

## **ORANGE COUNTY BOARD OF COMMISSIONERS**

### **AGENDA**

BOCC Regular Work Session (After 5:30 p.m. Dinner Meeting with Board of Health)

October 8, 2013

Meeting – 7:00 p.m.

Link Government Services Center

200 South Cameron Street

Hillsborough, NC

- |               |    |  |
|---------------|----|--|
| (7:00 – 7:30) | 1. | Discussion on Potential Establishment of a Women’s Commission                                |
| (7:30 – 7:50) | 2. | Review the Process of Creating a Solid Waste Collection and Disposal System Service District |
| (7:50 – 8:40) | 3. | Affordable Housing Follow-Up Discussion  |
| (8:40 – 9:10) | 4. | Potential Bond Issuance  |
| (9:10 – 9:30) | 5. | Orange County Strategic Information Technology Plan Update                                   |
| (9:30 – 9:35) |    | INFORMATION ITEM – Notices for Upcoming Public Hearings                                      |

**ORANGE COUNTY  
BOARD OF COMMISSIONERS**

**ACTION AGENDA ITEM ABSTRACT**

**Meeting Date:** October 8, 2013

**Action Agenda  
Item No. 1**

**SUBJECT:** Discussion on Potential Establishment of a Women's Commission

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**DEPARTMENT:** Board of Commissioners

**PUBLIC HEARING: (Y/N)**

No
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**ATTACHMENT(S):**

Attachment A – Resolution to Establish the Women's Commission as an Advisory Board/ Commission to the Orange County Board of County Commissioners

Attachment B – Excerpt from Approved January 25, 2011 Minutes

Attachment C – February 1, 2011 Manager's Memo Excerpt with Attached Memo from Tara Fikes

Attachment D – October 28, 2010 Memo from Tara Fikes

**INFORMATION CONTACT:**

Clerk's Office, 245-2130  
Cheryl Young, 245-2307  
Commissioner Renee Price

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**PURPOSE:** To discuss the potential establishment of a Women's Commission as an Orange County advisory board.

**BACKGROUND:** At the June 18, 2013 BOCC Meeting, Commissioner Renee Price petitioned the Board regarding the establishment of a Women's Commission as an Orange County advisory board to be staffed by and receive technical support from the Orange County Department of Economic Development. Commissioner Price provided a draft resolution (Attachment 1), and stated that there is a disparity that persists between women and men in hiring for jobs that pay higher wages and salaries, with preference given to men over women; and women historically have received and continue to receive less pay and lower incomes than their male counterparts while fulfilling the same duties and responsibilities.

Commissioner Price noted that there currently was not an Orange County advisory board that addressed issues unique to women and to provide policy and program recommendations to the Orange County Board of County Commissioners since the former Commission for Women, established in 1978, was eliminated as an advisory board in 2010.

Commissioner Price suggested that the overarching charge of a Women's Commission should be to examine and expose the inequalities and inequities experienced by women in the business sector, the workplace, entrepreneurship, education and professional advancement and leadership in Orange County, and to advocate for women so as to give redress to such imbalances and discrimination via policy and program recommendations to the Orange County Board of County Commissioners.

The functions of the original Commission for Women (CfW) were made a responsibility of the Human Relations Commission (HRC) in 2011, and CfW as a separate entity was disbanded in April 2011. Eight women currently serve on the HRC (16 out of 18 filled positions).

**FINANCIAL IMPACT:** There is no financial impact associated with discussing the potential establishment of a Women's Commission as an Orange County advisory board. If a Commission is established, potential budgetary and personnel impacts will need to be considered.

**RECOMMENDATION(S):** The Interim Manager recommends that the Board discuss the potential establishment of a Women's Commission as an Orange County advisory board and provide direction to staff. If the Board proposes to establish a Women's Commission as a separate advisory group as proposed within the resolution, the Interim Manager recommends that, in lieu of placing this function within the County's Economic Development Department, it should be housed within Housing, Human Rights and Community Development. The Interim Manager further recommends that, prior to formal Board action, the Board direct staff to evaluate any potential budgetary and/or personnel impacts and provide that information to the Board.

## Attachment A

RESOLUTION TO ESTABLISH **THE WOMEN'S COMMISSION**  
AS AN ADVISORY BOARD/COMMISSION TO  
THE ORANGE COUNTY BOARD OF COUNTY COMMISSIONERS

**Whereas** on January 29, 2009, President Barack Obama signed the Lilly Ledbetter Fair Pay Act of 2009, the first bill that he signed into law to amend the Civil Rights Act of 1964 and the Age Discrimination in Employment Act of 1967; and

**Whereas**, a disparity persists between women and men in hiring for jobs that pay higher wages and salaries, with preference given to men over women; and

**Whereas** women historically have received and continue to receive less pay and lower incomes than their male counterparts while fulfilling the same duties and responsibilities; and

**Whereas** women historically have been neglected in cases of promotion, with promotions being awarded to or favoring men even though women have performed as well as or better than their male counterparts; and

**Whereas** no advisory board that addresses issues unique to women currently exists to provide policy and program recommendations to the Orange County Board of County Commissioners, since the former Commission for Women, established in 1978, was eliminated as an advisory board in 2010;

**Therefore be it resolved** that the Orange County Board of County Commissioners hereby establishes The Women's Commission as an advisory board to the Board of County Commissioners, to be staffed by and receive technical support from the Orange County Department of Economic Development; and

**Be it further resolved** that the overarching charge of The Women's Commission shall be to examine and expose the inequalities and inequities experienced by women in the business sector, the workplace, entrepreneurship, education and professional advancement and leadership in Orange County, and to advocate for women so as to give redress to such imbalances and discrimination via policy and program recommendations to the Orange County Board of County Commissioners; and

**Moreover be it resolved** that The Women's Commission, whenever possible, shall work in concert with other advisory boards, county departments and community organizations in fulfilling its purpose to help assure equity and achievement for women locally, regionally and nationally.

Commissioner Yuhasz said that he has a problem with this because this entity is funded primarily with Orange County funds but is not under the County's control.

Chair Pelissier said that there is enough concern that the Board should probably have a discussion specifically about this board.

Frank Clifton said that the Visitor's Bureau is under the County's control and that is the problem with some of the city partners.

Chair Foushee said that there needs to be a decision about whether this is going to be an Orange County department or a separate entity.

**Commission for the Environment:**

Chair Pelissier said that this board and others under the Department of Environment, Agriculture, Parks and Recreation (DEAPR) put their objectives in the context of the comprehensive plan. She said that she wanted to thank them for the layout of their goals.

**Economic Development Commission:**

The Board agreed to send a letter of acknowledgement for the work of the citizens on this board.

**Historic Preservation Commission:**

No comments.



**Human Relations Commission (HRC):**

Chair Pelissier said that she was concerned that there were no emerging issues in this summary report.

Commissioner Jacobs said that the HRC is still trying to get feedback.

Chair Pelissier suggested encouraging the HRC to forward their goals when they are ready.

Commissioner Gordon asked what happened with the Commission for Women and the issues with the HRC.

Chair Pelissier said that there is a report forthcoming, but the Board agreed to the concept of merging the two boards.

Donna Baker said that the status report would be coming through the Manager's Memo.

**Nursing Home Community Advisory Committee:**

No comments.

**Orange County Board of Adjustment:**

No comments.

**Orange County Parks and Recreation Council:**

Commissioner Jacobs said that there is no mention of working with non-profits.

Frank Clifton said that this is a new process for them and it has been advocated more at the staff level.

Commissioner Jacobs said that he would like to communicate to this board about this and Frank Clifton said that he would.

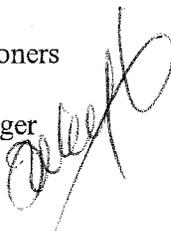
Commissioner Hemminger said that staff and this board had some disagreement as to what was to go in this report.

## ORANGE COUNTY

HILLSBOROUGH  
NORTH CAROLINA*Manager's Office**Established 1752*

## MEMORANDUM

**TO:** Orange County Board of Commissioners

**FROM:** Frank W. Clifton, Jr., County Manager 

**DATE:** February 1, 2011

**RE:** Periodic Updates on Significant Topics

I am providing several updates for you as summarized below and in the enclosed attachments. Please contact me directly with any questions. This will enhance my understanding of the particular issue as well as help ensure that your concerns, if any, are addressed.

1. **Orange County Housing Authority Annual Update**

Attachment 1 is a memorandum from James Anderson, Chair of the Orange County Housing Authority Board (OCHA), with an annual update on the OCHA's activities during the past year. Please contact me if you have questions or would like more information.

 2. **Update on Efforts to Combine the Commission for Women and the Human Relations Commission**

In follow-up to a request from the Board's January 20, 2011 regular meeting, Housing, Human Rights and Community Development Director Tara Fikes has provided at Attachment 2 an update on efforts to merge the Commission for Women and the Human Relations Commission. Please let me know any comments or questions.

3. **Update on Sheltering of Cats Concern**

Provided at Attachment 3 is a memorandum from Assistant County Manager Gwen Harvey and Animal Services Director Bob Marotto regarding the sheltering of cats. Ms. Robin Cutson has expressed some concerns with the sheltering cats at the Animal Shelter, and the memo updates the Board on County staff's discussions with Ms. Cutson and related activities. Please contact me if you have any comments or questions.

4. **News & Information on Significant Outside Agency Relationships**

The following provides updates on two agencies recently/currently funded by the County and on an opportunity critical to child care service delivery in the midst of State budget concerns.

**Adolescents in Need (AIN)**

The final performance agreement for AIN has been executed and services fulfilled for FY 2010-11. During the fall Department of Social Services staff met with AIN principals to ensure timely and appropriate transition of involved youth. The AIN project began in 1981 with venture capital



**Orange County  
Housing, Human Rights and Community Development**

Date: January 27, 2011

To: Board of County Commissioners

From: Tara L. Fikes, Director

Subject: Commission for Women/Human Relations Commission Update

cc: Frank W. Clifton, Jr., County Manager  
Willie Best, Assistant County Manager  
Gwen Harvey, Assistant County Manager  
Bryant Colson, Human Relations Commission Chair  
James Spivey, Civil Rights Specialist

The purpose of this memorandum is to provide an update on efforts to merge the Commission for Women (CFW) with the Human Relations Commission (HRC).

In late October 2010, I talked with former CFW Chair Shannon Jackson and HRC Chair Bryant Colson about how the two groups could work together to address their respective issues. At that time, Shannon Jackson noted that she had not been able to contact her former board members for a variety of reasons including changes in family and work responsibilities, out-of-county relocations, the inability to add new members and re-appoint others during the BOCC review of all advisory boards and commissions and the manner in which the CFW was disbanded. As a result, she was the only interested member remaining. During our conversation she expressed an interest in continuing to champion women's issues and thinks the advisory role that the CFW had with the BOCC remains relevant. It should be noted that the HRC voted unanimously to incorporate the CFW function into their Commission.

Thereafter, the HRC agreed to recommend the appointment of Shannon Jackson to the Board of County Commissioners and her appointment was approved at your January 20, 2011. Further, Ms. Jackson has agreed to assist in recruitment efforts to engage others interested in women's issues. To accomplish this, we are pursuing advertising HRC vacancies in some non-traditional media outlets such as publications geared toward women's issues to recruit interested Orange County citizens. It is envisioned that a subcommittee on women's issues will be formed within the HRC as soon as recruitment has been completed.

In summary, James Spivey of my staff and I will continue to work with the HRC to "make this happen" and I will keep you informed of our progress. If you have questions or need additional information, please let me know. Thanks for your continued support.



## Attachment D

**Orange County  
Housing, Human Rights and Community Development**

Date: October 28, 2010

To: Frank W. Clifton, Jr., County Manager

From: Tara L. Fikes, Director

Subject: Commission for Women/Human Relations Commission

cc: Willie Best, Assistant County Manager  
Gwen Harvey, Assistant County Manager  
Donna Baker, Clerk to the Board of County Commissioners  
Brian Colson, Human Relations Commission Chair  
Shannon Jackson, Commission for Women Chair  
James Spivey, Civil Rights Specialist

On October 20<sup>th</sup> I participated in a telephone conference call with Human Relations Commission Chair Brian Colson, Commission for Women Chair Shannon Jackson, and Civil Rights Specialist James Spivey to discuss your August 27<sup>th</sup> letter regarding the possible “merger” of the Commission for Women (CFW) and the Human Relations Commission (HRC). Everyone understood from your letter that the Board of County Commissioners (BOCC) had asked that the two groups talk about how they could collaborate in addressing their issues collaboratively.

Shannon Jackson noted that she had not been able to contact her former board members for a variety of reasons including changes in family and work responsibilities, out-of-county relocations, the inability to add new members and re-appoint others during the BOCC review of all advisory boards and commissions and the manner in which the CFW was disbanded. As a result, she is the only interested member remaining. During our conversation she expressed an interest in continuing to champion women’s issues and thinks the advisory role that the CFW had with the BOCC remains relevant. Therefore, Shannon is interested in joining with the HRC and assisting in recruitment efforts to engage others interested in women’s issues. To that end, we talked about the possibility of advertising in some non-traditional media outlets such as publications geared toward women’s issues to recruit interested Orange County citizens. Thus, by copy of this memorandum, I am asking the Clerk to the Board Donna Baker to let me know of any prohibitions when advertising for Commission members. Also, during the call, Brian Colson informed everyone that the Commission discussed your letter during their October 11<sup>th</sup> meeting and the HRC membership voiced support of the CFW merging with the HRC.

Therefore, both Ms. Jackson and the HRC are ready to move ahead with the merger and the necessary recruitment of new commission members who are particularly interested in women’s issues. There are currently 10 vacancies on the HRC which can currently have a total of 24 members so there is sufficient space to add members.

James Spivey of my staff and I will continue to work with the HRC to “make this happen” and I will keep you informed of our progress. If you have questions or need additional information, please let me know. Thanks.

**ORANGE COUNTY  
BOARD OF COMMISSIONERS**

**ACTION AGENDA ITEM ABSTRACT**

**Meeting Date:** October 8, 2013

**Action Agenda  
Item No. 2**

**SUBJECT:** Review the Process of Creating a Solid Waste Collection and Disposal System Service District

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**DEPARTMENT:** Solid Waste/Recycling

**PUBLIC HEARING: (Y/N)**

No

**ATTACHMENT(S):**

- A) Draft Notice of Public Hearing
- B) Draft Resolution Establishing a Solid Waste Collection and Disposal System Service District

**INFORMATION CONTACT:**

Gayle Wilson, 968-2885  
John Roberts, 245-2318  
Michael Talbert, 245-2308

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**PURPOSE:** To review the process of creating a Solid Waste Collection and Disposal System Service District and the possible inclusion of the Towns.

**BACKGROUND:** Orange County is recognized as being number one in the state for waste reduction, reaching 59% of its 61% aggressive reduction. The County is disposing only 0.56 tons/person compared to the base year of 1991-92, when the disposal rate measured 1.36 tons. In the region, Wake County has achieved a 25% reduction rate, Durham County rate is at 21%, Chatham County is 37%, and Alamance County with 26%. Orange County's 61% waste reduction goal was adopted in 1997 by the County and by the Towns of Carrboro, Chapel Hill and Hillsborough as part of the County's original Comprehensive Solid Waste Plan. The County is committed to robust public education services and waste reduction programs regardless of the funding options preferred by the Board.

The County's Reduce, Reuse & Recycle (3-R) Fees previously consisted of four annual recycling fees adopted by Orange County in 2004 to fund recycling programs and services that are billed in conjunction with the annual property tax. The fees consisted of a Basic Fee (\$37/year) that was charged to all improved properties county-wide and funds various recycling operations such as the county Toxicity Reduction Improvement Program (Household Hazardous Waste, batteries, waste oil, electronics, etc.), recycling drop-off sites, recycling at solid waste convenience centers, education and outreach, enforcement, planning, etc. An Urban Curbside Fee (\$52/year) was assessed to improved residential properties within incorporated municipalities and funded weekly curbside recycling service. A Rural Curbside Fee (\$38/year) was charged to residential property in areas of unincorporated Orange County eligible to receive bi-weekly curbside recycling service. Finally, a Multi-family Fee (\$19/year) was charged multi-family units throughout Orange County for multi-family recycling services.

Not related to recycling, the County also assesses a county-wide Solid Waste Convenience Center Fee that is billed in conjunction with the annual property tax. The Unincorporated Areas

Fee is (\$20/year/Household); the Incorporated Areas Fee is (\$10/year/Household), and the Multi-family Fee is (\$2/year/multi-family unit). This basic Solid Waste Convenience Center Fee covers a portion of the operating costs of the County's five (5) Convenience Centers.

A recent court decision, *Lanvale v Cabarrus County*, essentially stated that where there was no direct statutory authority to levy a fee, a local government cannot levy a fee. Since the *Lanvale* opinion was issued, Orange County's staff has been engaged in discussions regarding how, going forward, the County can best address the issues created by this action by the Supreme Court. The Supreme Court decision indicates that the Basic Fee is likely consistent with existing law, but the Urban, Rural and Multi-family recycling fees may not be consistent with existing case law. The County Manager recommended that the Board of County Commissioners cease assessing the Urban, Rural and Multi-family recycling fees beginning with Fiscal Year 2013/14 Annual Budget. The County Manager further recommended funding these services for Fiscal Year 2013/14 only with solid waste enterprise fund reserves in order to allow the Board of Commissioners time to resolve the funding problem.

The Rural Curbside program currently is limited to 13,730 households eligible in the unincorporated area of the County. These services are provided by County Solid Waste staff. Just 6,000 households lack access to rural curbside service at this time. Waste collections in unincorporated Orange County are provided by several private haulers, without a County Franchise Agreement, on a voluntary basis to those using the services.

The Urban Curbside recycling serves Chapel Hill, Carrboro and Hillsborough municipal residents. The services are paid for by Orange County Solid Waste under contract with Waste Industries, Inc. and the towns are responsible for household solid waste within their town limits.

The Multi-family recycling serves multi-family establishments in both incorporated and unincorporated Orange County. The multi-family recycling services are provided by Orange County Solid Waste staff.

On April 9, 2013 the Board reviewed eight (8) options for Orange County to fund the County's Solid Waste and Recycling Services and eliminated a county-wide Franchise agreement from consideration. The Board held a public hearing on April 23, 2013 to receive public comments on the top three (3) options identified by the Board on April 9, 2013. Attachment 2 provides a detailed assessment of the three (3) options considering the Board's goals and commitment to recycling. Those options are:

- 1) Create a County-Wide Solid Waste Management Authority,
- 2) Create a Solid Waste Tax Service District; and
- 3) Eliminate Rural Curbside Recycling.

The Board unanimously wished to maintain the current recycling program and

- Directed the Manager to meet with the Managers of Carrboro, Chapel Hill and Hillsborough to determine their willingness to participate, to ascertain their needs and concerns, and report back to the Board of Commissioners by the end of 2012-13 fiscal year so that the county may proceed with implementation;
- Directed the Chair to meet with the three Mayors for a similar, parallel discussion;
- Adopted an interim funding plan for 2013-14 at the end of this fiscal year;
- Committed to further investigate both a Solid Waste Tax Service District and a Solid Waste Authority.

A county-wide Solid Waste Tax Service District approach is a more comprehensive and flexible option that would include the Towns and the current Rural Curbside Service Area. A Tax Service District can provide services via County staffing, contracted, optional or mandatory programs or otherwise formulated approaches to both solid waste and recycling services as long as services are delivered and funded on some basis county-wide in the unincorporated areas of the County and can allow one or more towns to opt into the District. The effective date of a new Solid Waste Tax Service District would be July 1, 2014.

There is a process to create a Solid Waste Tax Service District that is identical to the process used for the creation of Fire Service Districts completed in the spring of 2013.

### **Schedule and Publish a Notice of Public Hearing:**

Prior to the Public Hearing, the County must prepare a Report on the district. A copy of the report must be kept in the Clerk's office. The report must contain the following:

1. A map of the proposed district, showing its proposed boundaries;
2. A statement showing that the proposed district meets the standards set out in subsection (a); and
3. A plan for providing one or more of the services listed in G.S. 153A-301 to the district.

The Report should also include:

1. The resident or seasonal population and population density of the proposed district.
2. The appraised value of property subject to taxation in the proposed district.
3. The present tax rates of the county and any cities or special districts in which the district or any portion thereof is located.
4. The ability of the proposed district to sustain the additional taxes necessary to provide the services planned for the district.
5. If it is proposed to furnish water, sewer, or solid waste collection services in the district, the probable net revenues of the projects to be financed and the extent to which the services will be self-supporting.
6. Any other matters that the commissioners believe to have a bearing on whether the district should be established

Notice of Public Hearing must be mailed (first class prepaid is fine), at least 4 weeks prior to the date of the public hearing, to the "owners as shown by the county tax records as of the preceding January 1 (and at the address shown thereon) of all property located within the proposed district." The preceding January 1 is the January 1 prior to the public hearing. The commissioners designate who handles the mailing. If the towns choose to be included in the district, the BOCC can designate the towns to conduct the mailing to all owners of district properties located within town limits.

The Notice of Public Hearing must be published at least one week prior to the public hearing. A map of the service district must be attached to the notice and the resolution.

If the Towns authorize the County to collect and charge a fee for recycling within their town limits, as Chapel Hill recently did for areas within its limits located in Durham County, there would be no need to include the towns in the service district. A fee structure similar to what the county has always had could be implemented. Included in the Fiscal 2013-2014 Annual

Budget, Chapel Hill gave the County authorization to collect recycling and impose fees in its Durham County jurisdiction. If this authorization was used by the towns it would be an easier way to reach the same goal.

The Town of Chapel Hill is exploring alternative options for solid waste disposal, as well as ways of increasing efficiency with solid waste collection. The Town contracted SCS Engineers to provide a Comprehensive Review of Solid Waste Collection and Disposal Options (study). The study examines the Town's current solid waste collections and disposal programs to identify opportunities to enhance these services, improve efficiencies, and evaluate innovative technologies in the solid waste industry. The Chapel Hill Town Council will begin discussion of Solid Waste options in October 2013 and is not ready make a commitment to join a Solid Waste Tax Service District.

Both the Town of Carrboro and the Town of Hillsborough have indicated an interest in being part of a Solid Waste Tax Service District.

In Fiscal Year 2013-14 the Basic 3R Fee of \$37/year was charged to all improved properties county-wide and funds various recycling operations such as the County Toxicity Reduction Improvement Program (Household Hazardous Waste, batteries, waste oil, electronics, etc.), recycling drop-off sites, recycling at solid waste convenience centers, education and outreach, enforcement, planning, etc. The Urban Curbside Fee of \$52/year, the Rural Curbside Fee of \$38/year and the Multi-family Fee of \$19/year were not billed in Fiscal Year 2013-14. Solid Waste Reserves were utilized to fund the County's Recycling Program in Fiscal Year 2013-14 and is not an option for Fiscal Year 2014-15.

**FINANCIAL IMPACT:** There is no financial impact to the County in discussing funding options for the County's Recycling Programs.

**RECOMMENDATION(S):** The Interim Manager recommends that the Board discuss a Solid Waste Tax Service District and provide guidance to staff.

**NOTICE OF PUBLIC HEARING  
ORANGE COUNTY BOARD OF COUNTY COMMISSIONERS**

Pursuant to the requirements of the General Statutes of North Carolina, Chapter 153A-302(c) notice is hereby given that the Board of County Commissioners will hold a Public Hearing in the meeting room located at \_\_\_\_\_, on Tuesday \_\_\_\_\_ at 7:00 p.m. for the purpose taking specific action on the following item:

Creation of a solid waste collection and disposal system service district.

1. A report prepared on the proposed district as required by N.C.G.S. 153A-302(b) may be inspected in the Office of the Clerk to the Board of County Commissioners located in the John Link Government Services Building located at 200 South Cameron Street, Hillsborough, North Carolina between 8:00 a.m. and 5:00 p.m., Monday through Friday.
2. A map of the proposed solid waste collection and disposal system service district is attached as Exhibit One.

Questions regarding the proposed solid waste collection and disposal system service district may be directed to the office of \_\_\_\_\_ located on the second floor of the \_\_\_\_\_, Hillsborough, North Carolina, 27278. Office hours are from 8:00 a.m. to 5:00 p.m., Monday through Friday. You may also call (919) 245-XXXX extension\_\_\_\_\_.

PUBLISH:  
NEWS OF ORANGE            CHAPEL HILL HERALD

**ORANGE COUNTY BOARD OF COMMISSIONERS  
RESOLUTION ESTABLISHING A SOLID WASTE COLLECTION AND DISPOSAL  
SYSTEM SERVICE DISTRICT**

**WHEREAS**, the Orange County Board of County Commissioners (“Board”) has determined there is a need to establish a solid waste collection and disposal system service district in order to provide for the health, safety, and general welfare of the residents of the area shown on Attachment 1 hereto that being the solid waste collection and disposal system service district (“District”); and

**WHEREAS**, in accordance with Article 16 of Chapter 153A of the North Carolina General Statutes the Board conducted a public hearing on the establishment of the District; and

**WHEREAS**, during the public hearing and in determining whether to establish the District the Board considered the resident or seasonal population and population density of the proposed District, the appraised value of property subject to taxation in the proposed District, the present tax rates of the county and any cities or special districts in which the District or any portion thereof is located, the ability of the proposed District to sustain the additional taxes necessary to provide the services planned for the District, the probably net revenues of the projects to be financed and the extent to which the services will be self-supporting, and the overall need for solid waste collection, disposal, and recycling in the District.

**NOW, THEREFORE, BE IT RESOLVED**, the Board finds that there is a demonstrable need for providing solid waste collection, disposal, and recycling in the District as authorized by N.C.G.S. 153A-301(a)(5), it is impossible or impracticable to provide those services on a countywide basis, it is economically feasible to provide the proposed services in the District without unreasonable or burdensome annual tax levies, and there is a demonstrable demand for the proposed services by persons residing in the District.

**BE IT FURTHER RESOLVED** that for all the foregoing reasons the Orange County Board of Commissioners hereby establishes a solid waste collection and disposal system service district in the areas of Orange County shown on Attachment 1.

Passed the \_\_\_\_ day of \_\_\_\_\_, 201\_\_ and having an effective date of July 1, 2014.

\_\_\_\_\_  
Barry Jacobs, Chair  
Orange County Board of Commissioners

Attest:

\_\_\_\_\_  
Clerk to the Board of Commissioners

**ORANGE COUNTY  
BOARD OF COMMISSIONERS**

**ACTION AGENDA ITEM ABSTRACT**

**Meeting Date:** October 8, 2013

**Action Agenda  
Item No. 3**

**SUBJECT:** Affordable Housing Follow-Up Discussion

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**DEPARTMENT:** Housing/Comm. Development

**PUBLIC HEARING: (Y/N)**

No

**ATTACHMENT(S):**

- A) Approved Minutes from March 12, 2013 Joint Meeting
- B) Draft Proposal

**INFORMATION CONTACT:**

Tara L. Fikes, (919) 245-2490

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**PURPOSE:** To follow-up on affordable housing matters previously discussed at the March 12, 2013 Joint Meeting with the Affordable Housing Advisory Board.

**BACKGROUND:** At the March 12, 2013 Joint Meeting, the following items were discussed by the Board of Commissioners and the Affordable Housing Advisory Board:

**I. Housing Bond Program**

The group discussed with Robert Dowling, the Executive Director of the Community Home Trust, a request for \$75,000 in Housing Bond funds for the repair/replacement of the HVAC units at the Greenbridge Condominiums in Chapel Hill. Subsequently, the BOCC approved this request at its June 4, 2013 meeting. To date no funds have been expended for this purpose.

**II. Homebuyer Programs - Live/Work Requirements; First-Time Homebuyer**

The group also discussed with Mr. Dowling a request from the Community Home Trust (CHT) for a modification of the homebuyer requirements for properties sold by the organization using federal, state, and local housing program funding. Specifically, CHT asked that the first-time buyer requirement be waived after a property had been on the market for 90 days or longer without a contract. CHT also asked to be able to sell a property to a non-first-time homebuyer after 90 days without a contract. Subsequently, the BOCC approved this request at its May 7, 2013 meeting with a request that the CHT Board and staff revisit its existing housing program to determine its feasibility in this current economic climate to include the impact of housing acquired through inclusionary housing practices and rising homeowner association dues.

To date, no sales have occurred from exercising this option; however, plans are to continue to monitor implementation and review the impact of this programmatic change in one year. The HOME Trust has sold one (1) house to a first-time homebuyer that did not live or work in Orange County after it had been on the market for nine (9)

months this year. This was based on the permission the BOCC granted a few years ago to waive the live/work requirement after six months.

### **III. Proposed Affordable Housing Clearinghouse**

At the last meeting, a proposal was made to the BOCC to create an Affordable Housing Clearinghouse that would serve as a referral portal for County residents seeking affordable housing information and opportunity. Additional work has been done to formalize this proposal and the current proposal draft is attached for review and comment.

#### **Additional Interests**

Thus, the Affordable Housing Advisory Board (AHAB) in the coming months plans to focus its attention on:

- Further development of the Affordable Housing Clearinghouse concept;
- Discussion/exploration with CHT on its marketing strategies in an effort to help increase the number of timely sales. This will begin with a conversation to better understand the current inventory and marketing strategies. Additionally, there is interest in reviewing the land trust concept to include looking at other comparable land trusts to determine their experiences/successes and to determine if those could be replicated locally; and
- Continued monitoring of Housing Bond Program in preparation for future consideration of another affordable housing bond referendum.

As AHAB continues to develop its work plans, board members would like to know from the Board of County Commissioners if there are any specific work tasks they would like AHAB to pursue as well.

**FINANCIAL IMPACT:** There is no financial impact associated with follow-up on affordable housing matters previously discussed at the March 12, 2013 Joint Meeting with the Affordable Housing Advisory Board.

**RECOMMENDATION(S):** The Interim Manager recommends the Board follow-up on affordable housing matters previously discussed at the March 12, 2013 Joint Meeting with the Affordable Housing Advisory Board, and provide any direction to AHAB and/or staff as necessary.

APPROVED 4/23/2013

**MINUTES  
JOINT MEETING  
ORANGE COUNTY BOARD OF COMMISSIONERS  
AFFORDABLE HOUSING ADVISORY BOARD  
MARCH 12, 2013  
5:30 p.m.**

The Orange County Board of Commissioners met for a joint meeting with the Orange County Affordable Housing Advisory Board (AHAB) on Tuesday, March 12, 2013 at 5:30 p.m. at the Southern Human Services Center in Chapel Hill, N.C.

**COUNTY COMMISSIONERS PRESENT:** Chair Barry Jacobs, and Commissioners Mark Dorosin, Alice Gordon, Earl McKee, Bernadette Pelissier, Renee Price and Penny Rich

**COUNTY COMMISSIONERS ABSENT:**

**COUNTY ATTORNEYS PRESENT:**

**COUNTY STAFF PRESENT:** County Manager Frank Clifton and Clerk to the Board Donna S. Baker (All other staff members will be identified appropriately below).

**AHAB MEMBERS PRESENT:** Jonzella Bailey-Pridham, Patsy Barbee, Diane Beecham, Katherine Doom, Nannie Richmond, Arthur Sprinczeles, James Stroud, Andrew Shannon

**AHAB ABSENT:**

**HOUSING, HUMAN RIGHTS AND COMMUNITY DEVELOPMENT STAFF PRESENT:**

Dr. Tara Fikes, Director

**I. Introductions and Opening Comments**

Chair Jacobs welcomed everyone and introductions were made.

AHAB Chair Patsy Barbee reviewed the following goals:

**Comprehensive Plan Housing Goals**

**Housing Overarching Goal:** Opportunity for all citizens of Orange County to rent or purchase safe, decent, accessible, and affordable housing.

**Housing Goal 1:** A wide range of types and densities of quality housing affordable to all in all parts of the County.

**Housing Goal 2:** Housing that is useable by as many people as possible regardless of age, ability or circumstance.

**Housing Goal 3:** The preservation, repair, and replacement of existing housing supply.

**Housing Goal 4:** Development ordinances and incentives that promote inclusionary practices and housing options for all income levels.

Patsy Barbee said that the 2012/2013 work plan includes implementation of a media campaign that will stimulate conversation regarding the need for affordable housing in the community. This campaign will target the county and the towns of Chapel Hill, Hillsborough and Carrboro. She said that efforts will include brochures and the use of social media. Other work plan items include encouragement of expenditure of unspent funds from previous bond referendums and continued recruitment of advisory board members.

She also reviewed concerns and issues for the coming year. These issues include: exploration of a future bond referendum for affordable housing, the northern Orange County options, and mobile home standards.

## Community Home Trust

### - Housing Bond Program- Greenbridge

Tara Fikes, Housing/CD Director, said there is a letter in the Commissioners' packet, dated Dec. 18<sup>th</sup> from Robert Dowling of the Community Home Trust (CHT). She noted that this is one of two letters asking that a portion of the county bond funds be set aside for anticipated repairs at the Greenbridge Condominiums in Chapel Hill. She said that this property was one of the inclusionary developments and has 15 condos that were sold to low income households. It was later discovered that the HVAC systems installed there are problematic, no longer under warranty, and very costly to replace. She said that the thought is that if some repairs can be done, the units may last longer. She referred to a letter from Attorney David Brooks, explaining what happens in the event of foreclosure and its impact on the warranties. She said that it has been requested that \$75,000 be set aside for these anticipated repairs.

Commissioner Rich asked if these units will be replaced with longer lasting units that are not as costly to repair.

*Commissioner Gordon arrived at 6:08 PM .*

CHT Executive Director Robert Dowling said that the problem is that the units are no longer being made and when some units at Greenbridge broke down, someone cannibalized the parts from the unsold units to fix them. This meant that when those units were sold, the cannibalized units had to be replaced with a compatible system. He said that compatible replacements will be more reliable, but not as efficient.

Chair Jacobs asked how much is being spent per existing units to fix the systems and how many units \$75,000 will cover.

Robert Dowling said 15 units will be fixed. He said new systems costs around \$11,000/unit now but will likely cost more in the future when replacement is needed. He said the \$75,000 is being requested with the thought that it will provide a \$5,000 down payment toward the future cost of a new unit for each of those 15 units.

Chair Jacobs asked if this will proactively replace all 15 or just the ones not functioning.

Robert said none will be replaced until necessary.

Tara Fikes said the \$75,000 will be used for repairs to extend the life of the units.

Arthur Sprinczeles questioned how repairs can be made if parts are not available.

Robert Dowling said it is complicated. He explained that the sensors can be replaced and this had been done in several instances over the winter. He said that the vision was that the \$5000/unit x 15 units will be put into a stewardship fund, and when a unit breaks, the \$5000 can be put toward a new unit.

Commissioner McKee asked if there is any way to disassociate the individual units from the linked system as they break, replacing them with new individual units.

Robert Dowling said this can be looked into.

Frank Clifton said the units were not selected by the county. The developer put "green" units into the project and the county and town had no role in selection of this. He said this situation should be considered in future discussions about housing inventory.

Commissioner McKee clarified that he is not criticizing any county actions.

Commissioner Dorosin said the Board needs to re-visit the policy of this model with high end condo units and the sustainability issues that come with requiring unit set-asides. He said that integrated housing is desired, but issues like this and problems with homeowner association dues can outweigh the different price point units. He said there should be more control over how the units are designed and function in the future. He said the Board needs to really look at how it is using financial and political resources.

Commissioner Rich said this discussion always occurs when development projects come forward. She said that the affordable housing program always wants units, but a plan needs to be made that considers a balance of the issues.

Commissioner Dorosin said the lesson learned with Abby Court is that the homeowners associations are controlled by the majority of the unit holders; and the majority is not the affordable housing residents. This means that those low income residents are at the mercy of the association.

Chair Jacobs said Orange County government does not require any condo units; that is done by the towns. He said Robert Dowling did ask the towns to re-visit this issue. He said unless they engage the municipalities in this discussion, affordable housing in the southern part of the county is not under the Board's purview. He said perhaps promotion of high density housing is desired so that affordable units are possible; however this means the Board needs to have its own policy. He said that, with this building, he would like to see if there are any other systems like this that will become an issue a year from now.

Commissioner Rich said the Bosch washers and dryers are the same situation.

Chair Jacobs asked if anyone has done a comparative analysis of the pitfalls of these units,

Robert Dowling said an analysis has not been done. He said there has been a transfer fee tax implemented that will support affordable units, and as units sell, these fees will help. He said that there will be special assessments and there is money for some of these unknowns, but there is not enough money to pay for the HVAC units.

Commissioner Price clarified that if the Board goes along with this request, the money will pay for new units, not repairs.

Robert Dowling said CHT could handle the small repairs.

Katherine Doom said AHAB did ask extensive questions during their tour of Greenbridge. She said that there are no good answers here. She said AHAB spoke with owners of units and saw both a low end and a high end unit. She acknowledged that there is not a good way to resolve this issue.

Tara Fikes said the recommendation of AHAB is for these funds to be set aside for the requested services. She has talked with the Orange County Finance Director, who said it is okay to move forward. She said the recommendation is for approval of the requested funds.

Katherine Doom said there was no way to avoid hurting the homeowners if the funds are not approved.

Commissioner McKee said Robert Dowling mentioned another style that could possibly be put in the units. He requested that Robert Dowling let the Board know the answer as to whether this could be done.

#### **- HOME Program – Live/Work and First-time Homebuyer Requirements**

Tara Fikes said the second letter in front of the Commissioners came from CHT and highlights the difficulties CHT is having in selling homes. She said the request is for the HOME review committee to be relieved of the Live/Work clause (having to work and live in Orange County). She said the request is that if a buyer cannot be found in Orange County within 90 days, CHT would like to look outside of Orange County to broaden the pool of purchases. She said there is also a request to waive the first time home buyer requirement after 90 days. She

said the Home Review Committee has discussed this and Commissioner McKee represents the Orange County Board of County Commissioners on this committee; however she wanted to share it with the whole board. She noted that CHT is having significant difficulty in selling properties.

Commissioner Dorosin asked if the HOME committee has a position on this issue.

Tara Fikes said the committee was willing to waive these requirements and review in a year to see if it made a difference in sales.

Commissioner Dorosin asked if AHAB looked at this issue and does it have a recommendation.

Tara Fikes said no, the AHAB has not looked at it.

Commissioner Rich asked if this had gone to Chapel Hill Town Council yet.

Robert Dowling said it has gone to Chapel Hill, but they have not responded yet.

Commissioner McKee said there was reluctance to do this because of the precedence it would create; however there was recognition of the decline in the housing market. He said the general sentiment was to move forward with implementing the 90 day waiver and look at it again in a year. He said these units need to be occupied and it would be great to have residents from Orange County, but this other route is best in the meantime.

Commissioner Pelissier asked if there has been any effort to approach another local bank to see if there could be some help with the borrowing issues.

Robert Dowling said yes. He said when he went to the Chapel Hill Council and made this request, he was told that he faced so many obstacles that he had no control over. He said a council member encouraged him to come forward with bigger plans and be very real with the Town Council. He has done this, but has not received a response yet. He said he has talked to many banks, but they don't seem to like the CHT model, because their collateral is the lease hold interest in the property and there is no knowledge of this worth. He said the banks want the property itself in the event of foreclosure, rather than the lease hold interest, in order to lend money. He said this is what CHT has to discuss as a committee because this would mean the properties would be lost in the event of foreclosure; however, this may be the way things have to be done in order to move forward.

Commissioner Pelissier said she is fine with waiving the requirements, but she feels priority should be given to Orange County residents who might have just moved here.

Commissioner Price asked if CHT has had people from outside of Orange County requesting housing. She also asked about prioritizing people who are born and raised in this county and want to come back.

Robert Dowling said it will not make a big difference if they waive these requirements. He said they occasionally do come across someone who could purchase the home but is unable to because of the requirements. He said this will help with those occasional situations and clarified that there won't be any recruiting in other counties

Commissioner Gordon said that she hears the information with concern. She said, having been around when this program was instituted, she knows that these rules were put in place for a reason. She said the goal was to help individuals in Orange County, who might not otherwise be able to live here. She said that if these rules are eroded, it raises the question of whether the goals of the program are being met. She said that this should be for people with some commitment to Orange County.

Commissioner Dorosin said he feels these requirements should be jettisoned. He said that the program still targets low income residents and once the person has bought the property, they become an Orange County resident. He noted that these residents will then shop here and pay taxes here, and that these residents tend to stay. He asked if CHT has considered converting these properties to rentals.

Robert Dowling said this had been considered but there are complications, including; subsidy money in the property, restrictive special use permits, and workload of rental management.

Chair Jacobs said he appreciated Commissioner Gordon's comments but he agrees with Commissioner Dorosin. He said that he defers to Robert Dowling's expertise and he feels there needs to be more flexibility. He suggested that a date six months from now be chosen and a report be given at that point to see how things are going.

Chair Jacobs suggested that, at some point, Robert Dowling share with the full board the points he made at a past Assembly of Governments meeting. He said this would give a more comprehensive look at the issues that CHT and affordable housing in general, are facing.

Frank Clifton noted that Robert Dowling had already said the current model was created 15 years ago and it is not currently working. He said that he understands that CHT does not want to do rentals, but when the units sit empty for 6 months, it becomes a philosophical issue, and perhaps there ought to be rentals in order to generate income. He said there ought to be a more in-depth discussion about these things to decide on the key priorities. He said there are going to be fewer and fewer federal dollars over time and so there needs to be an analysis of how to get the best bang for the dollars that are there.

Commissioner Gordon said it is a good idea to go back and look at the model again. She said that goals and priorities need to be examined again and the incremental changes being discussed at this meeting don't get at the basic issues.

### **Affordable Housing Awareness Campaign**

AHAB Member Katherine Doom said that a UNC marketing class took up this cause as a case study in class and surveyed the community about affordable housing. This survey revealed a general lack of awareness of the issue. She said that the class put together an awareness campaign, which initiated AHAB to begin a media campaign through Facebook to raise awareness about the issue and the opportunities in the county. AHAB manages the page and plans on posting meeting information, and special events and opportunities. There is also a brochure planned on affordable housing.

### **IV. Proposed Affordable Housing Clearinghouse**

AHAB Member James Stroud distributed a hand out on the Clearinghouse. He said the goal is to impose this clearinghouse to have a catch all, one stop shop for all things regarding affordable housing. He referenced a copy of the business statement and said the current goal is to develop a committee to come in and assist in the design of a clearinghouse. He noted that the Center for Home Ownership has received national accreditation from the National Community Re-investment Coalition, so the capacity is there for this project to be pulled together.

### **V. Other Discussion Items**

### **VI. Closing Statements**

Chair Jacobs suggested a work session with affordable housing in October with a longer time for discussion.

### **VII. Adjourn**

The meeting adjourned at 6:59 PM .

**DRAFT PROPOSAL****Orange County Clearinghouse Network****OCC Network Values**

- Housing is a basic right and the foundation for success in life. All County residents benefit when everyone has a safe place to call home.
- Preparation is the most important step in the process and individuals should have the ability to choose the housing that best suits their individual needs. It is important to appreciate and support the evolution of their search for housing.
- Because housing resources are finite due to the limited number of programs and services available to Orange County residents would benefit from the operation of this proposed network of resources.

**Mission Statement:** Our mission is to heighten the general awareness of housing needs by providing a clearinghouse type referral network for organizations and individuals seeking information regarding affordable housing in Orange County.

**Objective:** To implement a resource referral housing network by establishing a central database with information about housing opportunities in Orange County.

**Design:** The Orange County Clearinghouse (OCC) Network will offer the following type of information

- Available housing Inventory for both rental and homeownership
- Local Affordable Housing Program Information
- Available federal and state housing programs
- Financial Literacy & Money Management Training
- Homebuyer Education Training
- Foreclosure Prevention Counseling Services
- Homeless Resources

**Operation:** The OCC Network will operate from the Centre for Homeownership & Economic Development (CHOEDC) office in Hillsborough and will be managed initially by volunteers during normal business hours. A dedicated phone line will be established to receive calls to answer questions and provide referral information.

**Long Term Goal:** The Clearinghouse Network would include a community based rental property listing service available to the general public.

**Funding:** The initial funding for the Clearinghouse Network will be provided by the Centre for Homeownership & Economic Development (CHOEDC) located in Hillsborough. Future funding will be solicited through U.S. Housing and Urban Development (HUD), Wells Fargo Foundation, PNC Foundation and local governmental entities.

**Timeline:** Implementation to begin July 1, 2014.

**ORANGE COUNTY  
BOARD OF COMMISSIONERS**

**ACTION AGENDA ITEM ABSTRACT**

**Meeting Date:** October 8, 2013

**Action Agenda  
Item No. 4**

**SUBJECT:** Potential Bond Issuance

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**DEPARTMENT:** Finance and Administrative  
Services

**PUBLIC HEARING: (Y/N)**

No
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**ATTACHMENT(S):**

- A) Proposed Steps for a Bond Referendum – Memo Provided By Bob Jessup, Bond Counsel
- B) County Debt Capacity Schedule
- C) Davenport and Company, LLC Debt Capacity Schedule
- D) Davenport and Company, LLC Future Debt Affordability Analysis

**INFORMATION CONTACT:**

Clarence Grier, 919-245-2453

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**PURPOSE:** To receive a report on a potential bond referendum and related debt issuance.

**BACKGROUND:** Over the past few months, the Board of County Commissioners has discussed the need for a future bond referendum to fund some County and school long-range capital needs. During the September 26, 2013 Board of County Commissioners and Boards of Education Joint Meeting, representatives of Davenport and Company, LLC presented information on the County's debt affordability and capacity as it relates to future debt issuances. Some of the information presented by both County staff and Davenport and Company LLC is as follows:

The County maintains excellent bond ratings.

S&P - AAA

Fitch - AAA

Moody's - Aa1 positive outlook

The issuance of debt for two of the County's largest projects most recently discussed – New County Jail Facility and Middle School #5 for the Chapel Hill - Carrboro City School District – total a combined \$73.2 million dollars, and both projects are included in the current County Capital Investment Plan for the fiscal years 2015 - 2020.

Orange County Schools has indicated the need for a new Elementary #8. That project is not scheduled until FY 2021-2022, but could be a potential project for inclusion in a potential bond referendum.

Additionally, in order to afford additional debt, the County would potentially have to increase the property tax rate 2.82 cents for the new debt service. This projected tax increase would not include 1) any future other operating expenditure increases or 2) any future operating expenditure increases related directly to the new facilities and schools being built.

Based on current projects included in the County's Capital Investment Plan and future debt service, the County could afford additional debt of the following after FY2018 – 19:

<b>Fiscal Year</b>	<b>Capacity</b>
2019	\$ 9,068,407
2020	\$ 9,562,078
2021	\$ 10,796,372
2022	\$ 46,790,237
2023	\$ 43,627,691
Total	\$ 119,844,785

The Board of County Commissioners will need to finalize its decisions regarding outstanding issues such as the need for a future jail and school, and any other potential projects that would be financed with an approved bond referendum. Furthermore, the decision to start an educational campaign and appoint a Capital Needs Advisory Task Force will need to be completed as soon as possible.

**FINANCIAL IMPACT:** There is not a financial impact with the information being provided. There will be a financial impact in future years as decisions are made to proceed with a bond referendum and issuing debt for future County and School projects. All projects that are being considered are currently in the County's Capital Investment Plan.

It is currently expected that projects totaling \$100 million will be financed with the issuance of general obligation or limited obligation bonds over a period not to exceed 20 years. At current municipal bond interest rates, the total combined debt service is estimated to be \$6.7 million annually. This would represent 4.18 cents on the current property tax rate.

**RECOMMENDATION(S):** The Interim Manager recommends that the Board receive the information and provide feedback and direction to staff.

# Sanford Holshouser LLP

## *Memorandum*

**To:** Orange County Officials

**Date:** July 5, 2013

**Regarding** Required Procedures and Possible Schedule for  
General Obligation Bond Referendum

**From:** **Sanford Holshouser LLP**  
-- Robert M. Jessup Jr.

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This memorandum describes the steps required for Orange County to conduct a general obligation bond referendum on May 6, 2014, and sets out a proposed schedule. Here are the required steps and suggested dates for action:

**1. Determine tentative plan for bond purposes and amounts.**

Although Step 5 provides for the first formal Board action to determine what will be presented to the voters, the bond program needs to be substantially worked out before we begin the formal process. In addition, the plan for what projects are to be included in the bond package is something that LGC representatives will want to discuss in detail with County representatives as part of the meeting described in the next step.

*Each separate general purpose for bonds has to be the subject of a separate ballot question. The statutes assume that each question put to voters will propose a dollar amount for a separate generic purpose, such as paying "capital costs of school facilities." Although the statutes allow the purpose to be stated with more specificity, it is highly recommended that the purpose in the ballot question be left as general as possible. The more specific plans underlying the planning for the bond issue do not legally bind the County to a particular future plan of action in the issuance of the bonds or construction of specified facilities.*

**2. Meet with LGC staff.** The County should arrange a meeting with LGC staff about the proposed referendum as soon as possible. At the meeting, the County should obtain a copy of the required application for the LGC's approval of the proposed bonds.

**3. Give informal notice to the County Board of Elections.** Because

the Board of Elections will need to coordinate its own procedures for the bond referendum, it would help the Board of Elections to receive a phone call to inform the Board of the County's plans, even if the plans are still subject to change. In addition, State law generally requires that absentee ballots be available at least 50 days prior to the election date (in this case, by March 17), and we want to be sure that our schedule is generally acceptable to the Board of Elections.

**4. Obtain School Board Resolution.** If any of the bonds will be proposed for school purposes, the statutes contemplate that the affected school boards should provide a formal referendum request to the Commissioners. This request usually proposes a maximum amount of bonds to be considered at the referendum. This schedule assumes that each school board could provide this resolution to the Commissioners prior to a County Board meeting in early January.

**5. Adopt "Findings" Resolution.** As part of the application process, the LGC wants to see a statement describing why the proposed projects and bonds are necessary and desirable. This resolution will also state an estimated tax rate impact of the borrowing. This resolution could be adopted at a County Board meeting in early January. This resolution will also authorize the publication of the “Notice of Intent” described in Step 6.

**6. Publish Notice of Intent To File Application.** The County must publish a notice of its intent to file an application for the LGC’s approval of the proposed bonds. The notice must be published at least 10 days before filing the application. The notice needs to be published as soon as possible after the Board adopts the findings resolution described in Step 5.

*The own words resolution and the Notice of Intent establish the maximum amount of bonds that can be proposed at the referendum for each of the specified purposes. From this point, we can decrease the amount of bonds or eliminate purposes, but we can increase an amount or add a purpose only by re-starting the authorization process.*

**7. Make Legislative Committee 45-day filing.** The guidelines call for this filing to go in 45 days before the LGC considers your application. Because the LGC only needs to “accept” your application in advance of the referendum – it doesn’t technically have to “approve” the application prior to the referendum -- I’d suggest we send in the legislative filing when we’re ready to file the LGC application, and just ask the LCG to defer formal action until our 45-day period has expired. So that would mean making the filing some time after the mid-January County Board meeting.

**8. File LGC Application.** As stated above, this cannot happen until at least 10 days have elapsed since the publication of the notice of intent. The application needs to be filed and formally accepted by the LGC before we have the County Board take its next steps as described in Step 9.

*Although we have to submit the LGC application as part of the referendum process, it is not necessary to receive LGC approval until we are ready to proceed with the actual sale of bonds, which of course will be after the referendum. The LGC may or may not act on the application prior to the referendum, although the current LGC practice is in fact to consider applications as they are received (instead of waiting for the time of a bond issuance).*

**9. Introduce Bond Orders; Set public hearing.** After the County files its application, the Board needs to introduce the “Bond Orders” and set a date for the required public hearing. We can take these actions at any time after the LGC accepts the application (even the same day). Our schedule shows these steps occurring at a Board meeting in early February.

*The “Bond Order” is the basic authorization for bonds approved by the County Board. The statutes provide for the format and most of the text of a bond order; the bond order is a short, general statement of the Board’s determination to proceed. Each of the separate generic purposes for which bonds are to be proposed will be the subject of a separate bond order. The details of an actual bond issue are further approved by the Board at the time of a bond issue.*

**10. File sworn statement of debt.** This is a statement, required by statute, that details outstanding County debt. This document will be similar, but not quite identical, to a debt statement that appears in the LGC application. This statement needs to be filed after the bond orders are introduced but before the publication of the notice of public hearing (as described in the next step).

**11. Publish Notice of Public Hearing.** We need to publish notice of the required public hearing at least six days prior to the hearing.

**12. Hold Public Hearing; Adopt Bond Order; Set Ballot Question and Referendum Date.** After holding a public hearing, the Board needs to adopt the Bond Orders and adopt a resolution that formally sets the ballot questions and the date for the referendum. Our schedule shows these steps occurring at a County Board meeting in early March. The Board Clerk must then send a copy of the resolution setting the date and the ballot question to the County Board of Elections

within three days after the Board meeting.

*We can arrange the schedule to have the public hearing at a meeting before the Board takes final action on the Bond Orders and ballot questions. For absentee ballots to be available by March 17, an early March Board meeting is just about as late as we can go for the final Board action.*

*The adoption of the bond order establishes the final amount of bonds that will go before the voters. There is never any obligation in fact to issue any or all of the bonds approved at a referendum.*

**13. Publish Bond Order as Adopted.** This should be done as soon as possible after the Bond Order is adopted. There is no particular deadline for publishing this notice, but the notice starts a 30-day period for court challenges to the authorization process that must lapse before any bonds can be issued.

**14. Publish Notice of Bond Referendum.** This notice must be published twice, once not less than 14 days and once not less than 7 days before the close of voter registration. State law permits registration until the 25th day prior to the election date. That puts the date registration closes at April 11 for a referendum on May 6. The first publication, then, needs to be at least 14 days earlier, or on or before March 28, and the second publication no more than one week later (by April 4). I would certainly encourage you, however, to plan to publish at least a week before the final legal date, in order to leave time to re-publish in case of any problems with publication.

\* \* \* \* \*

I have attached schedules in table form for elections in both May 2014 and November 2014. These tables summarize the steps that have been described in more detail above.

\* \* \* \* \*

Once the voters have approved the bonds, you are looking at a minimum of 90 to 120 days to get through the process to actually issue bonds. The County Board must adopt a resolution to formally approve the election results, and the County must publish a notice of the results that triggers a 30-day period during which people can bring legal challenges to the bond election process. Then, to approve the issuance of bonds takes only one more Board resolution, with no other

required public hearings or published notices.

The real timing issue in proceeding with a bond issue centers around the progress of the projects that are going to be financed. In general, the LGC wants you to have firm construction numbers for most of the projects to be financed before you close on the financing – the LGC wants to be sure you don't borrow too much money, or too little money, or borrow it earlier than you need it. This is only LGC policy – not the law – so the LGC has flexibility in how it administers this policy. In general, the LGC will give you some more leeway in the timing of issuing voter-approved bonds than for other types of financing, but it still wants to see that you are close to construction with well-developed estimates (at least) before allowing you to borrow money.

\* \* \* \* \*

Please let me know if you have any questions about this information, or if I can be of any other assistance.

-- RMJ

**Orange County -- Proposed Timetable for November '14 Bond Referendum**

<b><u>Event</u></b>	<b><u>Date</u></b>
1. Determine tentative referendum plan	As soon as possible
2. Meet with LGC staff	As soon as possible after informal decision to proceed with November referendum
3. Give informal notice to County Board of Elections	As soon as possible after informal decision to proceed with November referendum
4. Obtain school board resolution	Prior to Event 5
5. Board adopts preliminary resolution explaining purpose for referendum and authorizing publication of notice of intent to file LGC application	At a County Board meeting by early June
6. Publish notice of intent to file application	As soon as possible after Event 5
7. Legislative committee 45-day filing	As soon as possible after Event 5
8. File LGC application	Must be at least 10 days after Event 6 and prior to Event 9
9. Board introduces bond order and schedules public hearing	At a County Board meeting prior to summer break
10. Clerk files sworn statement of debt	Any time between Event 9 and Event 11
11. Publish notice of public hearing	After Event 10 and at least six days prior to Event 12
12. Hold public hearing	At a Board meeting in late August or early September

- |     |  |  |
|-----|--|--|
| 13. | Adopt bond orders; formally set ballot questions and referendum date | At a Board meeting in late August or early September |
| 14. | Publish bond order as adopted  | As soon as possible after Event 13                   |
| 15. | Publish notice of referendum (twice)                                 | By 9/26; then by 10/3                                |
| 16. | Referendum occurs  | 11/4   |

**APPROVED - County Debt Service and Debt Capacity (General Fund Only)**  
**Fiscal Years 2013-18**

<b>Debt Service</b>	<b>Current Fiscal Year 2012-13</b>	<b>Fiscal Year 2013-14</b>	<b>Fiscal Year 2014-15</b>	<b>Fiscal Year 2015-16</b>	<b>Fiscal Year 2016-17</b>	<b>Fiscal Year 2017-18</b>
<i>Total Annual Debt Service</i>	24,887,879	25,609,786	25,412,505	24,186,472	23,152,009	22,091,295
General Fund Budget	180,002,776					
Annual Growth Projections		1.50%	1.50%	1.50%	1.50%	2.00%
Projected General Fund Budget		187,733,499	190,549,501	193,407,744	196,308,860	200,235,037
<b>Annual Debt Service as a % of General Fund</b>	<b>13.83%</b>	<b>13.64%</b>	<b>13.34%</b>	<b>12.51%</b>	<b>11.79%</b>	<b>11.03%</b>
<i>Debt Service Policy</i>	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%
<b>Future Debt Service Capacity</b>	<b>1.17%</b>	<b>1.36%</b>	<b>1.66%</b>	<b>2.49%</b>	<b>3.21%</b>	<b>3.97%</b>
<b>Projected Debt Financing</b>						
<b>2013-2014 - \$7,679,750</b>						
County Capital \$3,751,000			360,096	360,096	360,096	360,096
Culbreth MS Science Addition (CHCCS) \$600,000			57,600	57,600	57,600	57,600
CRHS (OCS) Auxilliary Gym \$3,328,750			319,560	319,560	319,560	319,560
<b>2014-2015 - \$9,276,042</b>						
County Capital \$5,422,000*				520,512	520,512	520,512
Culbreth MS Science Addition (CHCCS) \$3,854,042				369,988	369,988	369,988
<b>2015-2016 - \$23,100,663</b>						
County Capital \$10,300,069					988,807	988,807
CRHS (OCS) Classroom Wing \$12,282,960					1,179,164	1,179,164
Culbreth MS Science Addition (CHCCS) \$517,634					49,693	49,693
<b>2016-2017 - \$9,707,474</b>						
County Capital \$8,539,000						819,744
Middle School #5 (CHCCS) \$1,168,474						112,174

<b>Debt Service</b>	<b>Current Fiscal Year 2012-13</b>	<b>Fiscal Year 2013-14</b>	<b>Fiscal Year 2014-15</b>	<b>Fiscal Year 2015-16</b>	<b>Fiscal Year 2016-17</b>	<b>Fiscal Year 2017-18</b>
<hr/>						
<b>2017-2018 - \$43,434,774</b>						
County Capital \$36,748,508						
Middle School #5 (CHCCS) \$6,686,266						
<hr/>						
New Debt Service		-	737,256	1,627,756	3,845,420	4,777,337
<i>Projected Annual Debt Service</i>	<u>24,887,879</u>	<u>25,609,786</u>	<u>26,149,761</u>	<u>25,814,228</u>	<u>26,997,429</u>	<u>26,868,632</u>
<b>Projected Annual Debt Service As a Percent of the General Fund Budget</b>	<b>13.83%</b>	<b>13.64%</b>	<b>13.72%</b>	<b>13.35%</b>	<b>13.75%</b>	<b>13.42%</b>
<b>Available Annual Debt Service Capacity Based on the 15% Debt Service Policy</b>	2,112,537	2,550,239	2,432,664	3,196,934	2,448,900	3,166,623

\* Includes \$2,400,000 in new financing for Lands Legacy, which should be subject to a voter referendum.

Assumptions:

- \$ 960,000 of annual debt service = \$ 10,000,000 of debt issued at current interest rates for 15 years
- \$ 800,000 of annual utility debt service = \$10,000,000 of debt issued at current interest rates of 20 years

**APPROVED - Water and Sewer Projects Debt Service (Article 46 Sales Tax)  
Fiscal Years 2013-18**

<b>Debt Service</b>	<b>Current Fiscal Year 2012-13</b>	<b>Fiscal Year 2013-14</b>	<b>Fiscal Year 2014-15</b>	<b>Fiscal Year 2015-16</b>	<b>Fiscal Year 2016-17</b>	<b>Fiscal Year 2017-18</b>	<b>Total Available Funds Dedicated to Debt Service (FY 12-18)</b>
Article 46 Sales Tax Budget (for Debt Service)	750,000	769,500	789,293	809,382	829,773	850,469	\$ 4,798,417
<i>Annual Debt Service as a % of Economic Development's Share of Article 46 Sales Tax Proceeds</i>	<b>60.00%</b>	<b>60.00%</b>	<b>60.00%</b>	<b>60.00%</b>	<b>60.00%</b>	<b>60.00%</b>	
<b>Projected Debt Financing</b>							
<b>2012-13 - \$4,256,046</b>							
Buckhorn EDD Phase 2 - \$4,256,046		340,484	340,484	340,484	340,484	340,484	\$ 1,702,418
<b>2013-2014 - \$275,000</b>							
Efland Sewer Flow to Mebane \$160,000			12,800	12,800	12,800	12,800	\$ 51,200
Eno EDD \$115,000			9,200	9,200	9,200	9,200	\$ 36,800
<b>2014-2015 - \$5,186,000</b>							
Buckhorn EDD-(Efland Sewer to Mebane) - \$3,436,000				274,880	274,880	274,880	\$ 824,640
Eno EDD - \$1,750,000				140,000	140,000	140,000	\$ 420,000
<b>2015-2016 - \$2,500,000</b>							
Buckhorn-Mebane EDD Phase 3 & 4 - \$2,500,000					200,000	200,000	\$ 400,000
<b>2016-2017 - \$0</b>							
<b>2017-2018 - \$0</b>							
<i>Projected Annual Debt Service</i>	-	340,484	362,484	777,364	977,364	977,364	
<b>Available Article 46 Sales Tax Proceeds for Debt Service</b>	<b>750,000</b>	<b>429,016</b>	<b>426,809</b>	<b>32,018</b>	<b>(147,591)</b>	<b>(126,895)</b>	<b>\$ 1,363,359</b>

Note: Since the obligation for the Article 46 Sales Tax runs for 10 years, without renewal, the General Fund would be obligated to pay the debt service.

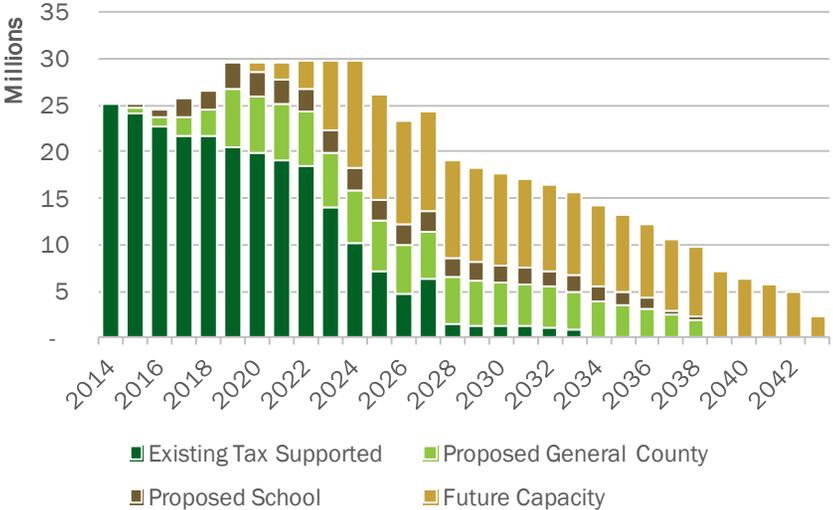
Assumptions:

- \$ 960,000 of annual debt service = \$ 10,000,000 of debt issued at current interest rates for 15 years
- \$ 800,000 of annual utility debt service = \$10,000,000 of debt issued at current interest rates of 20 years

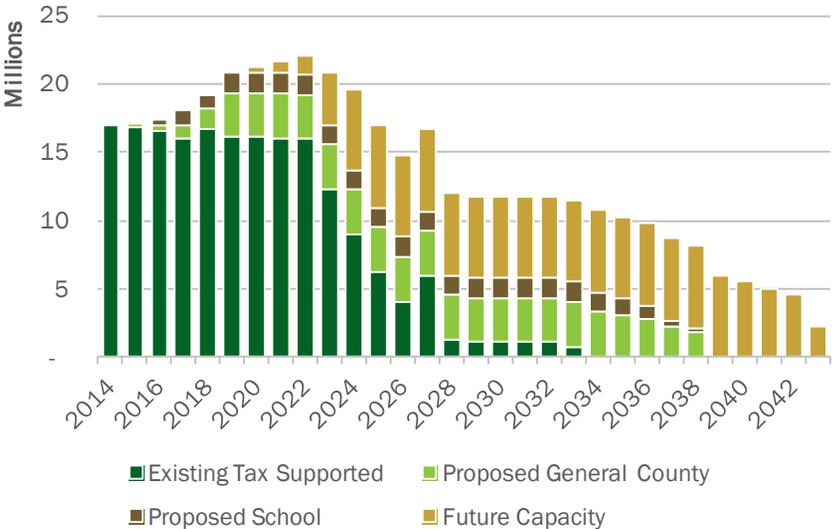
# Future Debt Capacity

## Proposed FY 2014-2018 CIP and FY 2019-2023 Debt Capacity

### Existing and Proposed Debt Service



### Existing and Proposed Principal



### Proposed Debt Assumptions

- Borrowing Assumptions
  - Amortization: Level Principal
  - Term: 20-years
  - Interest Rate: 5.0%
  - First Interest: FY after issuance
  - First Principal: FY after Issuance
  
- Future Debt Capacity:
  - FY 2019: \$ 9,068,407
  - FY 2020: 9,562,078
  - FY 2021: 10,796,372
  - FY 2022: 46,790,237
  - FY 2023: 43,627,691
  - Total Capacity: \$119,844,785
  
- Total Proposed FY19-23 DS: \$182,763,297
  
- Key Debt Ratios (worst shown)
  - Debt Per Capita: \$1,422 (FY 2018)
  - Debt to AV: 1.27% (FY 2023)
  - Debt Service vs. Expenditures: 15.56% (FY 2019)
  - 10-Year Payout Ratio: 64.2% (FY 2023)



# Debt Affordability Analysis

## Proposed FY 2014-2018 CIP

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
FY	Debt Service Requirements					Revenue Available for DS				Debt Service Cash Flow Surplus (Deficit)					
	Existing Debt Service	CIP Debt Service	CIP Pay-Go Cash	CIP Operating Impact	Total	General Fund Budgeted Debt Service	General Fund Budgeted for Pay-Go Cash	Other Dedicated Revenue	Total Revenues Available	Surplus/ (Deficit)	Revenue from Prior Tax Equiv. (Column O)	Capital Reserve Utilized	Adjusted Surplus/ (Deficit)	Estimated Incremental Tax Equivalent	Capital Reserve Fund Balance
2014	25,089,644	-	4,344,849	-	29,434,493	25,089,644	4,344,849	-	29,434,493	-	-	-	-	-	-
2015	24,201,003	868,299	4,957,232	-	30,026,534	25,089,644	4,344,849	-	29,434,493	(592,042)	-	-	(592,042)	0.36¢	-
2016	22,744,495	1,774,196	4,724,433	-	29,243,124	25,089,644	4,344,849	-	29,434,493	191,368	598,830	-	790,198	-	790,198
2017	21,655,566	4,039,365	4,801,994	-	30,496,925	25,089,644	4,344,849	-	29,434,493	(1,062,432)	605,696	(456,737)	-	-	333,462
2018	21,688,632	4,907,463	4,666,219	-	31,262,314	25,089,644	4,344,849	-	29,434,493	(1,827,822)	612,640	(333,462)	(881,720)	0.52¢	-
2019	20,418,975	9,124,022	4,666,219	-	34,209,216	25,089,644	4,344,849	-	29,434,493	(4,774,724)	1,511,493	-	(3,263,230)	1.92¢	-
2020	19,802,383	8,888,517	4,666,219	-	33,357,120	25,089,644	4,344,849	-	29,434,493	(3,922,627)	4,829,468	-	906,841	-	906,841
2021	19,159,723	8,653,013	4,666,219	-	32,478,955	25,089,644	4,344,849	-	29,434,493	(3,044,462)	4,884,840	-	1,840,377	-	2,747,218
2022	18,418,174	8,417,508	4,666,219	-	31,501,901	25,089,644	4,344,849	-	29,434,493	(2,067,408)	4,940,846	-	2,873,438	-	5,620,657
2023	14,104,871	8,182,003	4,666,219	-	26,953,093	25,089,644	4,344,849	-	29,434,493	2,481,400	4,997,495	-	7,478,895	-	13,099,552
2024	10,225,448	7,946,498	4,666,219	-	22,838,165	25,089,644	4,344,849	-	29,434,493	6,596,328	5,054,794	-	11,651,121	-	24,750,673
2025	7,090,542	7,710,993	4,666,219	-	19,467,754	25,089,644	4,344,849	-	29,434,493	9,966,739	5,112,749	-	15,079,488	-	39,830,161
2026	4,753,048	7,475,488	4,666,219	-	16,894,756	25,089,644	4,344,849	-	29,434,493	12,539,737	5,171,369	-	17,711,106	-	57,541,267
2027	6,386,169	7,239,983	4,666,219	-	18,292,371	25,089,644	4,344,849	-	29,434,493	11,142,121	5,230,661	-	16,372,782	-	73,914,049
2028	1,568,129	7,004,479	4,666,219	-	13,238,826	25,089,644	4,344,849	-	29,434,493	16,195,667	5,290,632	-	21,486,299	-	95,400,348
2029	1,308,491	6,768,974	4,666,219	-	12,743,683	25,089,644	4,344,849	-	29,434,493	16,690,809	5,351,292	-	22,042,101	-	117,442,449
2030	1,257,283	6,533,469	4,666,219	-	12,456,971	25,089,644	4,344,849	-	29,434,493	16,977,522	5,412,647	-	22,390,168	-	139,832,617
2031	1,206,075	6,297,964	4,666,219	-	12,170,258	25,089,644	4,344,849	-	29,434,493	17,264,234	5,474,705	-	22,738,939	-	162,571,556
2032	1,154,868	6,062,459	4,666,219	-	11,883,546	25,089,644	4,344,849	-	29,434,493	17,550,947	5,537,475	-	23,088,422	-	185,659,978
2033	814,253	5,826,954	4,666,219	-	11,307,426	25,089,644	4,344,849	-	29,434,493	18,127,067	5,600,964	-	23,728,031	-	209,388,009
2034	-	5,591,449	4,666,219	-	10,257,668	25,089,644	4,344,849	-	29,434,493	19,176,824	5,665,182	-	24,842,006	-	234,230,015
2035	-	4,921,795	4,666,219	-	9,588,014	25,089,644	4,344,849	-	29,434,493	19,846,479	5,730,135	-	25,576,614	-	259,806,629
2036	-	4,244,195	4,666,219	-	8,910,414	25,089,644	4,344,849	-	29,434,493	20,524,078	5,795,834	-	26,319,912	-	286,126,540
2037	-	2,898,555	4,666,219	-	7,564,774	25,089,644	4,344,849	-	29,434,493	21,869,719	5,862,285	-	27,732,004	-	313,858,544
2038	-	2,280,326	4,666,219	-	6,946,545	25,089,644	4,344,849	-	29,434,493	22,487,948	5,929,499	-	28,417,447	-	342,275,991
2039	-	-	4,666,219	-	4,666,219	25,089,644	4,344,849	-	29,434,493	24,768,274	5,997,483	-	30,765,757	-	373,041,747
2040	-	-	4,666,219	-	4,666,219	25,089,644	4,344,849	-	29,434,493	24,768,274	6,066,247	-	30,834,520	-	403,876,268
2041	-	-	4,666,219	-	4,666,219	25,089,644	4,344,849	-	29,434,493	24,768,274	6,135,799	-	30,904,072	-	434,780,340
2042	-	-	4,666,219	-	4,666,219	25,089,644	4,344,849	-	29,434,493	24,768,274	6,206,148	-	30,974,422	-	465,754,762
2043	-	-	4,666,219	-	4,666,219	25,089,644	4,344,849	-	29,434,493	24,768,274	6,277,304	-	31,045,578	-	496,800,340
<b>Total</b>	<b>243,047,772</b>	<b>143,657,966</b>	<b>191,478,611</b>	<b>-</b>	<b>578,184,349</b>					<b>Total</b>		<b>(790,198)</b>	<b>Total Tax Effect</b>	<b>2.81¢</b>	

- Value of 1¢ in FY 2014 = \$1,606,829
- Assumed Growth Rate = 1.15%

*Note: The Analysis above does not include potential operating impacts associated with new capital projects, nor does it address potential changes in the County's existing operating budget.*

**ORANGE COUNTY  
BOARD OF COMMISSIONERS**

**ACTION AGENDA ITEM ABSTRACT**

**Meeting Date:** October 8, 2013

**Action Agenda  
Item No.** 5

**SUBJECT:** Orange County Strategic Information Technology Plan Update

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**DEPARTMENT:** Information Technologies

**PUBLIC HEARING: (Y/N)**

No

**ATTACHMENT(S):**

Orange County Strategic Information  
Technology Plan

**INFORMATION CONTACT:**

Jim Northrup, 919-245-2276

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**PURPOSE:** To receive an update outlining the status of strategic IT initiatives as defined by the 2012 Orange County Strategic Information Technology Plan.

**BACKGROUND:** In November 2012 the Orange County Board of Commissioners approved the Orange County Strategic Information Technology Plan. This Plan offered a frank assessment of internal and external service offerings. Along with identifying many areas where the Information Technologies Department excelled, the Plan identified goals and methodologies for both increasing and improving service offerings such as the County Website, Central Permitting, paperless initiatives, and mobile applications.

Staff will provide an update at the meeting. Discussion points will include, but will not be limited to the following items addressed in the Orange County Strategic Information Technology Plan:

- Website redevelopment
- Central Permitting
- IT Staffing Levels
- Mobile Applications
- Social Media
- Paperless Records Management
- IT Project Prioritization and the Information Technologies Governance Council

**FINANCIAL IMPACT:** There is no financial impact associated with receiving the status update.

**RECOMMENDATION(S):** The Interim Manager recommends that the Board receive the update, discuss the items presented as necessary and provide direction and feedback to staff.

The University of North Carolina at Chapel Hill

# Orange County

Strategic Information Technology Plan

2012

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## EXECUTIVE SUMMARY

Orange County's Strategic Information Technology Plan is offered as a framework for sustainable, effective and efficient technology investments, coupled with an unwavering focus and commitment to providing better County services through a more accessible, transparent and accountable government. Technology is a tool used to improve customer service but the administration, policies, and procedures surrounding a given function or process must be revised and fine-tuned in order to provide the highest quality of service. The Strategic IT Plan maps the vital infrastructure, applications, and initiatives that will enhance County services and their delivery in mission-critical areas. It also outlines the steps needed to achieve a County information technology enterprise with a focus on optimized performance, efficiency and effectiveness gains.

### Key Findings

There are several key findings in the Orange County Strategic IT Plan, including areas of noted excellence as well as areas of improved investment:

- The County is building on a strong technological foundation. The work and investments made by the government have substantially improved customer service and increased efficiency and effectiveness.
- Currently, the County has roughly half of the IT staff found in similar-sized counties across North Carolina, while producing remarkable work efforts. **Orange County should increase the number of IT staff in order to keep pace with the desired level of citizen interaction and engagement, as well as to offer increased transparency and accountability.**
- Orange County offers one of the highest numbers of online services of any county in the state.
- The County website is a source of concern for Commissioners and departmental staff. Design and layout enhancements, content and information navigation/access, and user department updating of the website are areas of desired improvement.
- High-quality communications are the hallmark of a high-performing IT Department. Orange County's IT Department needs to engage in more frequent communications with its end users and elected officials to facilitate needs assessment and service delivery.
- Employee-focused technology investments will produce substantial efficiency and effectiveness results, thereby improving citizen service and tax dollar investments.
- Although not included in the Strategic Information Technology Plan, public information and communication strategies were also paramount to the County. To this end, the County is examining the establishment of a Public Information Officer position. This plan does address the need to expand social media offerings from the County.

- Additional recommendations are found in Section 4 of this report, along with a collection of tools and sample templates in the appendices.

Through the structure outlined in the IT Plan, Orange County has refined its focus on high-priority IT initiatives and continues to work toward integration of disparate data and systems into unified, cost-effective solutions. Additionally, measures of success are offered to ensure a focus on customer service and delivery. Finally, the plan outlines the required investments in infrastructure and technology initiatives that will provide a foundation for long-term economic viability and service enhancement. The investments will identify two main areas of focus, citizen engagement and county operational efficiency/effectiveness. Both areas of investment are equally important, with specific timing of the investments outlined to reap maximum benefits.

As Orange County executes the Strategic IT Plan, its citizens will continue to see improvements in the quality and accessibility of County services. The residents will have their personal information protected and taxpayers should rest assured that IT investments are being selected, implemented, and managed wisely. Furthermore, County employees will have the tools needed to provide the highest-quality services to their customers. Orange County will continue to serve its residents, businesses, and visitors as effectively as possible by turning this plan into action.

## SECTION 1: STRATEGIC CONTEXT



### Overall Goals and Philosophy for Orange County

Orange County is an urban county with unique rural areas surrounding the University of North Carolina at Chapel Hill. The diverse citizenry of the County mandate various services and methods of interaction with the government. The philosophy of the County is based on a deep-seated commitment to citizen engagement, quality of life enhancement, and strategic investments that improve the lives of residents, businesses, and visitors. In addition, the County is unwavering in its efforts to provide holistic, equitable, efficient, and effective high-quality services to the community. The focus on strategic investments in technology will help to increase trust, recognition, communication, accountability, innovation, and excellence in the County.

### Major Government Trends

Given Orange County's long tradition of providing customer-focused, quality services and its reputation for commitment to excellent, cost-effective government, the County is encouraged to consider or continue the use of major government trends outlined below. In addition, the list includes connections to information technology in order to enhance the work currently being undertaken in the County.

#### Government Trends:

- Benchmarking & Performance Measurement
- Customer Service
- Economic Development
- Strategic Sourcing
- Responsiveness
- Transparency and Accountability
- Increased Use of Technology

- **Benchmarking and Performance Measurement:** This trend involves ascertaining current organizational performance on a variety of key indicators, followed by monitoring and evaluation, as well as change management in order to facilitate improvement. This document serves as one example of a benchmark for the information technology department and key indicators collected as part of this strategic plan should be monitored on a yearly basis to demonstrate improvements. The County should implement the use of performance metrics in all departments, but a focus on dashboards will help provide an overview of easily understood metrics.
- **Customer Service:** This trend is centered on create a high-quality product for citizens, businesses, visitors, and employees. Increased involvement and participation are critical, as is a reorientation

in the approach to the end user as a customer. The technology department should continue to engage in providing high-quality services to its customers, both internal and external. In addition, customer feedback should be solicited at regular intervals to encourage communication and positive changes.

- **Economic Development:** Without fail, economic development has become a critical topic in county government. At the heart of economic development is infrastructure, and technology is no longer an optional infrastructure enhancement, but rather, as central to economic development recruitment as water and sewer lines.
- **Strategic Sourcing:** Orange County has an incredible cadre of talented public servants. However, the County has long realized that outsourcing and contracting with subject matter experts is critical to extend the reach of government. In terms of technology, Orange County should work with public-private partnerships to enhance technological capacities. Approximately 20-25 percent of technology work can be successfully outsourced without detrimental effects to the County. This outsourcing should be strategic and used as a means to supplement the current staff expertise on short-term projects. Outsourcing is not a viable solution for replacing mission-critical staff, as a means to reduce permanent headcount. Some tasks to consider for strategic sourcing include cabling for new and existing facilities and programming needs that only emerge periodically.
- **Responsive Government:** This trend is characterized by the need to develop a new type of local government complete with new ways of doing business based on innovation and positive change. Technology plays an essential role in creating a self-service government that is interactive, timely, and relevant regardless of the time of access or distance of the customer. For example, citizens highly regard various forms of self-service, such as online registration for Parks and Recreation classes, online pet registration, online bill payment, and online citizen request forms.
- **Transparency and Accountability:** One major trend across the various levels of government in the US is a renewed focus on transparency and accountability. By allowing citizens greater access to data and information about the government, its decision-making processes, and its performance measures, governments seek to enhance public trust and create opportunities for value-add engagement.
- **Use of Technology:** Technology is used by forward-thinking governments to continually enhance service delivery and foster a “work smarter not harder” approach. For example, inspectors and public safety personnel having access to electronic information in the field can substantially improve results in each area, with a reduction in downtime due to travel between locations and the main County facilities for data transfer. In addition, the advent of Social Media has fundamentally altered the way citizens are choosing to engage with governments. Many residents use Facebook as a mechanism to gather governmental information and to participate in their communities virtually.

## Major Technology Trends



In addition to considering the government trends that are making organizations more responsive and customer service oriented, it is important to consider the major technology trends from the private and public sectors. A list of some key trends is offered for consideration and inclusion in the future projects discussion.

- Transition to digitally converged world: Almost all aspects of telephony, television, video, audio, and other communication technologies are converging into single source platforms. This newly converged medium requires robust, secure infrastructure and mobile applications. Basic smart phones can now capture video of County Commissioners' meetings and stream the recordings directly to the Internet without any sophisticated interfaces or equipment.
- Support for legacy systems while migrating to more robust systems: Maintaining legacy systems while planning for their phasing out is critical. However, large-scale investments are required to replace such systems with newer technologies that are scalable for the future.
- Increased importance of computer and telecommunications security: Technological security, both physical and logical, is critical to protecting the data and property collected and maintained by government, but should not limit opportunities for new forms of digital civic or employee engagement.
- Management of and investment in information technology: Information technology supports the functionality of government and requires high-level managerial attention, as well as appropriate investment. Governance structures and IT service management improve the quality of IT investments. IT service management, as is found in ITIL (Information Technology Infrastructure Library) best practices, centers on a pervasive service orientation that enables end users to work more efficiently and effectively, while building a knowledge base of all technology assets within an organization. This repository of knowledge has a similar positive impact on IT investments and effective risk management as is found in utilizing asset management and GPS/GIS to maintain appropriate inventory and rapidly troubleshoot public works issues, such as broken water mains.
- One of the most exciting, albeit challenging, trends associated with technology is the pervasive use of personal technology in the workplace. Smart phones have become commonplace as individuals use them to transact personal business, such as social media interactions, banking, and online shopping. These devices are changing the role of technology in the workplace by

making it ubiquitous, irrespective of the associated security and information management issues.

- Green computing has become a popular term in the technology realm. With the increased financial pressures on governments due to economic conditions, organizations are working to improve their energy efficiency by consolidating data centers, moving to virtual platforms, and investing in cloud computing.
- The use of cloud computing to manage basic applications and data stores is becoming an increasingly useful option for local governments. In particular, private cloud computing with limited service access and governmental control and ownership of the service implementation is expected to have positive returns for local jurisdictions.

Information systems are a necessary investment in the overall business planning and as a requirement to conduct future governmental affairs. Attention placed on governmental and technological trends provide a foundation and roadmap for examining future technology projects.

## SECTION 2: MAJOR ORANGE COUNTY IT ACCOMPLISHMENTS

This section outlines the major technology achievements in Orange County over the past five years. The level of technological sophistication is particularly impressive in the County, given the size of the IT Department and the level of funding allocated to technology endeavors. It should be noted that the listing of accomplishments noted below do not include upgrades and replacements of pre-existing services and applications.



The list below is solely composed of new accomplishments and IT offerings and is divided into externally facing services (under the heading, *Citizen Relationship Management Services*) and internally facing services (under the heading, *Orange County Operational Services*).

### Citizen Relationship Management Services

#### Online Services

Orange County boasts 45 distinct online applications and services. This number is staggering, given the relatively small size of the IT department, and places the County among the leaders in North Carolina in online service provision.

#### Development and Support of Parks Locator

The development of a new interactive, Google Maps integrated web tool enables the public to search for parks available throughout the County, including municipalities. The development and ongoing support of this tool is an additional service on top of existing web and GIS tools.

#### Addressing Services

With Enterprise GIS being consolidated into the IT organization, IT is now providing Countywide (including municipalities) addressing services, allowing citizens to more readily access standardized, uniform GIS data.

#### Tax System Support

With the implementation of the new tax system, OCIT is now supporting three enterprise level tools (collections, assessment and the PIN App) and their integration with other enterprise tools.

#### PIN/TMBL/Parcel Lookup Tool Development and Support

Although the County has fully transitioned all land based activities to the Parcel Identification Number system, IT implemented a new web based lookup tool for the public, who may still be using older land identification systems

### **Support of Subscription Services via Website**

This added service allows the public to sign up for distributions lists in a number of interest areas, and the service is integrated into the County website.

### **Streaming Videos of BOCC Meetings**

In providing live and archival video of BOCC meetings, OCIT is supporting new servers, monitoring the process and serving as technical liaison with the vendor in troubleshooting and support of this additional service.

### **Public Wireless Hot Spots**

The County IT Department deployed and manages hotspots for public wireless access in all major County facilities.

### **Centralized County Website (Management/Support)**

Prior to 2006, website management was performed ad hoc, and distributed across all departments. The Orange County IT Department has deployed a centralized template and standard toolset to ensure all website authoring be consistent and professional.

### **National Map Standards Compliance**

In 2009, IT undertook an activity to bring county map data in line with several federal and state standards. In doing so, the County gained significant synergies with data sharing, but it requires resources to perform the initial conversion and to support the ongoing maintenance of this data as part of this additional service.

### **GIS Data Synchronization**

In 2009, OCIT implemented real time synchronization of GIS database between Orange County GIS, Chapel Hill GIS and Carrboro GIS (OC currently provides this service for Hillsborough) for all streets and addresses, greatly increasing levels of timeliness & accuracy for addressing data, while ensuring more reliable and effective collaboration between our important municipal partners.

### **BOCC Meeting Support**

IT is now providing pre-meeting setup support for all BOCC meetings, including A/V equipment setup, public network availability, streaming video services and any other items that arise in preparation for the meetings.

### **Online Pet Registration**

The IT Department deployed a new Internet based tool with which the public can register their pets.

### **Online Recreation Registration**

The IT Department provides a web-based service for the public to sign up for parks and recreation classes, team sports and recreational facilities.

## Orange County Operational Services

### **Strong Password and Laptop Encryption Efforts**

Strong password security and laptop encryption projects were implemented to ensure protection of County data.

### **Training Room**

Orange County IT has outfitted and continues to support a dedicated training facility for technology based staff training. The ongoing configuration of the training room to meet the specific needs of each training program, and the support necessary to ensure its smooth operation is an additional service, added in 2010.

### **Mobile Email Support**

With increasing availability of email on personal mobile devices, IT provides support services assist staff in configuring their devices to leverage County email.

### **Document Management System for DSS**

IT collaborated with DSS to implement a new document management system for DSS case management.

### **Phone System Implementation and Support**

OCIT assumed responsibility for telephony services for the County with the installation and ongoing support of 694 phones and attendant back office equipment (this transition occurred without movement of existing telephone support staff from the Purchasing Department).

### **Move Support**

Over the past three years, IT has coordinated the technology moves (including network, desktop and laptop technologies) for approximately 460 employees.

### **Additional Server Support**

In order to support new technologies and ensure existing servers are reliable and up-to-date, Information Technologies purchased and implemented 38 new servers since 2006, while retiring only 16, a net gain of 22 servers.

### **Increased Laptop Support**

Since 2006, IT has deployed 336 new laptops, while retiring only 84 Laptops, with a net gain of 252 laptops managed by the IT Department.

### **Increased Desktop Support**

Since 2006, IT has deployed 508 new desktops, while retiring 445, with a net gain of 63 desktops.

### **Audio/Video Support**

IT provides support for Audio Video equipment used in meeting rooms across the County.

### Support Requests

Providing technology support to County staff remains one of Information Technologies' most critical and relied upon services. The tables below illustrated the volume of service request the department handles, as well our measured performance in satisfactorily resolving those requests. Note the nearly 300% increase in incoming trouble tickets over the time period, while the resolution rates have remained relatively steady.

This trend of responsiveness is particularly notable, given the increased demands for IT services with no increase in IT staffing levels. Furthermore, during interviews with department heads and County staff, all interviewees noted an increase in customer service and responsiveness over the past five years.

Measure	Significance	2006 Numbers	2010 Numbers
<b>Network and Server Uptime</b>	Measures percentage of time in which network connectivity and servers are available. This includes planned off-hours downtime for maintenance	99.92%	99.62%
<b>Incoming Trouble Tickets</b>	This is the total number of service requests called into IT from County staff	2447	7,232
<b>P1 tickets</b>	This is the percentage of Priority One help tickets resolved within 4 hour target	87.50%	72.57%
<b>P2 tickets</b>	This is the percentage of Priority Two help tickets resolved within 9 hour target	69.81%	76.89%
<b>P3 tickets</b>	This is the percentage of Priority Three help tickets resolved within 40 business hour target	74.94%	82.48%
<b>Backup Success Rate %</b>	This is the success rate for data backups.	94%	98.42%
<b>Incoming emails</b>	Numbers of emails received from outside County network	8,110,193	41,482,502
<b>Incoming emails blocked as spam</b>	Number of emails received from outside County network blocked as spam	8,004,328	39,200,807

## SECTION 3: SERVICE ALIGNED IT INVESTMENT STRATEGY

### The Vision

The technology vision for Orange County capitalizes on the benefits derived from strategic technology planning and investment, both for internal departments and external customers. The vision is aligned with Commissioners' and staff goals, objectives, and strategies in an effort to stay focused on service aligned investments. In the service aligned investment model, IT investments are driven by citizen and departmental needs and focus on agility in the provision of services. Success in this service-aligned model is dependent on a clear understanding of County priorities and how business is conducted by County departments and the citizens who interact with those departments.

In order to facilitate this understanding, the County IT Department needs to establish Business Relationship Manager roles within its department. In order to establish these critical roles, additional IT staff are required to ensure that service levels do not deteriorate as the Business Relationship Managers work with departments to gather mission-critical knowledge. The Business Relationship Managers work closely with departments, developing knowledge and understanding of their business processes, objectives and technology needs. By employing strong business skills to support equally strong technical capabilities, the IT department can achieve a holistic understanding of how services are consumed by the business, how IT's actions affect departmental productivity, and how to provide innovative solutions. The IT Department can review and enhance its service offerings and capacity using these resources.

Furthermore, it is critical that strategic technology planning become an integral part of each department's annual planning process, as well as a key component in the long-range planning of the County. It is important to note that this strategic technology plan is not limited to technological infrastructure, hardware, and software, but rather, encompasses all strategic information management functions. Therefore, the strategic technology vision for Orange County includes:

- The adoption of a strategic technology investment strategy that aligns functional County Commissioners' and departmental goals, objectives, and needs with technological solutions. In essence, the business of government will become enabled by technology instead of technology driving the business changes.
- Build upon and extend the utilization of performance metrics and customer service commitment to ascertain progress.
- Utilize IT service management as a mechanism to provide superior, equitable customer service and problem resolution.
- Enterprise approaches to strategic IT investments are also central to leveraging economies of scale and holistic solutions.
- Provide County residents and staff with more convenient, open access to information in order to facilitate decision-making.

- Recognize and embrace the value of innovation as a critical means to improving services.

The driving vision for information technology (IT) within the County includes the development of an enterprise-wide focus on IT, a focus on the customer and the use of IT as an enabler in efficient and effective customer service.

## Role and Responsibilities of IT Department

The guiding mission of the Information Technology Department, in support of Orange County, is to provide strategic oversight of information technology in order to provide better and more cost effective services to the public while providing stewardship of the County's digital information assets. In support of BOCC priorities, Information Technology works with the County Manager and departmental staff to ensure technology is deployed in a cost-effective manner, while focusing on improving efficiency, collaboration, reduction in error rates, statutory compliance, and increasing levels of customer service and services to the public. This plan links the IT Department's goals and objectives to the goals and objectives of the governmental enterprise, as well as to individual departments, in order to meet citizen needs using flexible, productive, and innovative approaches.

Furthermore, the County IT Department, along with other County departments, is responsible for creating a quality-focused, highly productive, responsive organization, which meets and exceeds customer requirements through continuous improvement of products and services. The goal of the department is to support the business units within the County through the strategic use of technology, in a manner consistent with service-aligned IT. In addition, enhanced efficiency, effectiveness, and service delivery are critical to the Department and the organization at large.

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*The IT Department is a service organization which operates solely to meet the needs of County employees, residents, visitors, and businesses. The projects undertaken by the IT Department are driven by organizational and departmental needs and opportunities.*

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## Operational Excellence Foundation

As service-aligned IT evolves in Orange County, the County IT Department will operate from a foundation of operational excellence, as outlined in the following table. These criteria are currently part of the IT department's objectives and are simply noted to offer guidance and reference to the service-aligned IT model.

Provide Excellent Customer Service	Leadership	Ensure Strategic Use of Technology	Education	Decision Support
✓ Insure stable and productive technology environment that supports departments in the performance of their missions	✓ Set technology direction and standards based on service aligned investment methodology	✓ Ensure software purchases and development are consistent with existing technology standards	✓ Ensure users are properly trained on essential technologies	✓ Assist County departments in assessing software purchases
✓ Respond to requests for service within specified timeframe	✓ Staff the County IT Governance Committee	✓ Ensure support for enterprise solutions	✓ Provide tutorials for self-paced learning	✓ Evaluate buy vs. build software solutions
✓ Provide deliverables within promised timeframes	✓ Develop a vision for technology in the County	✓ Determine interface requirements to existing systems	✓ Make e-learning opportunities available	✓ Ensure contractual standards of support
✓ Defining clear scope of expectations with end users	✓ Facilitate organizational process improvements	✓ Identify emerging technologies which will meet the organization's needs	✓ Provide documentation for key processes	✓ Assist departments in management and service delivery
✓ Assist end users in identifying needs and understanding requirements				

## Operational Risks Due to Staffing Levels

As previously noted, Orange County's IT staffing levels are roughly half the size of comparable counties in North Carolina. The under-resourced department is a major concern for current and future project success. While the IT department has accomplished a substantial amount of work with the limited staff, most projects take longer than would be ideal due to time constraints and pressures due to the under-resourcing. Additionally, many critical projects that focus on internal efficiencies, security, and improved functionalities for County staff are not able to be implemented due to the staffing limitations. Staffing levels must be increased to undertake the recommendations laid forth in this plan. The following chart provides a comparison of staff sizes for reference and specific position recommendations are noted under Section 4.

County:	Staff # in IT Department:	IT Operating Budget (Personnel)	IT Operating Budget (Non-Personnel)	Total IT Operating Budget	IT Capital Budget
<b>Cabarrus</b>	21 FTEs	\$1.678 million	\$1.875 million	\$3.56 million	None noted
<b>Catawba</b>	27 FTEs	\$1.586 million	\$1.948 million	\$3.534 million	\$1.1 million (licensing and upgrades)
<b>Durham</b>	33 FTEs	\$2.6 million	\$1.07 million	\$4.39 million	\$1.7 million (lifecycle replacement for IT equipment)
<b>Pitt</b>	32 FTEs	\$2.342 million (MIS) + \$299,013 (GIS)=\$2.64 million	\$895,402 (MIS) + \$219,103 (GIS)=\$1.115 million	\$3.3285 million (MIS) + \$538,103 (GIS)=\$3.867 million	Fluctuates between ~\$100K-\$500K annually for loans for equipment
<b>Orange</b>	14.7 FTEs (4 are GIS, 10.7 are IT specific)	\$1.193 million	\$920,260	\$2.113 million	\$500,000 (lifecycle replacements)

### Notes:

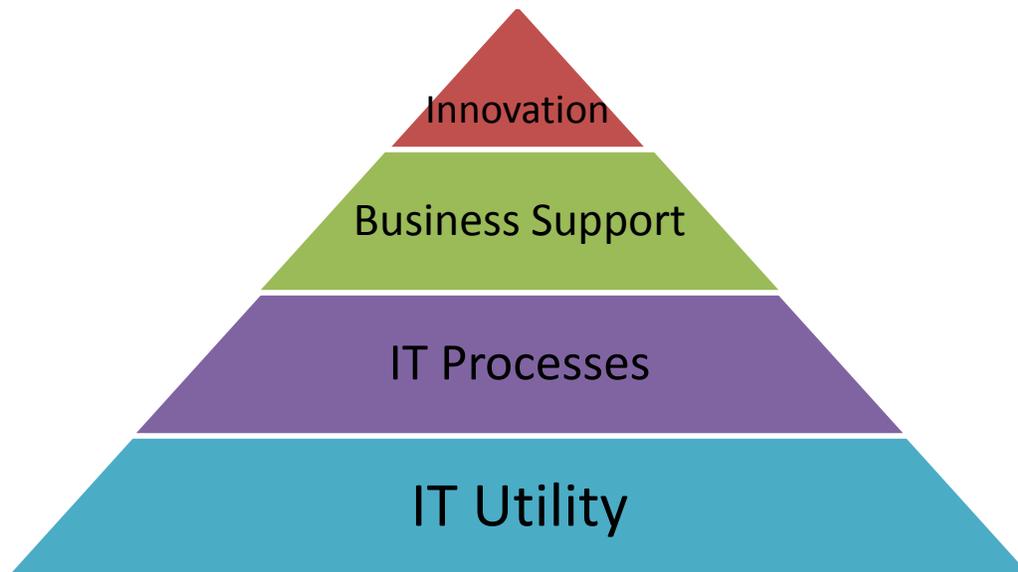
- Catawba: IT Department also oversees the Communications Center/E-911 but those staff counts and budget numbers are not included in the chart above.
- Durham: DSS (3 staff), Library (2 staff), Mental Health (6 staff), Sheriff's Department (8 staff), and Register of Deeds (1 staff) have additional IT staff and IT budget not included in the information noted above.
- Pitt: IT department supports all county departments; DSS, Public Health, and Sheriff budget for the majority of their hardware needs (PCs, laptops, printers) in their own budgets so it is not reflected in IT budget.

## SECTION 4: STRATEGIC ENTERPRISE TECHNOLOGY INVESTMENTS

### Overview

The following pages will outline how the recommended IT projects and initiatives<sup>1</sup>, as defined by the Orange County Board of County Commissioners, the Orange County departments, and the research team from UNC, fit into the Commissioners' objectives, as well as the IT Department's operational excellence objectives. Additionally, the projects will be prioritized based on mission criticality, overall impact, and level of interest expressed by key stakeholders. As the strategic IT plan lays out prioritized projects in the remainder of Section 4, it is imperative that the following framework is applied and followed in the order prescribed.

As information technology investments increase across Orange County, there is a marked need to increase the level of staffing, funding and support for these value-add services. The most critical components to ensuring the success of the projects in the coming pages are related to the base level IT investment noted in the schematic below:



The IT Utility function is the base of support for all technological impacts, including efficiency and effectiveness gains, as well as innovation and enhanced service delivery. In order to engender success for current and future IT investments, the County must increase the current staffing level of the IT department. It is impossible to overstate the importance of increasing the current staffing level prior to engaging in the majority of the recommended, high-impact projects that will enable the County to be a leader in citizen service and effective and efficient government. **Without increasing IT staff, the bulk of the projects contained in the following pages should not be undertaken, as they will increase risks for Orange County in economic, legal, and political arenas.**

<sup>1</sup> All requested projects from the various interviews with Orange County Commissioners and County staff are available in Appendix A.

## Commissioners' Strategic Goals

The Orange County Commissioners have identified the following strategic areas of priority, which have been aligned to specific technology solutions.

**Goal One:** Ensure a community network of basic human services and infrastructure that maintains, protects & promotes the wellbeing of all County residents.

**Goal Two:** Promote an interactive & transparent system of governance that reflects community values

**Goal Three:** Implement planning & economic development policies which create a balanced, dynamic local economy, & which promote diversity, sustainable growth and enhanced revenue while embracing community values.

**Goal Four:** Invest in quality County facilities, a diverse work force, and technology to achieve a high performing County government.

**Goal Five:** Create, preserve, and protect a natural environment that includes clean water, clean air, wildlife, important natural lands and sustainable energy for present and future generations.

**Goal Six:** Ensure a high quality of life and lifelong learning that champions diversity, education at all levels, libraries, parks, recreation, and animal welfare.

The following section offers a goal alignment matrix between specific technology projects and Commissioners' stated goals. The matrices reflect two broad categories, Citizen Engagement and Relationship Management (externally focused activities) and Internal County Operations (internally focused activities). Furthermore, each category has three levels of project priorities noted for the various activities. Following the matrices is a more detailed description of the various technology recommendations offered for consideration as part of the Orange County Strategic Information Technology Plan.

The technology priorities center on specific categories of enterprise projects. Priority rankings of projects are offered in each categorical area for Orange County to consider. These priorities should be assessed by the recommended IT Governance Council and be revised as deemed appropriate. Priority ranking levels are described in the table below:

<b>Priority Level Ranking</b>	<b>Description</b>
Level One	A Level One project should be started within the next year in order to meet critical business support requirements.
Level Two	A Level Two project should be started within the next two years in order to further citizen and employee impact needs.
Level Three	A Level Three project should be assessed and started within the next three years to ensure innovation and technological advancement are occurring within Orange County.

As the recommendations are presented, please refer to the following diagram to understand the multi-faceted nature of IT investments and how many areas outside of the IT department are critical to making such investments successful.

**COMMISSIONERS' OBJECTIVES and CITIZEN ENGAGEMENT/RELATIONSHIP MANAGEMENT**

**Strategic Focus Area: Customer Service; Information Accessibility**

✓	Improve citizen communication and transparency
✓	Provide strong reporting capabilities
✓	Ensure accurate information
✓	Interface data between systems
✓	Extract data quickly from internal systems

**Priority One Initiatives focused by Commissioners' Objectives:**

<b>Technology Investments</b>	<b>Ensure a community network of basic human services and infrastructure</b>	<b>Promote an interactive &amp; transparent system of governance</b>	<b>Stimulate planning and economic development efforts , maintain balanced local economy</b>	<b>Invest in quality County facilities, a diverse work force, and technology</b>	<b>Create, preserve, and protect sustainable natural environment</b>	<b>Ensure a high quality of life and lifelong learning</b>
<b>Website Improvements:</b> improve the County website to include more intuitive design, additional features for citizen engagement (like RSS and video feeds), and better updating mechanisms for County staff	✘	✘	✘	✘		✘
<b>Comprehensive Licensing, Planning, and Inspections Software:</b> upgrade to sustainable, supported software suite for licensing, inspections, and planning		✘	✘	✘		
<b>Paperless Agendas and Tablets for Commissioners:</b> utilize paperless agendas and tablet options for Commissioners when possible or desired		✘		✘	✘	✘

Technology Investments	Ensure a community network of basic human services and infrastructure	Promote an interactive & transparent system of governance	Stimulate planning and economic development efforts , maintain balanced local economy	Invest in quality County facilities, a diverse work force, and technology	Create, preserve, and protect sustainable natural environment	Ensure a high quality of life and lifelong learning
<b>Recording of All Commissioners and Committee Meetings:</b> invest in fixed technology and fixed location to ensure recordings of all Commissioners’ and committee meetings in cost-effective manner						
<b>Social Media for Citizen Engagement:</b> utilize social media for citizen engagement, including summaries of Commissioners’ meetings, advance information related to hot topics, etc						

### Priority Two Initiatives focused by Commissioners' Objectives:

Technology Investments	Ensure a community network of basic human services and infrastructure	Promote an interactive & transparent system of governance	Stimulate planning and economic development efforts , maintain balanced local economy	Invest in quality County facilities, a diverse work force, and technology	Create, preserve, and protect sustainable natural environment	Ensure a high quality of life and lifelong learning
<b>Increase field-based applications:</b> deploy field-based applications for County staff when possible (inspections, etc)		✕	✕	✕	✕	
<b>Public Comment via Technology:</b> allow public comment via technology, such as online surveys, social media commentary, requests for service		✕		✕	✕	
<b>Increase Access to High Speed Internet and Cellular Service:</b> while outside of the IT department's control, the County can partner with organizations and efforts like Gig.U to stimulate high-speed broadband and cellular opportunities	✕		✕	✕		✕
<b>Mobile Applications:</b> develop mobile application for County website and selected County online services		✕		✕	✕	
<b>Access to Real-Time GIS:</b> citizens and staff need access to real-time GIS (requires coordination and involvement of Register of Deeds)		✕	✕	✕		

## Orange County Citizen Engagement Technology Investment Opportunities

### *Description of Initiatives*

#### PRIORITY LEVEL ONE

##### **Website Improvements and Content Management:**

The Website is the hallmark of the County, in terms of its public facing presence. There is substantial dissatisfaction with the Orange County website according to the County Commissioners and departmental staff. The site is deemed dated and static. While the County improved the website within the past three years, making it more functional and user-friendly, continued refreshment and redesign is strongly encouraged and desired.

First, a comprehensive evaluation, including a usability study and detailed feedback analysis, should occur to determine the areas of concern related to the website. The County should examine its website and compare the site to those of similar government units across the country, in order to determine what upgrades and changes may be valuable to the citizens and provide Orange County with a more attractive, user-friendly Web presence. The County should also consider establishing a Website Council composed of employees and potentially citizens in order to gather regular feedback and suggestions related to the site. The County Website should not be revised until the new Public Information Officer position is brought on-board, as the Web presence will be of critical importance to the new position, as a means of communicating with citizens.

In addition, the departments are unsatisfied with the current content update and page creation process. It is recommended that the County assess its current website and business processes should be examined to determine how the website update process can be made more efficient, including investment in a more user-friendly Content Management System. Additionally, the County departments should be required to commit staff to maintaining and updating the County web pages specific to each department, as it is not the role of the IT department to perform such content generation. Finally, pages targeted to specific events within the County which generate significant citizen, business, and visitor engagement opportunities should be featured and streamlined for easier access.

##### **Planning, Zoning, Inspections Software:**

There is a significant need to invest in a comprehensive planning, zoning, and inspections software solution with GIS integration. Currently, the department is using an outdated system that does not share data with other departments and is reliant on custom programming that is not sustainable. A

comprehensive planning, zoning, and inspections software solution would increase employee efficiency and responsiveness. The County should conduct an evaluation of software offerings through the IT Governance Council to determine the most appropriate software solution for the enterprise. In order to most effectively implement a project of this magnitude and importance to the County (the comprehensive planning, zoning, and inspections software package), it is recommended that the County hire a third party, external project manager for this project. The project manager should report to County administration (County Manager or Assistant County Manager) to ensure that all parties involved in the implementation and use of the new software system are adequately and fairly represented.

### **Paperless Agendas, Tablets, and Recordings of Commissioners' Meetings:**

As the County continues to expand its technology initiatives to engage citizens and to improve County services, improvements are needed related to County Commissioners' meetings and committee meetings. First, it is recommended that the County select one or two locations for all Board of County Commissioners' meetings, as well as all committee meetings. The location(s) need to be properly equipped with state-of-the-art equipment for recording the meetings for live web-streaming, archiving, and television productions. Furthermore, the design of the rooms should accommodate technology for both Commissioners and citizens, such as screens and monitors to view presentations regardless of location in the room. By dedicating a one or two locations with high-quality audio and video recording systems, the County can effectively capture all Commissioners' and committee meetings with uniform quality and results.

If the County cannot afford to properly equip two locations with the necessary technology for high-quality web streaming and television production, it should consider leveraging UStream.tv or some similar low-cost online application for streaming meetings. Other jurisdictions in the state are using Ustream plus an iPad with an attached telephoto lens for recording meetings and posting the content online. Such endeavors will still require someone to set up and staff the recording of the meetings, but the costs for implementation will be substantially lower than a fully equipped production-quality room.

In addition, the Commissioners and County should consider implementing true paperless agendas for all Commissioners, with an option for printed items for selected large-format items or for those Commissioners desiring hard copy versions. Currently the County spends considerable tax payer dollars on printing agenda packets for each Commissioner and having those packets hand-delivered by Sheriff deputies to each Commissioner. Moving to a tablet option with downloadable agenda packets will save money, improve the environment by printing less paper and eliminating hand deliveries, and it will demonstrate a commitment to being a progressive, technology-savvy community. The use of tablets and paperless agendas (and agenda packets) has become commonplace among North Carolina local governments and is much lauded by elected officials once they become familiar with the technology and tools.

### **Social Media:**

Across the country, local governments are utilizing Facebook, Twitter, Nixle, YouTube, and other forms of social media to engage their citizens, solicit feedback, and provide additional outlets for information. Orange County currently does not have an official social media presence, but should consider developing a presence, as well as policies to govern use of social media in the workplace.

In order to most adequately develop the social media presence, the County needs to designate a Public Information Officer. The position is not part of the IT Department and therefore outside of the scope of this plan, but consideration should be given to the issue. In terms of the policies governing social media usage within the County, the Human Resources Department, the County attorney, and the IT Department have worked together to develop appropriate policies. The IT Department should only be involved in policy making to the extent that social media poses a technical issue for the County, like bandwidth consumption, security risks, or virus potential.

In terms of social media presence, Facebook is the most commonly used application in government, with organizations choosing to create Fan Pages for information sharing purposes. Due to the current Facebook policies, individuals are allowed to comment on any postings made by the organization, therefore, it is advisable that Orange County create a Comments Policy that indicates the informative nature of the forum, as well as articulates what form of commentary is unacceptable and removable.

## **PRIORITY LEVEL TWO**

### **Field-based (Mobile) Access:**

A commonly requested application among all department heads and line staff is mobile field-based access to critical applications, including laptops, tablets, and a wireless network. Many County department heads and employees work from remote, field locations, and/or after-hours and desire the ability to access their programs and files through a VPN client or similar solution. However, the security issues related to such remote access are important to address and can be managed through a combination of technical solutions and in-depth end user training. During consideration of mobile access extension, the County needs to develop a justification process for determining appropriateness of access requests, including creating legal guidance related to remote access. In addition, many of the County's current software packages do not support mobile deployment, so as the County replaces outdated or unsupported software, mobility should be an overarching consideration. Finally, the County's limited cellular and broadband access in certain areas will make seamless mobile access difficult and should be recognized as a limitation that is outside the County IT Department's control.

### **Public Commentary via Technology:**

Orange County should capitalize on its web presence to allow for public commentary and feedback on County services, pressing issues, and other matters involving County tax dollars. Currently, the County uses Survey Monkey for online surveying and this effort should be expanded. In addition, concepts such as mobile service requests with GPS tagging should be considered as a mechanism for citizen engagement. Finally, the County should leverage its web presence and suggested social media presence to develop additional feedback channels for citizens, including online public comment about proposed ordinance or policy changes.

### **Increased Access to Broadband and Cellular Services:**

The County is not able to actively improve the broadband connectivity offerings across Orange County, nor would such an effort be part of the County IT department work. However, the County Commissioners, management team, and CIO are encouraged to work with the North Carolina Association of County Commissioners to help pass legislation allowing counties to incentivize private build-out of such connectivity or to develop public-private partnerships to address the issues in coverage. Other efforts, such as Gig.U, should also be followed and explored to determine if those efforts hold potential for expanding and incentivizing broadband deployment by the private sector.

In terms of cellular coverage, the County is currently investigating building cellular towers for the public safety needs of the County. If this effort is undertaken, it is advised that the County utilize those assets as lease options for cellular providers (or wireless Internet providers) as a means of revenue generation and expanded coverage/offerings.

### **Mobile Applications:**

The County IT Department should continue its excellent work in the delivery of online services by offering additional County mobile applications. First, the County should create a mobile app of the County website. Other possible mobile applications include a permitting and inspections application, complete with QR codes, animal shelter applications related to lost and found pets, and GIS-based applications offering information about governmental services surrounding a particular address.

### **Real-Time GIS:**

Several County departments noted the need for citizens and staff to have real-time GIS available. Currently, the Register of Deeds data is not uploaded on a daily basis to allow such real-time access to deeds, so the County should work closely with the Register to determine how to facilitate the integration of their data in near-time in order to accomplish this request. The County IT department does not manage the Register of Deeds data so County management should be involved in the process to determine how to achieve this important request.

**COMMISSIONERS' OBJECTIVES and INTERNAL COUNTY OPERATIONS**

**Strategic Focus Area: Efficiency Improvements & Cost Savings; Risk and Liability Management**

✓ Increase productivity & efficiency
✓ Ease inter-departmental communication
✓ Reduce long term costs
✓ Ensure stewardship of city resources

✓ Reduce risks and fines
✓ Avoid penalties of non-compliance
✓ Provide strong user security
✓ Maintenance of software assets
✓ Maintain current releases and system sustainability

**Priority One Initiatives focused by Commissioners' Objectives:**

Technology Investments	Ensure a community network of basic human services and infrastructure	Promote an interactive & transparent system of governance	Stimulate planning and economic development efforts , maintain balanced local economy	Invest in quality County facilities, a diverse work force, and technology	Create, preserve, and protect sustainable natural environment	Ensure a high quality of life and lifelong learning
<b>Increase IT Staffing Levels:</b> additional IT staff are needed to deploy and maintain the desired projects articulated by the BOCC and the County departments		✗		✗		
<b>IT Governance Council:</b> ensure that IT is aligned with the business and delivers value, its performance is measured, its resources properly allocated and its risks mitigated		✗				
<b>Communication Process Improvements:</b> improve communications between IT department and other departments through multiple channels, including regular meetings with department heads and user meetings		✗		✗		✗
<b>Training for County Staff:</b> ensure adequate training (funding for training) for County staff for all major IT purchases (software)				✗		✗

<b>Technology Investments</b>	<b>Ensure a community network of basic human services and infrastructure</b>	<b>Promote an interactive &amp; transparent system of governance</b>	<b>Stimulate planning and economic development efforts , maintain balanced local economy</b>	<b>Invest in quality County facilities, a diverse work force, and technology</b>	<b>Create, preserve, and protect sustainable natural environment</b>	<b>Ensure a high quality of life and lifelong learning</b>
<b>Shared Accountability and Authority:</b> a shared model of accountability and authority is necessary for technology project success						
<b>Computer and Network Replacements:</b> lifecycle replacement for computers and network equipment						
<b>Connectivity and Network Expansion:</b> County spends substantial amount on network leases, explore County fiber runs between facilities (or wireless)						
<b>Inventory and Coordination of Systems between Fire Departments and EMS:</b> deploy unified system between agencies to ensure coverage and adequate coordination, including radio/cellular coordination						
<b>SAN Expansion:</b> accommodate data and information explosion and ensure data is available upon request						
<b>Virtual Server Hosting Shelves and Physical Servers:</b> replace aging equipment to ensure application and data availability						
<b>Microsoft Office Upgrade or Microsoft Enterprise Licensing Agreement:</b> ensure software is current and supported, with appropriate licensing for all County machines						

### Priority Two Initiatives focused by Commissioners' Objectives:

Technology Investments	Ensure a community network of basic human services and infrastructure	Promote an interactive & transparent system of governance	Stimulate planning and economic development efforts , maintain balanced local economy	Invest in quality County facilities, a diverse work force, and technology	Create, preserve, and protect sustainable natural environment	Ensure a high quality of life and lifelong learning
<b>Required Use of Technology:</b> require departmental staff to utilize new technology in order to gain efficiencies in County operations		✘		✘	✘	✘
<b>Business Relationship Managers:</b> as staff are hired, develop business relationship manager roles to facilitate IT service delivery		✘		✘		✘
<b>ITIL:</b> invest in IT management strategy (ITIL) to ensure that customer service is consistent and paramount, while accurately capturing all requests				✘		
<b>Service Level Agreements (SLAs):</b> implement SLAs with departments to establish realistic expectations for service, given IT staffing and time constraints				✘		
<b>Project Justification Methodology:</b> develop project justification methodology to be utilized by IT Governance Council to set guidelines for project requests and to assist with prioritization of projects		✘		✘		
<b>Performance Metrics:</b> implement additional IT performance metrics to continually monitor IT inputs, outputs, and outcomes		✘		✘		

**Priority Three Initiatives focused by Commissioners' Objectives:**

Technology Investments	Ensure a community network of basic human services and infrastructure	Promote an interactive & transparent system of governance	Stimulate planning and economic development efforts , maintain balanced local economy	Invest in quality County facilities, a diverse work force, and technology	Create, preserve, and protect sustainable natural environment	Ensure a high quality of life and lifelong learning
<b>Location of GIS:</b> GIS should continue to be centralized, either as a stand-alone department or within IT, in order to ensure maximum coordination and minimal duplication of efforts						
<b>Virtual Desktop Infrastructure:</b> utilize virtual desktop infrastructure to minimize computer replacement costs, as well as to centralize IT servicing efforts on individual machines						
<b>Standardized Applications and Data:</b> when possible, the County should move to standardized applications and data formats to ensure seamless integration of services						

## Orange County Internal Operation's Technology Investment Opportunities

### *Description of Initiatives*

#### PRIORITY LEVEL ONE

##### **Staffing Needs within IT Department:**

There is a clear need for additional staff within the IT Department. In order for the department to operate as a high-performing organization, sufficient staff is required to complete projects in a timely manner, as well as maintain operational level support. Without increasing the staff in the IT department, many of the projects requested and recommended in this plan will not be possible to implement. Key positions needed in the IT department include: 4 Senior Systems Analysts, 1 Applications Division Manager, 1 Network Engineer, and 1 GIS Addressing Coordinator. Additional detail on these needed positions can be found in Appendix C.

One noted process area of improvement within IT staffing can be facilitated by establishing a key Business Relationship Manager roles within the Information Technology Department. In this model, specific IT staff will rotate between departments to assess business process, gain better working knowledge of daily operations, and partner with departmental staff to create technical solutions and enhancements to operational, tactical, and strategic issues. Essentially, the Business Relationship Managers will assist in developing proactive solutions to business unit problems or challenges, versus the often reactive process used currently. The adoption of this model does presume an increase of IT Department's FTEs in order to achieve the level of service expected by the departments.

##### **Information Technology Governance Structure:**

IT Governance is becoming an increasingly important topic in the public sector. The role of the governance is to ensure that IT is aligned with the business and delivers value, its performance is measured, its resources properly allocated and its risks mitigated. The IT Governance Council is not directly involved with traditional maintenance and infrastructure projects, but rather, addresses the various competing demands for IT staff time and IT investment dollars related to enterprise and/or departmental IT projects. For example, the Governance Council would assess all IT project requests from various departments during the budget process and then make recommendations for funding and project prioritization (related to IT staff commitments) in a manner that best serves the needs of the County as a whole, not the individual desires of competing departments.

The IT Governance structure should be established by the IT Department, but the County should ensure that senior management is involved in the Governance process, serving as Governance

Chairperson for at least the first year of the endeavor. In addition, the governance structure should be composed of selected department heads and senior leadership in order to assist the Information Technology Department with project prioritization, goal alignment, and risk management. The ideal size of the IT Governance Council ranges between five and nine individuals. The IT Governance Council can be established and formalized without additional IT staff. Additional information on the suggested IT Governance Structure is found in Appendix B.

### **Communications Process:**

One area for improvement is communication, both internal and external to the IT Department. Improved communication tools and procedures are critical to the continued success of the Orange County IT Department. The culture within IT is improving, per departmental interviews. However, the IT staff offer a unique opportunity to discern potential problems or challenge approaches, which can lead to improved processes and products upon completion. Furthermore, better communications will improve trust among staff, both with management and with peers.

In order to enhance communications within and outside of the IT Department, regularly scheduled meetings should be held in order to encourage staff participation and involvement. An investment in and use of a County Intranet or other collaborative tools should allow ubiquitous employee access to project materials, contracts, purchase orders, and other forms of documentation. Finally, IT leadership should develop consistent communications with other department heads, in order to increase knowledge of County IT policies and procedures. As the IT Department grows, it is essential for the senior IT staff to regularly meet with the County departments to determine their needs, analyze their business processes, and offer ideas for innovation and performance enhancement through technology solutions.

### **Overall Training and Utilization of Current Investments:**

Orange County has made significant investments in a variety of quality software applications. Prior to the procurement and deployment of new systems and applications, a concerted effort to increase end user utilization of the full functionality of such programs should be encouraged. Most individuals in any given organization only use about fifteen percent of a given software's functionality, and the end users in the County appear to have similar utilization rates, although some departments expressed significantly lower rates of utilization and understanding of deployed software functionality. End user training, as well as IT staff training, is critical to improving software functionality utilization rates.

### **Training for End Users:**

Approximately sixty percent of the variance in technology project's success or failure can be attributed to the training available to end users. However, governments often view training dollars as expendable resources, not recognizing the connection between training and project success and return on investment. In order to increase technology adoption and to facilitate successful

technology solutions for the departments, investments in end user training are critical. Investments should be made in a variety of technology areas, including the basic Microsoft Office suite, the email system, the calendaring system, enterprise packages such as Munis, shared technology resources (i.e., shared network drives), and department-specific packages. All new technology deployments should include a detailed training plan that addresses the variety of learning styles within the County. Training is critical and should be adequately funded using best-of-breed training approaches. A half-day mandatory technology training session for all new employees should be required within the first week of employment, along with additional continuing education opportunities to advance the base worker knowledge of Orange County systems.

### Shared Accountability and Authority Model

There are two major issues related to the accountability and authority of the Orange County IT Department. First, the County needs to take a shared accountability approach to all IT investments. There are no “technology projects”, only “business projects with technology solutions.” As such, it is critical that senior County leadership and County department heads work together to successfully implement technology solutions that improve efficiencies, effectiveness, and citizen service delivery. Within the County departments, it is imperative that specific staff are designated as “Power Users” and are given the authority to interact with that department’s specific software vendor to solve problems. If those problems are outside the technical reach of the Power User, then the IT department should be involved in the communications with the vendor. However, it is not feasible to expect the IT department to interface with the various vendors without departmental involvement to describe the issues. Together, the shared accountability and authority model, supported by County leadership, will lead to more efficient and effective service delivery from the IT Department.

Second, the County should implement a mechanism for ensuring adequate project and process management for all major expenditures of tax dollars. In order to ensure project success, particularly technology-related, the County needs to enforce a disciplined approach to understanding requirements, ensuring end user testing, and requiring training and use of new systems. Typically, the HR department and senior management work with the IT department to determine how to measure staff participation in these efforts and tie their participation to annual performance evaluations. By developing a disciplined process and requiring shared accountability, IT expenditures will be substantially more beneficial to the County.

### **Inventory and Standardization of Fire Department Software/Equipment:**

Currently, Orange County is undergoing an inventory of fire department software in use by its volunteer organizations. As the County works with the various departments, it is important to consider the use of standardized software and hardware between the fire departments and the County Emergency Management Services. The utilization of one standard software package will allow data to be shared without substantial manual data entry, and will also allow Emergency Management to work more closely with the departments by utilizing data analytics and predictive analysis.

### **Connectivity and Network Extension:**

Fiber and wireless networks are the future of the public sector. As the County continues to expand its service locations and increase service provision, it is essential that investments in capital technology infrastructure are included in such extensions. Clearly, fiber investments are critical to Orange County, in terms of connecting geographically dispersed governmental buildings and should be planned and budgeted for, as part of the capital budgeting process. It is especially critical to consider the installation of fiber loops across the county, particularly to remote locations, for redundancy, continuity of business operations, and public safety. As new facilities are built for the County, IT requirements, such as fiber optics, should be included at the onset of planning. It should be noted that this network infrastructure is specifically related to County government operations and is not part of the larger strategy to increase broadband access to Orange County residents.

In areas where there is limited network connectivity or cost-prohibitive fiber installation, wireless investments (Wi-Fi, Wi-Max, or licensed spectrum point-to-point) may prove to be more cost-effective than fiber. In addition, the interest in the mobile workforce, as expressed by many departments, requires the utilization of existing wireless networks or the creation of new networks dedicated to public sector utilization. A variety of efforts at the federal level are increasing the opportunities for local governments to access dedicated public sector spectrum for use in the creation of such wireless networks. The application of wireless networks has demonstrated an incredible return on investment, in terms of man hours and citizen perceptions. As the network extensions occur, mobile applications that run on wireless networks should be increasingly procured.

### **Network and PC Replacement:**

The County should continue to invest in PC and network equipment refreshment and replacement to ensure that that County remains on a stable, supported infrastructure. Replacement of hardware and equipment (PC, server, and network) is considered to be routine maintenance and is often funded from a Capital Improvement Fund. Following an industry standard replacement cycle is critical to maintaining warranties, as well as equipping County staff with sufficient infrastructure to support their increasingly technology-dependent work.

### **Virtual Server Hosting Shelves and Physical Servers:**

The County should continue to invest in the consolidation and virtualization of its server environment, which requires additional virtual server hosting shelves and replacement of physical servers. In server virtualization efforts, many small physical servers are replaced by one larger physical server, to increase the utilization of costly hardware resources such as CPUs. Server Virtualization allows for a reduction in the total number of servers. As a general rule, one virtualized server can replace up to ten servers. By enhancing its virtual server environment, Orange County can improve its total cost of server ownership through reduced hardware maintenance costs, and reduced energy costs. In addition, the movement to a virtual environment is essential for disaster recovery.

### **Storage Area Network Expansion:**

As governments continue to collect data and information at an exponential rate, and subsequently store that data within the information systems, computing resources become strained. Orange County should invest in a Storage Area Network (SAN) expansion in order to house the data off the main technology resources, thereby extending their usefulness and reducing future expansion costs.

### **Upgrade and Standardization of Microsoft Software:**

As the County continues to invest in technology to gain efficiencies, increase effectiveness, and enhance transparency and accountability, standardization becomes more critical. Stand-alone systems are still being used across Orange County departments, limiting the utility and cross-functionality of data sharing and importation between business units. The first area of standardization should be concentrated on the MS Office Suite and Operating Systems. By moving to a County-wide standardized platform, there will be substantial increases in speed of deployment of systems, speed of upgrades, continuity between departmental offerings, and responsiveness of the IT department to customer needs. The County has two options related to upgrading the Microsoft environment. Option One is to procure the Microsoft Enterprise Licensing Agreement, which will allow the County to remain current with respect to Microsoft versions. This option is more costly than the County's previous model of upgrading only as needed. The second option is to upgrade all County devices to the current version of Microsoft by procuring individual licenses for each machine. This is a more cost-effective option but it does not ensure that the County will stay up-to-date on its Microsoft offerings.

## PRIORITY LEVEL TWO

### Required Use of Technology in Departments:

A common misconception stems from the belief that IT departments can enforce user departments to adopt new technologies to improve work efficiencies and effectiveness. In fact, County Administration is the proper vehicle to ensure the adoption of new technologies, as the IT department is a customer service organization, focused on delivering value-add products to its users. By requiring County department heads and line staff to adopt new or enhanced technologies, Orange County will significantly improve its technology utilization rate, as well as become more effective in its operations and citizen services. As County management works with department heads and staff to enforce the adoption of technology, performance evaluations must reflect such requirements.

### Business Relationship Management Model:

One noted process area of improvement within IT staffing can be facilitated by establishing a business relationship management (BRM) model within the Orange County Information Technology Department. In this model, key IT staff will rotate between departments to assess business process, gain better working knowledge of daily operations, and partner with departmental staff to create technical solutions and enhancements to operational, tactical, and strategic issues. Essentially, the BRMs will assist in developing proactive solutions to business unit problems or challenges, versus the often reactive process used currently. **The adoption of this model does require an increase of IT Department's FTEs in order to achieve the level of service expected by the departments.**

### ITIL (IT Service Management):

One popular way to organize IT Service Management is through the implementation of Information Technology Infrastructure Library (ITIL). ITIL contains codes of practice for quality management of IT services and infrastructure and it defines quality as "matched to business needs and user requirements as these evolve." ITIL goals include: services that meet business, customer, and user demands; cost-justifiable service quality; role and responsibility definition; and demonstrable performance indicators. Orange County should consider investing in training on ITIL principles to determine if the framework would add value to the Help Desk and Knowledge Base.

### Service Level Agreements:

In alignment with IT Service Management, it is recommended that Orange County move toward the establishment of Service Level Agreements. SLAs are contracts between a customer and provider that indicate the terms of service that will be provided. For example, many Technology Departments create service level agreements with their internal customers (departments) in order to set standards

around response time to requests, server uptime, or network reliability. Orange County should consider the role of SLAs in the organization, in particular, as a means of communicating customer service standards for internal clients.

Additionally, as the County looks toward implementing IT Service Management, Operational Level Agreements (OLAs) and Underpinning Contracts (UCs) should be implemented. OLAs define how the IT Department (and other IT groups within the County) work together to meet IT service level requirements. An OLA often includes hours of operation, responsibilities, authorities, response times, supported systems, etc. OLAs are internal agreements that ensure the IT staff (centralized and within departments) support the common goal of providing superior customer service. UCs are legal, contractual agreements between third party suppliers of IT Support to the County IT Department. These contracts must be kept up to date and ensure that the third party will provide required levels of support as necessary.

### **Project Justification Methodology:**

Orange County needs a formalized project justification methodology that will be administered by the IT Governance structure. The project justification methodology should assess issues such as enterprise impact, timing of the project, cost of project, man hours required to complete, and mandatory nature (i.e. statutory requirement). Currently, the individual departments, due to the budgeting structure, are deciding which projects to undertake, without consistent input from the IT Department. Moving forward, the IT Department should have involvement in all decisions about technology investments in the County, but the oversight on project selection and prioritization needs to be conducted by the Governance structure noted above.

### **IT Performance Metrics:**

The following metrics are offered as a means to evaluate County IT performance.

#### ***Internal Business Process Metrics:***

- IT Support Cost per Employee: IT staff salary and fringes divided by the total number of County employees they support
- Compare the IT Support Cost per Employee to Local Private Support Firms (to determine if the cost is lower than outsourcing the work; the comparison must be exact, with the same services and service levels provided by both groups in the comparison)
- IT Maintenance and Support Cost per Employee: same formula as above, but add in the total maintenance costs for the County and then divide by the total number of County employees
- Percentage of PCs currently under manufacturer warranty

### *Customer/Stakeholder Metrics:*

- Customer Satisfaction Survey: conducted annually or every six months
  - a. Supplement this with monthly customer satisfaction surveys based on help desk tickets
- Infrastructure Incident Resolution Index (SLA): Incidents resolved with SLA / Total Incidents
- Incident resolution within SLA target
- Percentage of problems resolved within 4 hours, 8 hours, 24 hours, 48 hours (per SLA)
- System Availability by application priority level:
  - Measured as percentage of employees affected by outages, based on application priority level (as established by the IT Governance Council)
  - Measured as percentage of business hours affected by outages, based on application priority level (as established by the IT Governance Council)
- Percentage of help desk calls resolved at the time of the call
- Percentage of project requests addressed:
  - On time
  - On budget
  - Within pre-agreed upon scope
- Average time required to repair pc/printer

### *Continuous Improvement:*

- % Costs for Value-Added Services
- Cost-Benefit of Efficiency Improvements, including Cost Savings from Efficiency Improvements

### *Business Alignment:*

- Percentage of IT Hours Allocated by Business Priority
- Percentage of IT Hours By Business Initiative
- Expenditure by Business Initiative

### *Learning/Innovation Metrics:*

- Number of innovations implemented (divided by) Number of innovation ideas generated per IT employee over a given period
- Training days per employee: demonstrates increased skill-sets
- Certifications per IT personnel: demonstrates knowledge gains

## **PRIORITY LEVEL THREE**

### **Location of Geographic Information Systems:**

Currently, GIS is decentralized with staff in both the County Planning and IT Departments. As the criticality of GIS to all departmental and enterprise functions has increased, the location and reporting structure for the GIS division should be examined. Comparing Orange County with peer counties, based on size, the scope of GIS work, and the staffing within the GIS division, the most common location for GIS is within the Information Technology Department or as a stand-alone department. The County should consider the relocation and restructuring of the GIS department to facilitate greater service delivery to the various internal departments and external customers of the County.

### **Virtual Desktop Infrastructure (Desktop Virtualization):**

Virtualization, as a technology, is fast becoming an in-demand technology solution for local governments. It allows for local governments to maximize current resources, which is an attraction in these challenging budgetary times. Virtualized Servers and Virtual Desktop Infrastructure (VDI) provide a quick response to the business needs of the organization. These projects also reduce the cost of business continuity planning and solve major security issues within the organization.

Virtual Desktops can extend the lifecycles of existing computers. Current desktop lifecycles are two to three years. By implementing a Virtual Desktop Infrastructure (VDI), computer lifecycles can be extended to five years or more. Desktop Virtualization will simplify the management of desktop computers. Virtual Machine (VM) Images can be created based upon the user and departmental needs. These images are stored on a central server and can be installed (pushed) onto desktop computer remotely. Desktops can be updated without having any downtime. VDI also saves money by reducing the amount of computing capacity that is needed for each desktop, which results in lower requirements for computing which then lowers overall energy cost for the organization. Furthermore, the VDI model is likely the most realistic mechanism to support “bring your own devices” (BYOD) approach that many staff desire. In this approach, the individual employees utilize their own devices (laptops, smart phones, tablets) and access the County’s resources through a secure Virtual Desktop environment. The secure environment is not only critical to the integrity and security of data within the County’s systems, but also makes the BYOD model tenable for IT support of those various devices.

### **Standardization of Applications and Data:**

As the County continues to invest in technology to gain efficiencies, increase effectiveness, and enhance transparency and accountability, standardization becomes more critical. Stand-alone systems are still being used across Orange County departments, limiting the utility and cross-functionality of data sharing and importation between business units, especially between like functions such as permitting and inspections or tax. Orange County should seek to standardize as

many applications as reasonable, or at least standardize data elements in order to encourage seamless data transfer between applications.

In addition, the County should move to a standardized data environment where data is collected once and utilized many times. This “capture once, use many” concept reduce duplication, inconsistencies and errors. The standardization of data elements is often the most difficult policy to implement within disparate business units, but it allows the creation of centralized data warehouses, reduction in redundant data entry, and more effective management of information flows within the organization. It is imperative that the County invest in centralized software moving forward.

## Conclusion

The Orange County Strategic Information Technology Plan provides a framework for the effective management of Information Technology. It offers a customer-focused approach to implementing and managing IT and uses employee suggestions to provide a roadmap for future technology efforts. The plan also includes a comprehensive view of County accomplishments over the past decade, as well as examines the current state of technology in Orange County and its peer local governments.

Information Technology can be used to provide higher quality services in a more cost efficient manner by providing improved service access, reduced transaction costs, and improved internal efficiencies. As the County strives to be more customer-oriented and to provide effective services, technology investments become essential.

Despite the potential impact of technology, it is critical to understand that the application of technology to poor or inefficient processes will not produce the requisite cost savings or effectiveness gains. Technology is a tool used to improve customer service but the administration, policies, and procedures surrounding a given function or process must be revised and fine-tuned in order to provide the highest quality of service. As a result of this necessary coupling between technology and business process, it is imperative that all technology projects and investments are tightly integrated with and continually measured against the Orange County's articulated business goals and vision.

### *Project Prioritization*

The aforementioned projects and solutions are offered for consideration by the County. The projects noted are largely enterprise in nature and are not comprehensive of all requests made by Commissioners or departmental staff. The appendices contain the specific requests collected during the interview process for reference and use by the IT Governance Council. As part of continuous improvement around engagement and communication with County staff, the IT Department and County Management will work with the IT Governance Council to verify prioritization of the suggested projects. In addition, after prioritization is confirmed, cost estimates will be generated for projects within the prioritization framework by the IT department.

Prior to undertaking the projects requested, it is imperative that additional IT staff are hired in order to facilitate successful delivery of all prioritized projects. If staff increases are not appropriated, then the projects should be evaluated against the current requirements of on-going maintenance and support of the existing infrastructure to determine which efforts are feasible and to establish timelines which are reasonable and reflective of the over-committed, under-resourced IT department.

### *Investment Strategies*

Although technology investment is necessary as a means of maintaining efficient and effective services, as well as competing in the local government marketplace, several steps can be taken to

ensure wise investments. First, a cost-benefit analysis of projects should be undertaken, along with a clear, multi-year understanding of the total cost of ownership for a given project. The total cost of ownership includes hardware and software maintenance, ongoing training, support and operations and allows the government to plan its expenditures in an appropriate manner without neglecting the funding requirements of the project in the years to come. In addition, upgrades and replacement plans for systems are imperative and must be included in the budget. Ideally, the County should separate its budget requests and funding for ongoing IT infrastructure and maintenance from the IT project budget requests and funding (typically focused on user departments).

Orange County is a successful, technology-friendly government and should continue investing in technology to enhance the internal and external services of the organization. As the County keeps its eye on growth and the future, it is imperative that technology investments keep pace with that vision. Orange County is moving into another exciting period of growth and renewal and it is critical that technology serve as a tool for improving efficiency and effectiveness. Furthermore, technology will allow the County to grow quickly and respond to increase customer demands.

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“The number one benefit of information technology is that  
it empowers people to do what they want to do.  
It lets people be creative. It lets people be productive.  
It lets people learn things they didn't think they could learn before,  
and so in a sense it is all about potential.”

*Steve Ballmer, Microsoft CEO*

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Appendix A:  
Commissioners' and  
Departmental Requests

2012

## COMMISSIONERS' REQUESTS RELATED TO TECHNOLOGY

### *Ideas Noted During Interviews*

1. Improved Internet Access/Cellular Coverage across County
2. Single Unified Database Feeding All Systems and Applications
3. Educate Public about Privacy of Their Personal Information in County Systems
4. Paperless Agenda/iPads or other Tablet
5. Recording/Streaming of All BOCC Meetings (including workshops and committee meetings)
6. Kiosks for Self-Service across County
7. Inventory and Coordination of Systems between FDs, EMS, etc
8. Need to Be More Progressive Technologically
9. Televisе BOCC Meetings Live
10. Website Needs Overhaul
11. Push Meeting Summaries to Citizens by Following Morning
12. Push Actual Agendas to Citizens (not links)
13. Change TV Station to Channel Everyone Gets
14. One-Stop Experience with Planning, Inspections, etc
15. Streamline Processes
16. Handheld Devices in Field for Employees
17. Require BOCC to Use County Email Address
18. Establish Policy on BOCC Responses to Citizen Emails, Calls, etc
19. Kiosk with Public Records in County Building
20. Replace Housing Vouchers with Electronic Means
21. Canned Report Generation for BOCC related to Areas of Interest
22. Plan for Getting Ahead and Continued Refresh
23. Desire Permanent Commissioners' Locations with Full Technology Capacity
24. Utilize Social Media to Engage Citizens
25. Allow Public Comment and Feedback via Technology (Surveys, etc)
26. Need PIO
27. Focus on Public First with Technology, then Internal
28. More Information Online

29. Coordinate IT Purchasing with Schools
30. Revive IT Committee & Involve BOCC Member
31. FD Issues with VIPER
32. Need Public Access Locations across County
33. Move Quicker with IT Procurement
34. Invest in Training for IT Purchases
35. Require Dept Heads and Staff to Use Technology
36. Develop IT Governance Process with Prioritization Abilities
37. Public Needs Improved Communications from County
38. Public Needs Information Provided Prior to Events, Meetings, etc
39. Gain Understanding of Budgeting/Priorities for IT Procurement
40. Need Education Campaigns for Citizens
41. Need Strategy for Communicating with BOCC in Emergencies (if systems are down)

## ORANGE COUNTY DEPARTMENTS' TECHNOLOGY REQUESTS

### *Requests Noted During Interviews*

Requests	Categories	Domain of Responsibility
Paperless Agendas	Hardware, Software, Process	BOCC, IT, Clerk
BOCC Meeting Room Enhancements	Hardware, Software	BOCC, IT, Clerk
Expanded Video/Audio Capture of BOCC Meetings	Hardware, Software	BOCC, IT, Clerk
IT Department Needs More Staff	Staff	IT, Manager
Develop System for Prioritizing IT Investments	Process	Manager, IT
Coordinated Social Media Efforts	Process	PIO?
Need More IT Training for County Employees	Staff	IT, HR
Departments Want IT Liaisons (Increase IT Staff)	Staff	IT, Manager
Data Sharing Improvements Needed (DSS, HD, DoA, CSE, etc)	Process (Outside County Control)	State/Federal
Issues related to Personally Owned Devices and Government Email Access (Support From IT?)	Process, Staff	Legal, IT, Manager
Utilize New Technology and Be Progressive	Hardware, Software, Process, Staff	IT, Manager, Finance, BOCC
GIS Needs to Be Centralized (several depts. want; others do not)	Process	Manager, IT
Need Improved Munis Functionality for HR	Software	HR, IT
Need to Implement Munis Self-Service	Software	HR, IT
Everyone Should Be on Direct Deposit	Process	Finance, HR
All Employees Need Computer Access (in break room, etc)	Hardware	HR, IT
All Employees Need Computer Literacy Training	Staff	HR, IT
Working to Improve Intranet (consider SharePoint)	Hardware, Software, Process, Staff	IT, HR
Electronic Personnel Records Management System Needed	Hardware, Software, Staff	IT, HR
Need Mechanism to Record and Offer Online Training	Hardware, Software, Staff	IT
Policy Needed on IT Support for Alternative Work Schedules and Telecommuting	Process	HR, IT
Integration of EMS e-Scheduler	Software	EMS, Finance, IT

Software with Kronos		
Need Programming Staff in IT to Support Customized Applications	Staff	IT, Manager
Need Defined, Clear Roles Related to Credit Card Payments between Finance and IT	Process	Finance, IT
Need Involvement from Departments with Respect to Policy Development (SM Policy)	Process	Manager, Legal, HR, IT
Need More Field-Based Capabilities (Remote Access, Information Exchange, etc)	Hardware, Software	IT, Outside Vendors
Need Better Cellular Coverage in County	Hardware, Software, Infrastructure	Outside Vendors
Need More Broadband Access	Infrastructure	Outside Vendors
Need More County Hotspots	Hardware, Software, Infrastructure	IT, Outside Vendors
Need AVL in All County Vehicles	Hardware, Software	IT?
IT Should Support All Specialized Department-Specific Software	Staff	IT, Manager
County Website Needs Overhaul	Hardware?, Software, Process, Staff	IT, PIO?
Need Mobile Interface for County Website	Hardware, Software, Process, Staff	IT, PIO
Department Should Not Have to Ask IT for Permission to Buy Software, Hardware, etc	Process	IT, Finance, Manager
Need Better Replacement PC Process (communication, roll-out, etc)	Hardware, Software, Process, Staff	IT
Need New Permitting & EH Software (Single Point of Failure due to Custom Code Developed Outside of IT)	Hardware, Software, Staff	Planning, Environmental Health, IT
Need Interactive GIS Deployed in Field (ESRI ELA)	Hardware, Software	IT, Consolidated GIS?
Need Listserv Capability for Customer Communications	Software	IT, PIO?
Need Options for Webinars	Software	IT
Need Replacement Process/Cycle for Grant-Funded Equipment (Library Public Access Terminals)	Process (then Hardware, Software)	IT, Finance
Need IT to Manage Public Access Terminals in Libraries	Staff	IT, Manager
Need Increased Web-Based Services	Hardware, Software, Process	IT
Need Increased Bandwidth for Library	Hardware, Software	IT
Need Network Segmentation for	Hardware, Software	IT

Library		
Need Integrated Library Software (Hosted Solution)	Software	Library, IT
Need Help Desk Software for IT Department and End User Interface	Software	IT
Need New EMS CAD Vendor	Hardware, Software	EMS, IT
Need Improved Process to Procure Software & Hardware	Process	IT
Need to Prepare for NextGen 911	Hardware, Software, Process	EMS, IT
Need Consolidated Paging System	Hardware, Software, Process	EMS, Fire, IT
Explore Lease Options for Specific Servers (Zoll Servers)	Process	EMS, IT
Need Backup for 911 Center	Hardware, Software, Process	EMS, IT
Health Communications Wants to Be Part of Government Channel Programming	Process	Health, IT, PIO
Need Increased Ability for Online Interactions (Surveying, etc)	Software, Process	IT
Environmental Health and Citizens Need Access to Current, Real-time GIS and Deed Information	Hardware, Software, Process	Register of Deeds, Consolidated GIS, IT
Need Additional Loaner Laptops with Longer Loaner Periods	Hardware, Software, Process	IT
Exploring HD Software Options Outside of HIS	Hardware, Software, Process	Health Department
Wireless Access Is Issue in Other County Facilities	Hardware, Software	IT
Need to Deploy Tablets to Departments	Hardware, Software	IT
Need to Stay Current with Windows/Microsoft Versions	Hardware, Software, Staff	IT
Need Power Users with Specific Admin Rights and Training in Each Department or Building	Process	IT, Manager
Need Regular IT User Group Meetings	Process	IT
Invest in New Technologies & Modernize County Operations (Virtual Desktops, SharePoint, etc)	Hardware, Software, Process, Staff	IT
Need to Improve Engagement of Employees and Public in Identifying New Technologies	Process	IT
Need Microsoft Enterprise License	Software	IT
Need Adobe Enterprise Agreement (or additional licenses for key staff)	Software	IT

Need Document Management System	Hardware, Software, Process	IT, Manager
Need to Change Domain of Website and Email Addresses	Process	IT
Need Network Access Control Solution Deployed	Hardware, Software, Staff	IT
Need to Explore Unified Messaging	Hardware, Software	Legal, IT, Manager

Appendix B:  
IT Governance

2012

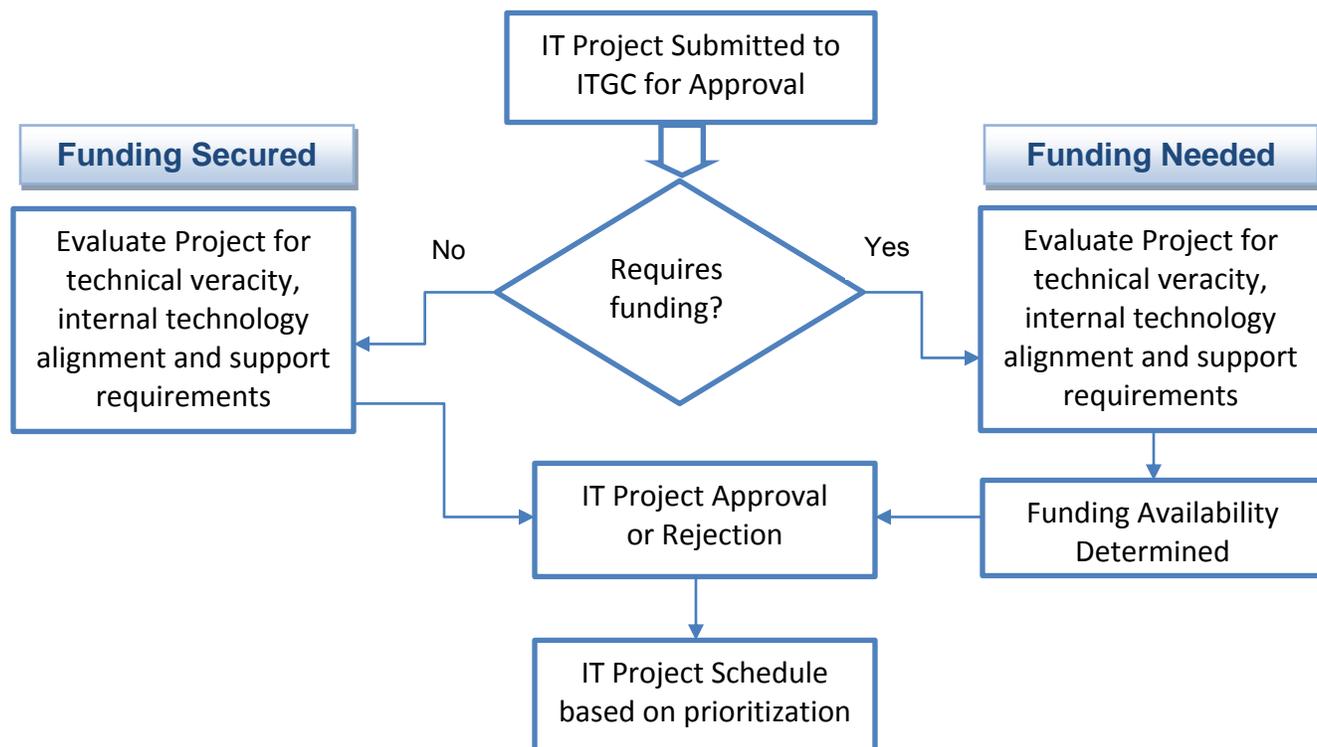
The IT Governance Council (ITGC) will coordinate all Orange County IT projects through a managed process. At any given time, there are projects of various size and complexity levels being evaluated, planned, or worked on throughout the County. Different projects are at different stages of their lifecycle and require different levels of involvement from the various Information Technology (IT) and functional project team members. The ITGC should include standing members: the County Manager or Assistant County Manager, the HR director, the Financial Services Director, the Emergency Management Services Director, the CIO, and ad hoc members: two additional County department heads appointed by the standing members.

Among the many benefits of coordinated project governance is the increased ability of Business Stakeholders, IT Staff, Project Managers, and Subject Matter Experts to monitor project progress and resources. Additionally, coordinated project governance provides management with a single, comprehensive list of projects requested and underway.

The proposed management processes involve:

1. Initial Request to IT Governance Council (ITGC) for IT Project Approval
2. Technical review by Technical Subcommittee, including resource and support requirements
3. ITGC review and approval of project for Goal Alignment based on County priorities
  - a. Determination of funding availability, if requested without funding source
4. Allocation of IT Project within Project Schedule, based on prioritization ranking

The following diagram outlines the IT Project Approval Process.



### Project Classification/Criteria

The project classification approach focuses on gauging project complexity and impact to ensure the appropriate levels of review and stakeholder involvement are undertaken. Under this methodology, a project charter must be submitted, approved and assessed for funding availability if it meets one or more of the following criteria:

<b>IT Project Investment Criteria</b>
<ul style="list-style-type: none"> <li>The project's development schedule, consisting of the analysis, design, programming, testing and integration components, is estimated to exceed 4 calendar months.</li> </ul>
<ul style="list-style-type: none"> <li>The total project cost is estimated to exceed \$10,000. If the system is being built in-house, this would include labor hours.</li> </ul>
<ul style="list-style-type: none"> <li>The proposed solution will consist of installation of or expansion of software, voice, video networks facilities or services other than those routinely acquired through the Information Technology (IT) Department.</li> </ul>
<ul style="list-style-type: none"> <li>The project will consist of the development, acquisition or installation of technologies not currently supported by the IT Department. The proposed solution could be enterprise in nature or consist of the development and/or purchase of a system that involves more than one department.</li> </ul>
<ul style="list-style-type: none"> <li>Projects that may not rise to these criteria but are mission critical to a particular department may still be submitted as a IT Project request.</li> </ul>

The final approved Project Charter will require both Stakeholder and IT approval.

### Project Prioritization and Management

To guide the allocation of resources, a prioritization process is utilized for all information technology project requests. Understanding the factors utilized at this level of prioritization will assist County staff in understanding the rationale for determining how and why resources are assigned to specific projects. By definition, higher priority projects will receive higher levels of resources (time, staff, and finances).

A certain amount of flexibility will always be a component of the project prioritization process. Management must be able to adjust the process when necessary to achieve critical outcomes. However, routine use of basic guidelines will help members understand the evaluation process by which projects are prioritized.

<b>Factors that are considered when prioritizing projects include:</b>	<b>Weight (%)</b>	<b>Score (1-10)</b>	<b>Total (score * weight)</b>
1. Statutory Compliance	15%		
2. Citizen Service Improvements	20%		
3. Positive Financial Impact: Cost Savings/Revenue Generation	25%		
4. Alignment with Comprehensive Plan or Commissioners' Goals	10%		
5. Internal Service Improvements	20%		
6. Enterprise Scope	10%		
<b>Total</b>	<b>100%</b>		

## Description of Factors:

### 1. Statutory Compliance:

**15%**

Statutory Compliance is meant to provide priority to projects that are mandated by state, local or federal statute. This does not cover process improvements for functions that are mandated by law or replacement of systems which have a viable alternative. Credit for process improvements is afforded in other sections of the scoring model.

**Weight:** A 10 (10 being the highest) in this area would be appropriate if the Project is mandated by a new law, and it must take place in the current year of the submission. If it is mandate to take place in year 3, it might score a five. If it is not mandated at all, it might score a 0. A system which supports compliance that has reached end of life or must be replaced will be considered the same as a new law and afforded a score of 10.

### 2. Citizen Service Improvement:

**20%**

Any project that provides our citizens with a new service or way to transact business with the County is considered a Citizen Service Improvement. If the service currently exists and the Project represents significant improvements, it will be weighted the same as a new service.

**Weight:** Improvements such as creating a new web application for citizens to conduct business with the County might score a 10. A significant improvement in to an existing application might score a 7. A process improvement for a department may only score a 5. If the IT Project is externally focused but improves on a process, it may score a 3.

### 3. Positive Financial Impact

**25%**

This is as much determined by the financial impact as it is by the ability to realize that impact within a specified period of time. A project that creates revenue or saves money on a new or existing process is considered to have positive financial impact.

**Weight:** A new revenue source that also provides citizens a convenience, such as online tax bill payment, might score a 10. A change to an existing business process which results in a cost savings might score an 8. ROI and time required to recover the investment is an important aspect of this area. If a payback of less than 12 months is planned, it may score a 10. A payback time of 2 years would score a 5, and no anticipated payback period may score a 0. Cost avoidance (if quantifiable) shall be considered the same as a new revenue source, for purposes of this scoring and calculation of ROI.

### 4. Alignment with Comprehensive Plan or Commissioners Goals:

**10%**

The ideal score would be for an IT Project submission to have a significant impact in an area defined as a County Commissioners Strategic Goal or County Manager's identified priority.

**Weight:** If the project can be demonstrated to meet one Board of Commissioners objective, it would score a 5. If it meets 2 or more, it will score a 10. If the project is aimed at meeting a new statute, but is not driven by any County goal, it would score a 0.

#### 5. Internal Service Improvements:

**20%**

A project that applies new technologies to existing processes often yields dramatic, quantifiable internal improvements.

**Weight:** Improvements such as standing up a new help desk, automating forms, or implementing a new system, *especially when it streamlines operations between business units*, in this example it might score a 10. An improvement in process in just one business unit might score a 7. A process improvement within a workgroup may only score a 5. If the TIP is by nature externally focused but improves on a process, it may score a 3.

#### 6. Enterprise Scope:

**10%**

An enterprise systems is one which fills a business need as a standard solution in the County and one for which no other solution will be offered. The scope of the enterprise system is measured by how many departments, customers and employees use the system. In all cases, the enterprise system represents the only solution offered.

**Weight:** If the scope of the enterprise system is fewer than 5 departments, up to 4 points may be awarded. If more than 10 departments are in scope, up to 10 points may be awarded. For a department to be in scope, the business need must exist, even if there is no funding to support the implementation. If the system is not enterprise in nature, no points are awarded.

In addition to the above objective measures, the ITGC may introduce subjective measures into the decision over project approval. The IT Department, Board of Commissioners, and County Management will provide “alignment factors” for the ITGC to consider which may include:

- If any division or department exceeds 60% of the approved projects, it would require approval by the leadership team.
- Determine Max % of spend per technology edge (trailing, leading, bleeding). We do not want to invest in trailing technologies.
- Any project not started in the fiscal year in which it was approved, or has had a change in scope is subject to review.
- The goal would be to reduce the project backlog and ensure IT expenditures are invested rather than sitting idle.

Finally, the ITGC may “force rank” alignments given the dynamic environment in which the County operates. A project’s priority can change over the lifetime of the project. The ITGC will be advised of any major changes in project status that affect the portfolio.

# Appendix C

## Position Descriptions

2012

## **Recommended New Positions**

In order to support growing demand for technology-based citizen interaction and engagement, and the level of technology services desired by the Board of County Commissioners, County management and departments, the following positions need to be added to Orange County Information Technologies:

### **Senior Systems Analysts (4)**

Orange County IT currently has 5.7 Systems Analysts. Two of those are in the Operations division, dedicated to network and server maintenance and support. One of those is a dedicated Security Analyst and Database administrator. Another is a web developer. That leaves 1.7 to act as Project Manager/Business Analyst to interface with departments. In order to provide the level of direct technology engagement expected by departments, 4 additional Sr. Systems Analyst positions should be added to Orange County Information Technologies' Applications division.

### **Applications Division Manager**

With the expansion of the Applications division from 3.7 FTEs to 7.7, and the concomitant increase in Business Relationship Management, the Applications division needs dedicated division management. This Manager will coordinate development projects, ensure consistency in business engagement and provide oversight for project management adherence.

### **Network Engineer**

The Operations division currently has one Network Analyst, who also is responsible for overseeing the data backup systems. Given the geographic distribution of County facilities and the resulting complexity of the County's data network, additional dedicated engineering resources are needed. A Network Engineer would provide pro-active planning and implementation services for the County network, not just reactive break-fix services currently provided by the Network Analyst.

### **Addressing Coordinator**

With the implementation of the County's addressing ordinance, the GIS organization is strained to handle detection, enforcement and tracking of the many addressing violations that will result from the ordinance going into effect in January of 2013. GIS consolidation, phase I has brought many benefits, but these gains may be significantly eroded if GIS must redirect resources to cover address assignment and enforcement.

**PUBLICATION INSTRUCTION:** Please publish the following notice in the Special Notice Section of the Classified Advertisements on Wednesday, October 2, 2013. The County Seal should be placed above the announcement.



**PUBLIC HEARING**  
**Tuesday, October 15, 2013**

**SOUTHERN HUMAN SERVICES CENTER**  
**2501 Homestead Road**  
**Chapel Hill, NC 27516**

**Notice of Public Hearing Pursuant to North Carolina General Statute 158-7.1 (d) on the issuance of economic development incentives to a private company** – The Orange County Board of Commissioners will hold a public hearing on the County’s proposed conveyance of a “performance-based” economic development incentive to a private company, as required by the Local Government Act, North Carolina General Statute 158-7.1 (d). The County Board of Commissioners intends, subject to public comment at the public hearing for which notice is hereby given, to approve conveyance of the incentive agreement, with claw back provisions, for the recruitment of Morinaga America Foods, Inc. to Orange County, N.C. The Inducement Grant is for a period of 5 years, and shall not exceed \$1,545,000 which is the inducement amount based on a \$48,000,000 investment by the Company. Funding for the incentive will come from fund balances on hand, and projected ad valorem taxes paid by the Company. The Company proposes to invest at least \$34 million in a new production facility, and create at least 90 new jobs. The hearing will begin at 7:00 PM on Tuesday, October 15, 2013, and will be held at Southern Human Services Center, 2501 Homestead Road, Chapel Hill. Further information can be obtained by contacting Donna Baker at (919) 245-2130. In compliance with the Americans with Disabilities Act, individuals needing special accommodations (including auxiliary communicative aids and services) during the hearing should notify Donna Baker at (919) 245-2130 at least three days prior to the hearing that will be attended.

**PUBLICATION INSTRUCTION:** Please publish the following notice in the Special Notice Section of the Classified Advertisements on Wednesday, October 2, 2013. The County seal should be placed above the announcement.



**PUBLIC HEARING**  
**Tuesday, October 15, 2013**

**SOUTHERN HUMAN SERVICES CENTER**  
**2501 Homestead Road,**  
**Chapel Hill, NC 27516**

**Community Development Block Grant (CDBG) Public Hearing Notice** – Orange County will hold a public hearing to consider potential projects for which funding may be applied under the CDBG Housing, Planning, Infrastructure and Economic Development programs. Suggestions for potential projects will be solicited, both verbally and in writing, from all interested parties. The expected amount of CDBG funds will be discussed along with the range of projects eligible under these programs and a review of previously funded projects. The hearing will begin at 7:00 p.m. on October 15, 2013, and will be held at Southern Human Services Center, 2501 Homestead Road, Chapel Hill, NC 27514. Further information can be obtained by contacting Donna Baker at 919-245-2130. In compliance with the Americans with Disabilities Act, individuals needing special accommodations (including auxiliary communicative aids and services) during the hearing should notify Donna Baker at 919-245-2130 at least three days prior to the hearing that will be attended.

[NOTE – Not for Print: Donna will forward inquiries to Tara Fikes and Craig Benedict.]