnerships, initiatives, or programs to facilitate the provision of fresh produce and other foods to these areas in order to mitigate food scarcity. Engage local businesses to the fullest extent possible.
- Engage Richmond County employees and residents alike to provide feedback on the proposed strategies to ensure the results are equitable, and avoid exclusion of low-income households.
- Continue to promote efforts to create new farmers' markets throughout the county.
- Enforce city and county zoning codes. Enforcement is critical to the successful implementation of county and city codes.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	By supporting economic development in Richmond County the local population will be better suited to handle the financial impacts of severe disasters such as Hurricane Matthew.	N/A
Consistent with existing plans (describe points of intersection/departure)	The strategy leverages concepts outlined in the Southeastern Comprehensive Economic Development Strategy.	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	Yes	Agree
Explain any benefits or impacts to the economy of the county from this project.	Improving downtown areas will contribute to increased property values for surrounding homes and support economic development in Richmond County.	Agree
For how long will this solution be effective?	More than 50 years	Agree
How effective is the risk reduction?	Unknown	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	1-3	Agree
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Unknown	N/A
What impact will this action have on the local economy/tax base?	Less than 25%	Agree

What impacts to the environment of the county will result from this project?	N/A	N/A
What is the capability of the local government to administer this project?	Medium	Agree
What is the financial range of this project?	\$1M+	Agree
What is the level of public support for this project?	Unknown	Agree
What is the technical feasibility of this project?	Less than 25%	Agree
Who will administer this project?	County	Agree



## Infrastructure Strategies

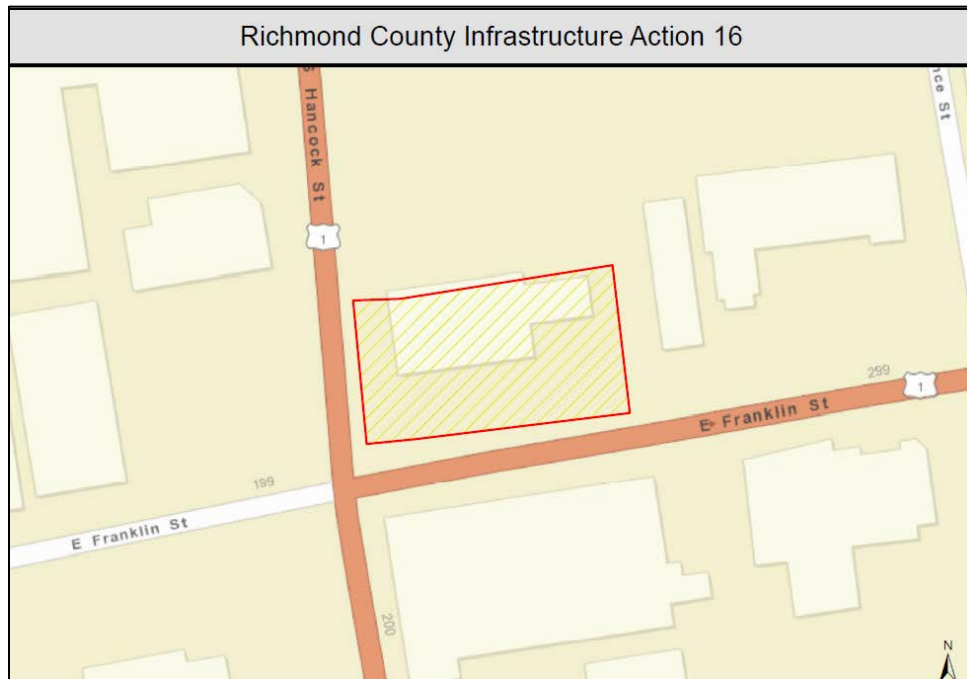
### High Priority Infrastructure Strategies

Pillar	Action Name	Priority	Overall Ranking
Infrastructure	Develop an Action Plan for Assessing the County's Power Generation Capabilities, Prioritizing Resources, and Implementing Projects to Ensure Full Functionality	High	1
Infrastructure	Protect the County's Existing Building Stock by Ensuring that the County and Property Owners have Adequate Resources	High	2
Infrastructure	Assess the Capacity of Existing Correctional Facilities and Jails and Establish a Plan to Address Unmet Needs	High	3

**Table 9. Richmond High Priority Infrastructure Summary**

These projects represent the infrastructure strategies that Richmond County indicated are the highest priority to address. Additional detail can be found below:

- Develop an Action Plan for Assessing the County's Power Generation Capabilities, Prioritizing Resources, and Implementing Projects to Ensure Full Functionality:** Previous disasters have revealed the need for improved power generation capacity at designated mass care facilities and public utilities. This effort includes repairs to the generators that supply back up power at designated mass care facilities and the alternate Emergency Operations Center (EOC), at minimum. Currently, both facilities do not have adequate back-up power capabilities, and is a concern in responding during future disasters.



**Figure 19. Richmond County Infrastructure Action 16 - Develop an Action Plan for Assessing the County's Power Generation Capabilities, Prioritizing Resources, and Implementing Projects to Ensure Full Functionality**

## Develop an Action Plan for Assessing the County's Power Generation Capabilities, Prioritizing Resources, and Implementing Projects to Ensure Full Functionality

**County:** Richmond

**Priority Grouping:** High Priority

**Priority Ranking:** 1

**Project Timeframe:** 1 - 5 years

**Location:** Richmond County

**Project Summary:** Develop an action plan for assessing the county's power generation capabilities, prioritizing resources, and implementing projects to ensure full functionality. Previous disasters have revealed the need for improved power generation capacity at designated mass care facilities and public utilities.

-Perform a needs assessment that describes the necessary modifications,

-Prioritize projects,

-Identify funding and establish a timeline for completion.

This effort should include repairs to the generators that supply back up power at designated mass care facilities and the alternate Emergency Operations Center (EOC), at minimum. Currently, both facilities do not have adequate back-up power capabilities, and is a concern in responding during future disasters.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	Richmond County lacks sufficient back-up power generation capabilities to withstand a severe power disruption. This project will ensure that Richmond County's critical facilities will have the necessary power to operate in major disasters similar to Hurricane Matthew. The project is focused on the EOC and facilities used in mass care and sheltering operations.	N/A
Consistent with existing plans (describe points of intersection/departure)	Currently the EOC in Richmond County and its designate shelters lack the ability to provide adequate back-up power generation. The action plan developed will be followed by the purchase and installation of power generation units that meet the needs for Richmond County emergency services to operate a mass shelter and EOC during a disaster where power generation through normal utilities is lost.	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	Yes	Agree
Explain any benefits or impacts to the economy of the county from this project.	N/A	Agree
For how long will this solution be effective?	Between 31 and 50 years	Agree
How effective is the risk reduction?	>200 year event	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	1-3	Agree
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Unknown	N/A

What impact will this action have on the local economy/tax base?	No Impact	Agree
What impacts to the environment of the county will result from this project?	N/A	N/A
What is the capability of the local government to administer this project?	High	Agree
What is the financial range of this project?	\$101K - \$250K	Agree
What is the level of public support for this project?	High	Agree
What is the technical feasibility of this project?	Higher than 75%	Agree
Who will administer this project?	County	Agree

- **Protect the County's Existing Building Stock by Ensuring that the County and Property Owners have Adequate Resources:** This project will be accomplished by recruiting 14-21 additional volunteer fire and rescue staff. Doing so will improve the county's overall ability to manage domestic wildfires, which will, in turn, protect the county's building stock. In addition, a public education strategy would be developed to provide mitigation strategies to homeowners or property owners on what actions they can take to avoid damage from surrounding or nearby wildfires. The goal is for a public education strategy to reach 8,000 of the 17,000 households in Richmond County.

## Protect the County's Existing Building Stock by Ensuring that the County and Property Owners have Adequate Resources

**County:** Richmond

**Priority Grouping:** High Priority

**Priority Ranking:** 2

**Project Timeframe:** 1 -5 years

**Location:** Richmond County

**Project Summary:** Protect the county's existing building stock by ensuring that the county and property owners have adequate resources. Richmond County will accomplish this by:

- Recruiting 14-21 additional volunteer fire and rescue staff. Doing so will improve the county's overall ability to manage domestic wildfires, which will, in turn, protect the county's building stock.
- Continuing to advocate for public education about mitigation strategies homeowners or property owners can take to avoid damage from surrounding or nearby wildfires. The goal is for a Public Education strategic to reach 8,000 of the 17,000 households in Richmond County.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	Bolstering the number of first responders in advance will pay dividends when the next disaster occurs.	N/A
Consistent with existing plans (describe points of intersection/departure)	Increasing the number of volunteer firefighters available by 1 volunteer firefighter per shift on duty Monday through Friday will protect the county's building and housing stock therefore safeguarding investments in those sectors.	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	Yes	Agree
Explain any benefits or impacts to the economy of the county from this project.	The additional construction and support of fire substations throughout the county will protect existing businesses from damage therefore continuing the prosperity of the local economy.  Public education to 8000 of the 17000 households in will raise awareness of the risk of wildfires in Richmond County.	Agree
For how long will this solution be effective?	Less than 10 years	Agree
How effective is the risk reduction?	Unknown	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	1-3	Agree
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Medium to high confidence	N/A
What impact will this action have on the local economy/tax base?	Unknown	Agree
What impacts to the environment of the county will result from this project?	Increased fire response services will help protect the county from forest fires which damage the environment.	N/A



What is the capability of the local government to administer this project?	Medium	Agree
What is the financial range of this project?	\$1M+	Agree
What is the level of public support for this project?	Unknown	Agree
What is the technical feasibility of this project?	Higher than 75%	Agree
Who will administer this project?	County	Agree

- **Assess the Capacity of Existing Correctional Facilities and Jails and Establish a Plan to Address Unmet Needs:** A capacity assessment of local incarceration facilities has been performed; the county’s facilities are not equipped to meet the demand. In order to meet this need, Richmond County will develop and implement a plan that identifies the approximate cost, funding sources, contractors, and other critical aspects necessary to execute the construction of a new facility.

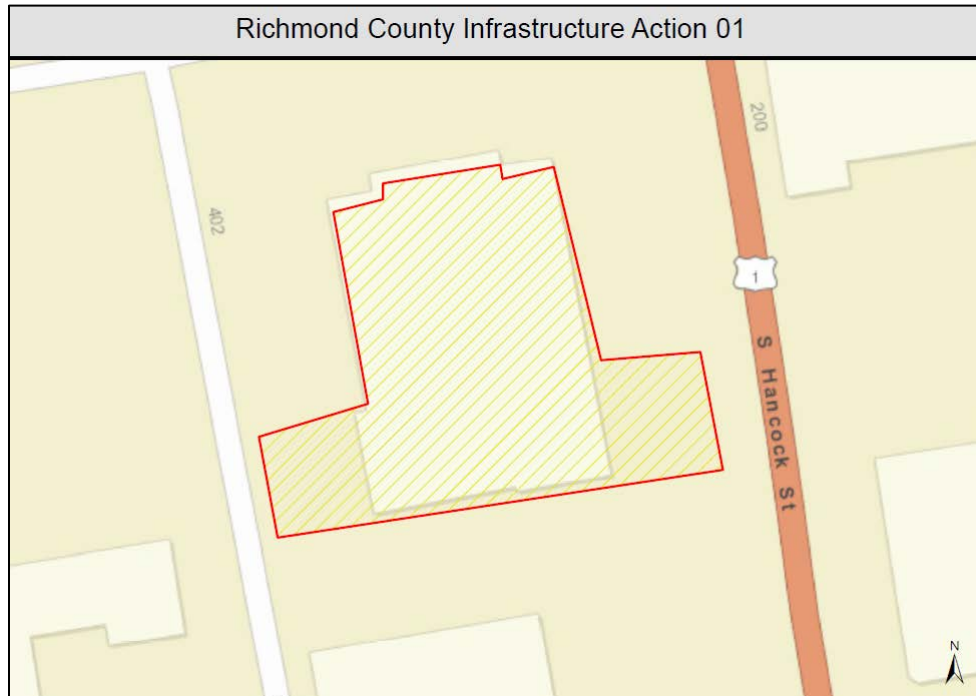


Figure 20. Richmond County Infrastructure Action 01 - Protect the County's Existing Building Stock by Ensuring that the County and Property Owners have Adequate Resources

## Assess the Capacity of Existing Correctional Facilities and Jails and Establish a Plan to Address Unmet Needs

**County:** Richmond

**Priority Grouping:** High Priority

**Priority Ranking:** 3

**Project Timeframe:** 1 - 5 years

**Location:** Richmond County

**Project Summary:** A capacity assessment of local incarceration facilities has been performed; the county's facilities are not equipped to meet the demand. In order to meet this need, Richmond County will develop and implement a plan that identifies the approximate cost, funding sources, contractors, and other critical aspects necessary to execute the construction of a new facility.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	While not directly related to the damage sustained from Hurricane Matthew the construction of a new city will assist the protection of Richmond's citizens in a post-disaster and recovery environment.	N/A
Consistent with existing plans (describe points of intersection/departure)	N/A	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	Yes	Agree
Explain any benefits or impacts to the economy of the county from this project.	N/A	Agree
For how long will this solution be effective?	More than 50 years	Agree
How effective is the risk reduction?	Unknown	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	1-3	Agree
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Medium to high confidence	N/A
What impact will this action have on the local economy/tax base?		Agree
What impacts to the environment of the county will result from this project?	N/A	N/A
What is the capability of the local government to administer this project?	Medium	Agree
What is the financial range of this project?	\$1M+	Agree
What is the level of public support for this project?	Medium	Agree
What is the technical feasibility of this project?	Less than 25%	Agree
Who will administer this project?	County	Agree

## Medium Priority Infrastructure Strategies

Pillar	Action Name	Priority	Overall Ranking
Infrastructure	Assess the Need for Increased Water Infrastructure Capacity and Identify Actions to Increase or Maintain that Capacity as Needed	Medium	5

**Table 10. Richmond Medium Priority Infrastructure Summary**

This project represents the infrastructure strategy that Richmond County indicated is of a medium priority to address. Additional detail can be found below:

- Assess the Need for Increased Water Infrastructure Capacity and Identify Actions to Increase or Maintain that Capacity as Needed:** This project will assess the need for increased water infrastructure capacity and identify actions to increase or maintain that capacity as needed. An assessment of the county's current water infrastructure will be conducted to determine whether improvements or repairs are required to maintain full operational capability, how improvements or repairs should be prioritized, the estimated timeline and cost for completion, potential funding sources, and recommended actions (and associated costs) to increase the capacity of the county's water infrastructure to accommodate future needs.

Following the assessment being conducted, Richmond County will implement the strategies determined feasible and fulfilling the objective of becoming more resilient in future disasters. Implementation may include the construction of additional water treatment facilities, water storage facilities, pumping stations, and pipes. Needs for implementation will be identified in the assessment and drafting of a strategy.

## Assess the Need for Increased Water Infrastructure Capacity and Identify Actions to Increase or Maintain that Capacity as Needed

**County:** Richmond

**Priority Grouping:** Medium Priority

**Priority Ranking:** 5

**Project Timeframe:** 1 - 5 years

**Location:** Richmond County

**Project Summary:** This project will assess the need for increased water infrastructure capacity and identify actions to increase or maintain that capacity as needed. An assessment of the county's current water infrastructure will be conducted to determine:

- Whether improvements or repairs are required to maintain full operational capability,
- How improvements or repairs should be prioritized,
- The estimated timeline and cost for completion,
- Potential funding sources,
- Recommended actions (and associated costs) to increase the capacity of the county's water infrastructure to accommodate future needs.

Following the assessment being conducted, Richmond County will implement the strategies determined feasible and fulfilling the objective of becoming more resilient in future disasters. Implementation may include the construction of additional water treatment facilities, water storage facilities, pumping stations, and pipes. Needs for implementation will be identified in the assessment and drafting of a strategy.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	Ensuring the resiliency and longevity of Richmond County's water infrastructure will greatly assist the county to maintain the capability and capacity to supply water demand needs throughout the county after a disaster.	N/A
Consistent with existing plans (describe points of intersection/departure)	N/A	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	Yes	Agree
Explain any benefits or impacts to the economy of the county from this project.	Increasing the capacity or lifespan of county infrastructure translates to usage. This will provide basic services to existing residents and improve their quality of life but may also attract or encourage tourism to from or through Richmond County. Tourism will provide economic boosts while better functioning utilities and infrastructure could attract permanent residents and boost the housing sector.	Agree
For how long will this solution be effective?	More than 50 years	Agree
How effective is the risk reduction?	>200 year event	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	>6	Agree
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Medium to high confidence	N/A



What impact will this action have on the local economy/tax base?	Less than 25%	Agree
What impacts to the environment of the county will result from this project?	NA	N/A
What is the capability of the local government to administer this project?	Medium	Agree
What is the financial range of this project?	\$51K - \$100K	Agree
What is the level of public support for this project?	High	Agree
What is the technical feasibility of this project?	Between 26 and 50%	Agree
Who will administer this project?	County	Agree

### Low Priority Infrastructure Strategies

Pillar	Action Name	Priority	Overall Ranking
Infrastructure	Conduct Feasibility Study to Implement a Microgrid Power System	Low	15

**Table 11. Richmond Low Priority Infrastructure Summary**

This project represents the infrastructure strategy that Richmond County indicated is of a lower priority to address. Additional detail can be found below:

- **Conduct Feasibility Study to Implement a Microgrid Power System:** Back-up, supplemental, and redundant power is needed in the county to create better energy assurance post-disaster and to make sure that critical facilities have sufficient power to maintain operations. Richmond County will develop a report that recommends strategies to accomplish the following: evaluate the feasibility of installing microgrids in Richmond County, and for an extremely vulnerable critical facility where a microgrid is not feasible, Richmond County will consider burial of power lines that feed into the facility.

Once a feasibility study is completed, a number of county and municipal facilities and critical infrastructure sites will be identified. Over a period of five years, equipment will be installed to ensure that critical infrastructure the county and communities in Richmond County rely on can operate despite being uncoupled from the main grid that normal operates these systems.

## Conduct a Feasibility Study to Implement a Microgrid Power System

**County:** Richmond

**Priority Grouping:** Low Priority

**Priority Ranking:** 15

**Project Timeframe:** 1 - 5 years

**Location:** Richmond County

**Project Summary:** Back-up, supplemental, and redundant power is needed in the county to create better energy assurance post-disaster and to make sure that critical facilities have sufficient power to maintain operations. Richmond County will develop a report that recommends strategies to accomplish the following:

- Evaluate the feasibility of installing microgrids in Richmond County.
- For an extremely vulnerable critical facility where a microgrid is not feasible, Richmond County will consider burial of power lines that feed into the facility.

Once a feasibility study is completed, a number of county and municipal facilities and critical infrastructure sites will be identified. Microgrid power systems will be identified and a timeframe for installation will be developed. Over a period of five years, equipment will be installed to ensure that critical infrastructure the county and communities in Richmond County rely on can operate despite being uncoupled from the main grid that normal operates these systems.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	Power outages occurred across Richmond County from Hurricane Matthew. The development of a second electricity substation in Richmond County would increase the county's (and surrounding area's) resilience by reducing its dependence on existing infrastructure and creating redundancy in electrical generation transmission and distribution.	N/A
Consistent with existing plans (describe points of intersection/departure)	Power outages restoration and lack of redundant power supply have been identified in planning meetings as known areas of improvement for the county.	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	Yes	Agree
Explain any benefits or impacts to the economy of the county from this project.	Microgrids and additional substation allow for greater economic development and downtown revitalization by introducing an attractive alternative power source for businesses located near the facility housing the microgrid.	Agree
For how long will this solution be effective?	More than 50 years	Agree
How effective is the risk reduction?	>200 year event	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	4-6	Agree
Is coordination with other communities/counties needed to complete this project?	Yes	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Low to moderate confidence	N/A
What impact will this action have on the local economy/tax base?	No Impact	Agree

What impacts to the environment of the county will result from this project?	Microgrids reduce environmental impact integrating renewable and clean energy sources and reducing greenhouse gas emissions. Tree trimming improves the ecosystem by maintaining the structural health and integrity of the tree itself while increasing safety for all around.	N/A
What is the capability of the local government to administer this project?	High	Agree
What is the financial range of this project?	\$1M+	Agree
What is the level of public support for this project?	Medium	Agree
What is the technical feasibility of this project?	Higher than 75%	Agree
Who will administer this project?	County	Agree

## Environmental, Ecosystem and Agricultural Strategies

### Medium Priority Environmental Strategies

Pillar	Action Name	Priority	Overall Ranking
Environment	Expand the County's Current Community Gardening Initiative to Support Community Development, Improvement of Public Health, and Access to Fresh Produce for Low-Income Households	Medium	6

**Table 12. Richmond Medium Priority Environmental Summary**

The following project represents the environmental strategies that Richmond County indicated are of a medium priority to address. Additional detail can be found below:

- Expand the County's Current Community Gardening Initiative to Support Community Development, Improvement of Public Health, and Access to Fresh Produce for Low-Income Households:**  
 Diversification of the county's agricultural sector will also promote and sustain economic development by making large sectors of the economy less susceptible to events that could wipe out entire crops or livestock. Additionally, this initiative may increase property values of neighborhoods where gardens are located, bolster economic development, and address chronic health concerns facing Richmond County residents.



## Expand the County's Current Community Gardening Initiative to Support Community Development, Improvement of Public Health, and Access to Fresh Produce for Low-Income Households

**County:** Richmond

**Priority Grouping:** Medium Priority

**Priority Ranking:** 6

**Project Timeframe:** 1 - 5 years

**Location:** Richmond County

**Project Summary:** The project will expand the county's current community gardening initiative to support community development, improvement of public health, and access to fresh produce for low-income households

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	Diversification of the county's agriculture sector improvement of public health and community development will promote resiliency of lower income groups to handle future disasters.	N/A
Consistent with existing plans (describe points of intersection/departure)	N/A	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	Yes	Agree
Explain any benefits or impacts to the economy of the county from this project.	Diversification of the county's agricultural sector will also promote and sustain economic development by making large sectors of the economy less susceptible to events that could wipe out entire crops or livestock. Additionally, this initiative may increase property values of neighborhoods where gardens are located bolster economic development and address chronic health concerns facing Richmond County residents.	Agree
For how long will this solution be effective?	Between 11 and 30 years	Agree
How effective is the risk reduction?	Unknown	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	0	Agree
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Minimal to low confidence	N/A
What impact will this action have on the local economy/tax base?	Less than 25%	Agree
What impacts to the environment of the county will result from this project?	N/A	N/A
What is the capability of the local government to administer this project?	High	Agree
What is the financial range of this project?	\$0- \$50K	Agree

What is the level of public support for this project?	Medium	Agree
What is the technical feasibility of this project?	Less than 25%	Agree
Who will administer this project?	County	Agree

## Low Priority Environmental Strategies

Pillar	Action Name	Priority	Overall Ranking
Environment	Establish a Land Bank to Assist Farmers with Obtaining Land for Agriculture Production	Low	9
Environment	Perform an Assessment of County Policies Regarding Green Infrastructure or other Environmental Concerns, and Develop Standards for Design and Development that will Contribute to Positive Environmental Outcomes	Low	10
Environment	Conduct a Gap Analysis of the County's Current Zoning Policies, then Update Zoning Codes to Reflect Current Best Practices to Improve Coastal Water Quality through Improved Stormwater Management and Hazard Mitigation	Low	11
Environment	Collaborate with Public, Private, and Non-Profit Entities to Determine Strategies for Diversifying the County's Agricultural Crops	Low	13
Environment	Leverage Ongoing Efforts to Preserve the Unique Environmental Features of Richmond County Based on Strategies Outlined in the Pee Dee Lumber Regional Hazard Mitigation Plan	Low	16

**Table 13. Richmond Low Priority Environmental Summary**

These five projects represent the environmental strategy that Richmond County indicated is of a lower priority to address. Additional detail can be found below:

- Establish a Land Bank to Assist Farmers with Obtaining Land for Agriculture Production:** Tension between existing land owners and farmers seeking land for agricultural purposes impedes the county's overall economic productivity. Establishing a land bank under public supervision (i.e., via local government operations) may help reduce this tension while bolstering Richmond County's production and providing an economic boost. This strategy begins by bringing stakeholders across Richmond County together to discuss the formation and role of a Land Bank. Following agreement of a Land Bank strategy, the Land Bank will support farmers with obtaining land for agriculture production. A robust outreach campaign will be developed to support providing awareness of the support the Land Bank can bring to farmers.

## Establish a Land Bank to Assist Farmers with Obtaining Land for Agriculture Production

**County:** Richmond

**Priority Grouping:** Low Priority

**Priority Ranking:** 9

**Project Timeframe:** 10 or more years

**Location:** Richmond County

**Project Summary:** Establish a land bank to assist farmers with obtaining land for agriculture production. Tension between existing land owners and farmers seeking land for agricultural purposes impedes the county's overall economic productivity. Establishing a land bank under public supervision (i.e., via local government operations) may help reduce this tension while bolstering Richmond County's production and providing an economic boost.

This strategy begins by bringing stakeholders across Richmond County together to discuss the formation and role of a Land Bank. Following agreement of a Land Bank strategy, the Land Bank will support farmers with obtaining land for agriculture production. A robust outreach campaign will be developed to support providing awareness of the support the Land Bank can bring to farmers.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	Additional produce will allow the county to have more economic development making the county and its resident more financially stable and capable of handling a severe weather event.	N/A
Consistent with existing plans (describe points of intersection/departure)	N/A	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	No	Agree
Explain any benefits or impacts to the economy of the county from this project.	Farmer's ability to obtain land is critical to the future economic interests of Richmond County. Individuals that currently own farm land are concerned that their property will be sold off to residential developers. A agency such as a Land Bank can be an common partner for both current and new farmers to make sure farm land stays agricultural such supporting the economic strengthening of Richmond County.	Agree
For how long will this solution be effective?	More than 50 years	Agree
How effective is the risk reduction?	Unknown	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	0	Agree
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Medium to high confidence	N/A
What impact will this action have on the local economy/tax base?	Less than 25%	Agree
What impacts to the environment of the county will result from this project?	N/A	N/A

What is the capability of the local government to administer this project?	Medium	Agree
What is the financial range of this project?	\$251K - \$500K	Agree
What is the level of public support for this project?	Medium	Agree
What is the technical feasibility of this project?	Between 51 and 75%	Agree
Who will administer this project?	County	Agree



- **Perform an Assessment of County Policies Regarding Green Infrastructure or other Environmental Concerns, and Develop Standards for Design and Development that will Contribute to Positive Environmental Outcomes:** This strategy calls for an assessment of county facilities to make them more environmentally friendly. This includes reviewing county facilities and gauging their ability to incorporate sustainable features and technologies, including power generation, water sustainability, and trash footprint (recycling, compost, etc), and environmentally friendly parking lots. Once an assessment is complete, the county will move forward in implementation of a sustainability program, including the installation of equipment to make county facilities more environmentally resilient and renovation/updates, including of county-owned parking lots. This strategy may also have an impact on Richmond's County economic resiliency, both in providing materials and jobs during the implementation process, as well as becoming a standard to environment sustainability/resiliency that can be emulated across the county.

## Perform an Assessment of County Policies Regarding Green Infrastructure or other Environmental Concerns, and Develop Standards for Design and Development that will Contribute to Positive Environmental Outcomes

**County:** Richmond

**Priority Grouping:** Low Priority

**Priority Ranking:** 10

**Project Timeframe:** 5 - 10 years

**Location:** Richmond County

**Project Summary:** This project will focus county policies regarding green infrastructure or other environmental concerns and develop standards for design and development that will contribute to positive environmental outcomes. The strategy calls for an assessment of county facilities to make them more environmentally friendly. This includes reviewing county facilities and gauging their ability to incorporate sustainable features and technologies, including power generation, water sustainability, and trash footprint (recycling, compost, etc), and environmentally friendly parking lots. Once an assessment is complete, the county will move forward in implementation of a sustainability program, including the installation of equipment to make county facilities more environmentally resilient and renovation/updates, including of county-owned parking lots. This strategy may also have an impact on Richmond's County economic resiliency, both in providing materials and jobs during the implementation process, as well as becoming a standard to environment sustainability/resiliency that can be emulated across the county.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	North Carolina was severely impacted by flooding as a result of Hurricane Matthew. Incorporating green technology into conventional community assets throughout the county like surface parking lots can have both aesthetic and environmental benefits and may enhance property values and preserve community character. Updates can help ensure that the community character is maintained and that future development is responsible and sensitive to risk.	N/A
Consistent with existing plans (describe points of intersection/departure)	N/A	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	Yes	Agree
Explain any benefits or impacts to the economy of the county from this project.	This project will make Richmond County more attractive to its residents while green infrastructure will increase property values as a cost effective economical and aesthetically pleasing design that mitigates flood hazards and promotes resilience.	Agree
For how long will this solution be effective?	More than 50 years	Agree
How effective is the risk reduction?	Unknown	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	4-6	Agree
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Medium to high confidence	N/A

What impact will this action have on the local economy/tax base?	Less than 25%	Agree
What impacts to the environment of the county will result from this project?	The construction of green infrastructure will have long-term impacts on the county's environment.	N/A
What is the capability of the local government to administer this project?	High	Agree
What is the financial range of this project?	\$501K - \$1M	Agree
What is the level of public support for this project?	Medium	Agree
What is the technical feasibility of this project?	Higher than 75%	Agree
Who will administer this project?	County	Agree

- **Conduct a Gap Analysis of the County's Current Zoning Policies, then Update Zoning Codes to Reflect Current Best Practices to Improve Coastal Water Quality through Improved Stormwater Management and Hazard Mitigation:** Even though Richmond County is an inland county, smaller creeks, rivers, or streams eventually feed out to the coast. By creating zoning policies that are cognizant of water flowing through the county, Richmond can have a positive impact on the entire region.

## Conduct a Gap Analysis of the County's Current Zoning policies, then Update Zoning Codes to Reflect Current Best Practices to Improve Coastal Water Quality through Improved Stormwater Management and Hazard Mitigation

**County:** Richmond

**Priority Grouping:** Low Priority

**Priority Ranking:** 11

**Project Timeframe:** 1 - 5 years

**Location:** Richmond County

**Project Summary:** Even though Richmond County is an inland county, smaller creeks, rivers, or streams eventually feed out to the coast. By creating zoning policies that are cognizant of water flowing through the county, Richmond can have a positive impact on the entire region.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	Protective actions through zoning codes can have long-lasting positive impacts on North Carolina's coastal water quality which could impact the entire state by boosting the state's tourism.	N/A
Consistent with existing plans (describe points of intersection/departure)	N/A	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	No	Agree
Explain any benefits or impacts to the economy of the county from this project.	Protecting the quality of North Carolina's coastal water sources will contribute to prolonged enjoyment of the coastline which is a major tourism attraction for out-of-state visitors. If the coasts continue to attract tourists the communities that they travel through will also continue to experience economic boosts. This strategy ultimately supports the economic development of Richmond County by ensuring that a tourist site with statewide impacts is maintained.	Agree
For how long will this solution be effective?	More than 50 years	Agree
How effective is the risk reduction?	Unknown	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	0	Agree
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Medium to high confidence	N/A
What impact will this action have on the local economy/tax base?	Unknown	Agree
What impacts to the environment of the county will result from this project?	New zoning policies will further protect Richmond County's many smaller creeks rivers and streams to ensure their longevity and water quality.	N/A

What is the capability of the local government to administer this project?	High	Agree
What is the financial range of this project?	\$0- \$50K	Agree
What is the level of public support for this project?	Medium	Agree
What is the technical feasibility of this project?	Less than 25%	Agree
Who will administer this project?	County	Agree



- **Collaborate with Public, Private, and Non-Profit Entities to Determine Strategies for Diversifying the County's Agricultural Crops:** This project will promote economic resilience and concurrently support ongoing public health efforts. Diversity in local agriculture translates to a wider variety of fresh produce or goods available to local residents, which may translate to a lower cost for Richmond County residents. Additionally, this would create some safeguards against significant losses of a specific crop due to disasters or other environmental challenges.

## Collaborate with public, private, and non-profit entities to determine strategies for diversifying the county's agricultural crops

**County:** Richmond

**Priority Grouping:**

**Priority Ranking:**

**Project Timeframe:**

**Location:** Richmond County

**Project Summary:**

Question	Response	Disposition
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**County:** Richmond

**Priority Grouping:** Low Priority

**Priority Ranking:** 13

**Project Timeframe:** 5 - 10 years

**Location:** Richmond County

**Project Summary:** This project will promote economic resilience and concurrently support ongoing public health efforts. Diversity in local agriculture translates to a wider variety of fresh produce or goods available to local residents, which may translate to a lower cost for Richmond County residents. Additionally, this would create some safeguards against significant losses of a specific crop due to disasters or other environmental challenges. This initiative is underway, to some extent, in Richmond County.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.		N/A
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	This project will create stability and resiliency to Richmond County's agricultural sector thus decreasing future impacts to severe weather events.	N/A
Consistent with existing plans (describe points of intersection/departure)		N/A
Consistent with existing plans (describe points of intersection/departure)	Richmond county has already implemented programs and policies according to A Community and Local Government Guide to Developing Local Food Systems in North Carolina	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?		N/A
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?		N/A
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	No	Agree
Explain any benefits or impacts to the economy of the county from this project.		N/A
Explain any benefits or impacts to the economy of the county from this project.	Diversification of the county's agricultural sector will also promote and sustain economic development by making large sectors of the economy less susceptible to events that could wipe out entire crops or livestock. Richmond County residents may have access to cheap produce.	Agree
For how long will this solution be effective?		N/A
For how long will this solution be effective?	Between 11 and 30 years	Agree

How effective is the risk reduction?		N/A
How effective is the risk reduction?	Unknown	Agree
How many public facilities are involved in this project (buildings and infrastructure)?		N/A
How many public facilities are involved in this project (buildings and infrastructure)?	0	Agree
Is coordination with other communities/counties needed to complete this project?		N/A
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws		N/A
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?		N/A
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?		N/A
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Medium to high confidence	N/A
What impact will this action have on the local economy/tax base?		N/A
What impact will this action have on the local economy/tax base?	Less than 25%	Agree
What impacts to the environment of the county will result from this project?		N/A
What impacts to the environment of the county will result from this project?	Promoting agriculture would create safeguards against significant losses of a specific crop due to disasters or other environmental challenges.	N/A
What is the capability of the local government to administer this project?		N/A
What is the capability of the local government to administer this project?	High	Agree
What is the financial range of this project?		N/A
What is the financial range of this project?	\$0- \$50K	Agree
What is the level of public support for this project?		N/A
What is the level of public support for this project?	Medium	Agree
What is the technical feasibility of this project?		N/A
What is the technical feasibility of this project?	Between 51 and 75%	Agree
Who will administer this project?		N/A
Who will administer this project?	County	Agree

- **Leverage Ongoing Efforts to Preserve the Unique Environmental Features of Richmond County Based on Strategies Outlined in the Pee Dee Lumber Regional Hazard Mitigation Plan:** This project will leverage ongoing efforts to preserve the unique environmental features of Richmond County based on strategies outlined in the Pee Dee Lumber Regional Hazard Mitigation Plan. Richmond County is currently updating its mitigation plans, and this update process should explore partnership opportunities with local land trusts, as well as assess the county’s existing public spaces and determine strategies for achieving increased environmental and social resilience through the use of green infrastructure and outdoor recreation areas to support community development.

## Leverage Ongoing Efforts to Preserve the Unique Environmental Features of Richmond County Based on Strategies Outlined in the Pee Dee Lumber Regional Hazard Mitigation Plan

**County:** Richmond

**Priority Grouping:** Low Priority

**Priority Ranking:** 16

**Project Timeframe:** 1 - 5 years

**Location:** Richmond County

**Project Summary:** This project will leverage ongoing efforts to preserve the unique environmental features of Richmond County based on strategies outlined in the Pee Dee Lumber Regional Hazard Mitigation Plan. Richmond County is currently updating its mitigation plans, and this update process should:

- Explore partnership opportunities with local land trusts.
- Assess the county's existing public spaces and determine strategies for achieving increased environmental and social resilience through the use of green infrastructure and outdoor recreation areas to support community development.

Question	Response	Disposition
Articulate how this project addresses an unmet need that has been created by damage from Hurricane Matthew.	This project builds off the strategies outlined in the Pee Dee Lumber Regional Hazard Mitigation Plan which increases the county's resilience to severe weather events.	N/A
Consistent with existing plans (describe points of intersection/departure)	This project is based on the strategies outlined in the Pee Dee Lumber Regional Hazard Mitigation Plan.	Agree
Does this project comply with existing Local and State authority (codes, plan and ordinance)?	Yes	Agree
Does this project meet the intents and goals for the Hurricane Matthew Recovery Act?	Yes	Agree
Explain any benefits or impacts to the economy of the county from this project.	Strategies from the Hazard Mitigation Plan may decrease the risk and vulnerability that many businesses within Richmond County will experience therefore increasing their resilience to severe weather events.	Agree
For how long will this solution be effective?	Between 31 and 50 years	Agree
How effective is the risk reduction?	Unknown	Agree
How many public facilities are involved in this project (buildings and infrastructure)?	>6	Agree
Is coordination with other communities/counties needed to complete this project?	No	Agree
Is this project consistent with Federal Laws	Yes	Agree
To what degree does this project adversely impact local floodplain/coastal zone management?	No Impact	Agree
To what degree will it be possible to positively quantify the environmental benefits and ROI of this project?	Medium to high confidence	N/A
What impact will this action have on the local economy/tax base?	Less than 25%	Agree
What impacts to the environment of the county will result from this project?	This project will develop the county's environment by increasing resilience through the use of green infrastructure and outdoor recreation to support community development.	N/A
What is the capability of the local government to administer this project?	High	Agree
What is the financial range of this project?	\$0- \$50K	Agree

What is the level of public support for this project?	Unknown	Agree
What is the technical feasibility of this project?	Higher than 75%	Agree
Who will administer this project?	County	Agree



## Summary

Implementation has already begun for some of these actions but for those that have not already been funded, the State of North Carolina will begin a process of prioritizing the actions and seeking to match a funding stream to each action. Those that are not matched with a funding source will be added to the State's Unmet Needs Report. Funding for Unmet Needs will be sought through additional funding from Congress and from the North Carolina General Assembly. Any action that cannot be matched to a funding source should be incorporated into the County's Hazard Mitigation Plan for consideration for future funding. It is important to seek to implement as many of these actions as feasible. Doing so will significantly contribute to helping improve the resiliency of North Carolina's communities.