

ORANGE COUNTY BOARD OF COMMISSIONERS

AGENDA

BOCC Regular Work Session
September 10, 2015
Meeting – 7:00 p.m.
Southern Human Services Center
2501 Homestead Road
Chapel Hill, NC

- | | | |
|----------------|----|---|
| (7:00 – 8:00) | 1. | Additional Discussion Regarding a November 2016 Bond Referendum |
| (8:00 – 8:45) | 2. | Implementation of the Strategic Communications Plan |
| (8:45 – 9:30) | 3. | Goal Setting Presentation |
| (9:30 – 10:00) | 4. | Board of Commissioners DRAFT Meeting Calendar for Year 2016 |

Orange County Board of Commissioners' regular meetings and work sessions are available via live streaming video at http://www.orangecountync.gov/departments/board_of_county_commissioners/videos.php and Orange County Gov-TV on channels 1301 or 97.6 (Time Warner Cable).

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: September 10, 2015

**Action Agenda
Item No. 1**

SUBJECT: Additional Discussion Regarding a November 2016 Bond Referendum

DEPARTMENT: County Manager, Finance and
Administrative Services

PUBLIC HEARING: (Y/N)

No

ATTACHMENT(S):

- A. Proposed Bond Schedule for a
November 2016 Bond
Referendum
- B. Debt Profile, Debt Capacity and
Affordability Information from
Davenport and Company

INFORMATION CONTACT:

Bonnie Hammersley, 919-245-2300
Paul Laughton, 919-245-2152

PURPOSE: To continue discussion regarding a November 2016 Bond Referendum.

BACKGROUND: In several meetings during the past year, the Board of Commissioners has discussed the scheduling of a General Obligation Bond Referendum. A large part of the incentive for moving forward with a bond referendum is the repair, renovation, and upgrading of existing older school facilities. Both school systems completed facilities assessments reflecting needs totaling approximately \$330 million. The scope of study for Chapel Hill-Carrboro City Schools included schools constructed prior to 1990, while the Orange County Schools study included all district buildings.

At the Board of Commissioners January 30, 2015 Retreat, the Board directed staff to develop materials for Board consideration regarding the Board formally expressing its intent to schedule a November 2016 Bond Referendum (*See Attachment A, Proposed Bond Schedule for a November 2016 Referendum*), including a total bond package amount of approximately \$125 million. The Board also directed staff to move forward with the development of a process for a November 2016 Bond Referendum similar to the process utilized during the County's 2001 Bond Referendum.

At the March 3, 2015 Regular meeting, the Board discussed its intent to schedule a November 2016 Bond Referendum to address County and School capital needs; discussed the proposed creation of, structure, and charge for a proposed Capital Needs Advisory Task Force; and discussed the potential need for the services of a qualified facilitator for the Task Force. The Board subsequently requested additional information from staff and the two school systems for continued discussion at a future meeting.

The Board further discussed this item at its April 21, 2015 meeting, and approved the scheduling of a November 2016 Bond Referendum to address School Capital needs. The Board also approved its intent for a bond package totaling approximately \$125 million, and supported the concept of a Bond Education Committee. This Committee's composition, appointment process, and public outreach responsibilities will be discussed and decided on at a future meeting.

Future debt capacity for a potential general obligation bond referendum can increase or decrease due to the following circumstances:

- Future increases or decreases in interest rates
- Future changes or modifications to the capital investment plans of the County and/or both School Districts

At tonight's meeting, representatives from Davenport and Company, the County's Financial Advisors, will provide the following information, as it relates to the County's Debt Capacity and Debt Affordability: *(See Attachment B, Debt Profile, Debt Capacity and Affordability Information)*

- Peer Comparatives and Key Debt Ratios
- Review of the County's existing Debt Profile.
- Evaluate the impact of the County's current FY 2015-20 Capital Investment Plan (CIP) debt issuances.
- Evaluate the impact of a \$125 million General Obligation Bond Referendum, as well as the impact of \$130 million and \$135 million case scenarios.

FINANCIAL IMPACT: There is no immediate financial impact related to the discussion of a November 2016 Bond Referendum.

SOCIAL JUSTICE IMPACT: The following Orange County Social Justice Goal is applicable to this agenda item:

- **GOAL: ENABLE FULL CIVIC PARTICIPATION**
Ensure that Orange County residents are able to engage government through voting and volunteering by eliminating disparities in participation and barriers to participation.

RECOMMENDATION(S): The Manager recommends that the Board continue its discussion of a November 2016 Bond Referendum, and provide direction to staff, as appropriate.

Memorandum

To: Orange County Officials

Date: September 2, 2015

Regarding Required Procedures and Possible Schedule for
General Obligation Bond Referendum

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

This memorandum describes the steps required for Orange County to conduct a general obligation bond referendum on November 8, 2016, 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 convenient after the Board has settled informally on a referendum plan.

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. We want to be sure that our schedule works with the Board's schedule -- not only in terms of legal requirements but also in terms of practical matters such as ballot printing deadlines, especially now that absentee balloting begins in September.

4. Obtain School Board Resolutions. 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 adopt an appropriate resolution by the end of March.

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 April. 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. If the bond program will include purposes beyond schools, the law requires that the County file a notice of the proposed borrowing with a legislative committee at least 45 days before the LGC considers your application. We can make this filing promptly after the action in Step 5. There's no requirement for this Committee to approve anything or take any other action; there's simply a requirement to file a notice.

8. Prepare statement of debt and statement of estimated interest.

The debt statement sets out details of the County's outstanding debt. This document will be similar, not quite identical, to a debt statement that appears in the LGC application. The statement of estimated interest states the County's good-faith, non-binding calculation of the total amount of interest to be paid on the bonds, if issued, over the term of the bonds. These statements will be prepared as we are preparing the LGC application and the Bond Order documents. Information from these statements will be included in some of the public notices related to the bond referendum.

9. 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 10.

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).

10. 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 May.

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.

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 June (or across multiple June meetings, if the Board wanted to separate the public hearings from final Board action across more than one meeting). 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.

The adoption of the bond orders establishes the final amount of bonds that will go before the voters for each of the stated purposes.

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 October 14 for a referendum on November 8. The first publication, then, needs to be at least 14 days earlier, or on or before September 23, and the second publication no more than one week later (by September 30). 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 a schedule in table form for a referendum in November 2016. This table summarizes the steps that have been described in more detail above.

* * * * *

Issuing bonds after the referendum. Once the voters have approved the bonds, you have 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 referendum process. Then, to approve the issuance of bonds takes only one more County 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 to see that you are close to construction with well-developed estimates and at least some bids in hand before closing on a bond issue – 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. We can coordinate the construction and the bond processes so as not to delay the County’s projects.

The County has seven years from a successful referendum date to issue voter-approved bonds. The LGC can extend this period to ten years, and over the last several years the LGC has routinely granted extensions. There is never any obligation for the County in fact to issue any or all of the bonds approved at a referendum.

* * * * *

Related purposes and ballot questions. Each separate general purpose for bonds has to be the subject of its own Bond Order and its own separate ballot question. Purposes for which bonds are to be issued have to be related to be included in a single question, and unrelated purposes cannot be combined. For example, a bond purpose of “public safety” could cover improvements to police and fire facilities. On the other hand, “fire facilities” and “park improvements” could not be combined on a single ballot question.

Determining which purposes will be put before the voters, and how much in bonds will be proposed for each purpose, is the essential nature of developing the bond plan as described in Step 1. We would recommend that the questions put to voters propose a dollar amount of bonds for broad categories, as appropriate – for example, a dollar amount for “streets and sidewalk improvements” or for “public safety improvements.” Although the statutes allow the purposes to be stated with more specificity, it is highly recommended that the purposes be left in more generalized categories so that the County Board retains flexibility within the categories that voters approve to meet conditions that may change over time.

* * * * *

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 '16 Bond Referendum

<u>Event</u>	<u>Date</u>
1. Determine referendum plan – tentative amounts and purposes, and target election date	As soon as possible
2. Give informal notice to County Board of Elections	As soon as possible after informal decision to proceed with a November referendum
3. Meet with LGC staff	As soon as convenient after informal decision on referendum plan– prior to Event 5
4. Obtain school board resolutions	Prior to Event 5 – school boards to act by end of March 2016
5. Board adopts preliminary resolution explaining purpose for referendum, stating purposes and maximum amounts of bonds to be considered, and authorizing publication of notice of intent to file LGC application	BOCC meeting in April
6. Publish notice of intent to file application	As soon as possible after Event 5
7. Make legislative committee 45-day filing	As soon as possible after Event 5
8. Prepare statement of debt and statement of estimated interest	In connection with preparing LGC application
9. File LGC application	Must be at least 10 days after Event 6 and prior to Event 9
10. Board introduces bond orders and	BOCC meeting in May

- schedules public hearing
- | | | |
|-----|---|---|
| 11. | Publish notice of public hearing | After Event 10 and at least six days prior to Event 12 |
| 12. | Hold public hearing; adopt bond orders; formally set ballot questions and referendum date | BOCC meeting in June (or could separate public hearings and final action between two different June meetings) |
| 13. | Publish bond order as adopted | As soon as possible after Event 12 |
| 14. | Absentee ballots to be available | By September 19 |
| 15. | Publish notice of referendum (twice) | By 9/23; then by 9/30 |
| 16. | Referendum occurs | 11/8/2016 |

Discussion Materials

Orange County, North Carolina



September 10, 2015

Goals and Objectives

- Review the County's existing Debt Profile.

- Evaluate the impact of the County's proposed CIP Debt Issuances and potential General Obligation Bond Referendum:
 - Analyze a series of Key Financial Ratios to evaluate the County's Debt Capacity.

 - Measure the Debt Affordability of the proposed projects.

Peer Comparatives Overview

Peer Comparatives

Peer Comparative Introduction

- The County is currently rated Aaa by Moody’s Investors Service (May 2015), AAA by Standard and Poor’s (June 2015), and AAA by Fitch (June 2015).

- The following pages contain peer comparatives based on the Moody’s Aaa peer counties listed below.
 - National Aaa Counties – 80 Credits

 - North Carolina Aaa Counties - 7 Credits
 - Durham
 - Forsyth
 - Guilford
 - Mecklenburg
 - New Hanover
 - Orange
 - Wake

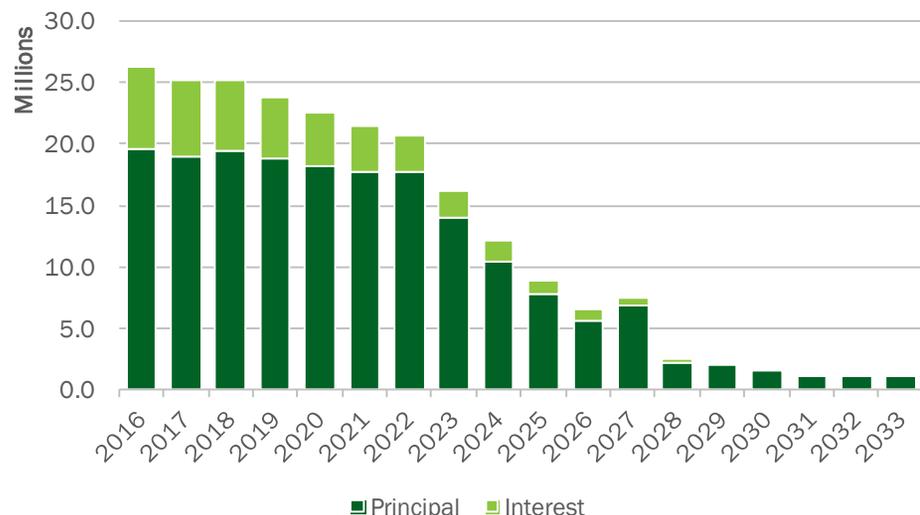
Moody's Investors Service	Standard & Poor's	Fitch Ratings
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
Non Investment Grade		

Note: The data shown in the peer comparatives is from Moody’s Municipal Financial Ratio Analysis database. The figures shown are derived from the most recent financial statement available as of August 25, 2015 (FY 2014 figures in most cases).

Existing Tax Supported Debt Profile

Existing Tax Supported Debt

Tax Supported Debt Service



Tax Supported Debt Service

FY	Principal	Interest	Total	10-yr Payout
Total	183,961,204	41,938,697	225,899,901	
2016	19,602,998	6,647,689	26,250,687	88.4%
2017	18,913,536	6,229,681	25,143,217	90.4%
2018	19,499,870	5,654,364	25,154,234	93.9%
2019	18,831,190	5,018,410	23,849,600	94.7%
2020	18,164,819	4,330,176	22,494,995	95.6%
2021	17,784,274	3,642,414	21,426,688	96.4%
2022	17,711,652	2,952,042	20,663,694	97.0%
2023	13,919,570	2,204,246	16,123,816	98.0%
2024	10,469,848	1,630,435	12,100,283	100.0%
2025	7,708,798	1,171,194	8,879,992	100.0%
2026	5,599,894	865,415	6,465,309	100.0%
2027	6,866,417	549,063	7,415,481	100.0%
2028	2,174,056	350,018	2,524,075	100.0%
2029	1,967,056	269,751	2,236,807	100.0%
2030	1,513,056	193,364	1,706,420	100.0%
2031	1,078,056	128,019	1,206,075	100.0%
2032	1,078,056	76,812	1,154,868	100.0%
2033	1,078,056	25,604	1,103,660	100.0%

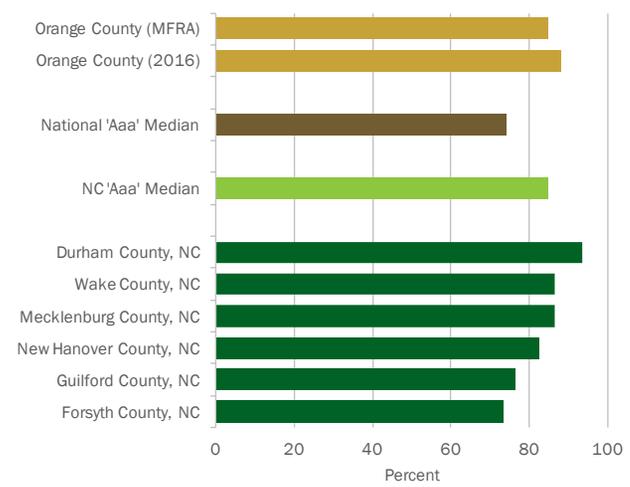
Par Outstanding – Estimated as of 6/30/2015

Type	Par Amount
General Obligation Bonds	\$68,355,000
IPCs / COPs / LOBs	\$115,606,204
Total	\$183,961,204

Note: 2010 and 2011 QSCBs are shown gross of Federal Subsidy. Excludes Sportsplex, Solid Waste, and Water & Sewer Debt supported by the Article 46 Sales Tax.

Key Debt Ratios

10-Year Payout Ratio

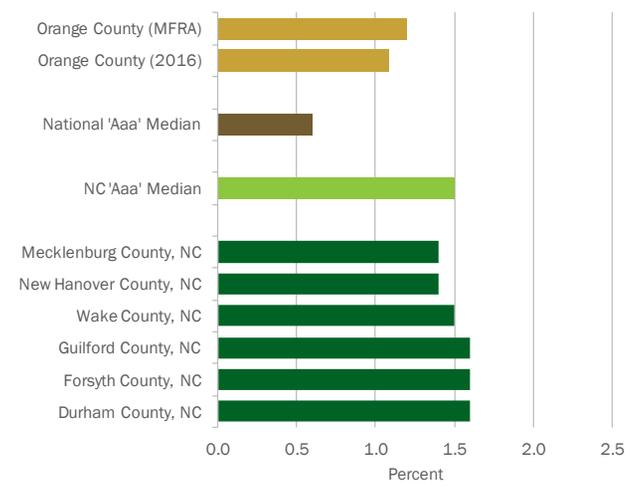


- Orange County (MFRA): 84.8%
- Orange County (2016): 88.4%

- North Carolina Aaa Counties:
 - Minimum 73.6%
 - Median 84.8%
 - Maximum 93.6%

- National Aaa Counties:
 - Minimum 23.8%
 - Median 74.3%
 - Maximum 100%

Debt to Assessed Value

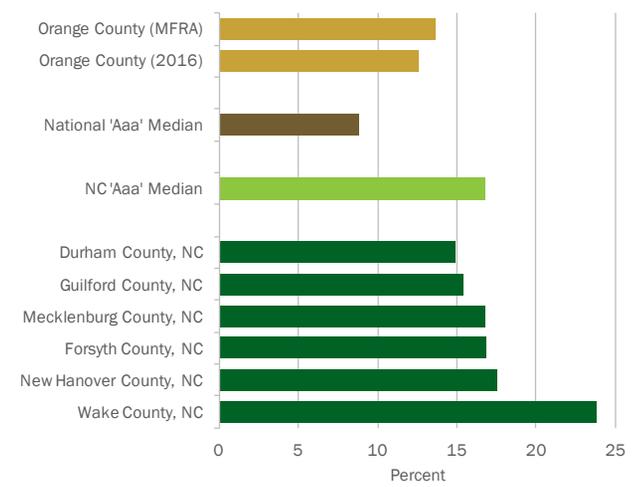


- Orange County (MFRA): 1.2%
- Orange County (2016): 1.1%

- North Carolina Aaa Counties:
 - Minimum 1.2%
 - Median 1.5%
 - Maximum 1.6%

- National Aaa Counties:
 - Minimum 0.0%
 - Median 0.6%
 - Maximum 3.5%

Debt Service to Expenditures



- Orange County (MFRA): 13.6%
- Orange County (2016)¹: 12.7%

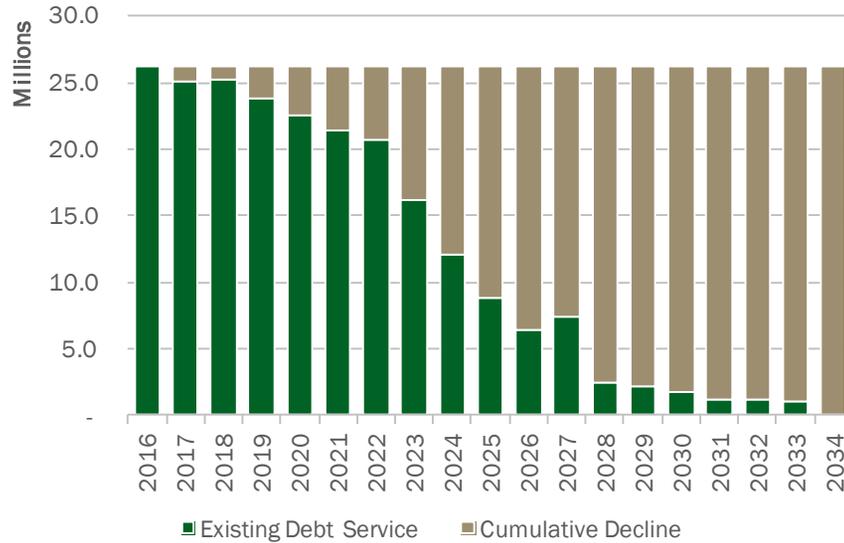
- North Carolina Aaa Counties:
 - Minimum 13.6%
 - Median 16.8%
 - Maximum 23.8%

- National Aaa Counties:
 - Minimum 0.0%
 - Median 8.8%
 - Maximum 23.8%

¹Note: The County has a maximum Debt Service to General Fund Revenues Policy of 15%.

Decline in Tax Supported Debt Service

Existing Tax Supported Debt Service Decline



Existing Tax Supported Debt Service Decline

FY	Existing Debt Service	Cumulative Decline
Total	225,899,901	
2016	26,250,687	-
2017	25,143,217	1,107,470
2018	25,154,234	1,096,453
2019	23,849,600	2,401,088
2020	22,494,995	3,755,692
2021	21,426,688	4,823,999
2022	20,663,694	5,586,994
2023	16,123,816	10,126,871
2024	12,100,283	14,150,405
2025	8,879,992	17,370,696
2026	6,465,309	19,785,379
2027	7,415,481	18,835,207
2028	2,524,075	23,726,613
2029	2,236,807	24,013,880
2030	1,706,420	24,544,267
2031	1,206,075	25,044,612
2032	1,154,868	25,095,820
2033	1,103,660	25,147,027
2034	-	26,250,687

Debt Capacity and Debt Affordability Analysis

Capital Improvement Plan – Case Overview

- As part of the annual CIP process, the County identifies Capital Projects for potential debt funding. In addition to the potential debt issuances in the CIP, the County is considering voting a General Obligation Bond Referendum in November 2016.

- Future debt is assumed to be funded under the following assumptions:
 - Issuance Date: As indicated
 - First Interest: Fiscal Year Following Issuance
 - First Principal: Fiscal Year Following Issuance
 - Interest Rate: 3.75% - 4.50%
 - Term: 20 Years
 - Non-GO Amortization: Level Principal
 - GO Amortization: Level Principal

- Key Debt Ratio Growth Assumptions:
 - Assessed Value – Natural Growth: 2017: 1.50%, 2018 & Beyond: 2.00%
 - General Fund Revenues – Natural Growth: 2017: 1.50%, 2018 & Beyond: 2.00% plus revenue derived from projected tax increases associated with capital

- Cases Analyzed:
 - Existing Debt Only
 - Case 1: Existing Debt and \$103 million of CIP Debt (FY 2016-2021) (Total: \$103,845,296)
 - Case 2: Existing Debt, \$103 million of CIP Debt (FY 2016-2021), and \$125 Million GO Referendum (Total: \$228,845,296)
 - Case 3: Existing Debt, \$103 million of CIP Debt (FY 2016-2021), and \$130 Million GO Referendum (Total: \$233,845,296)
 - Case 4: Existing Debt, \$103 million of CIP Debt (FY 2016-2021), and \$135 Million GO Referendum (Total: \$238,845,296)

Future Debt Financings – Case Summary

Fiscal Year	2016	2017	2018	2019	2020	2021	Total
Interest Rate	3.75%	3.75%	4.00%	4.25%	4.50%	4.50%	
Case 1: County CIP							
General Fund Projects ¹	\$ 5,247,175	\$ 23,985,200	\$ 28,563,031	\$ 3,967,500	\$ 6,659,245	\$ 20,908,360	\$ 89,330,511
School Projects	1,228,000	-	-	-	1,258,300	12,028,485	14,514,785
Total Case 1	\$ 6,475,175	\$ 23,985,200	\$ 28,563,031	\$ 3,967,500	\$ 7,917,545	\$ 32,936,845	\$ 103,845,296
Case 2: County CIP and \$125 Million GO Referendum							
Total Case 1 ¹	\$ 6,475,175	\$ 23,985,200	\$ 28,563,031	\$ 3,967,500	\$ 7,917,545	\$ 32,936,845	\$ 103,845,296
\$125 Million Referendum	-	41,666,667	-	41,666,667	-	41,666,667	125,000,000
Total Case 2	\$ 6,475,175	\$ 65,651,867	\$ 28,563,031	\$ 45,634,167	\$ 7,917,545	\$ 74,603,512	\$ 228,845,296
Case 3: County CIP and \$130 Million GO Referendum							
Total Case 1 ¹	\$ 6,475,175	\$ 23,985,200	\$ 28,563,031	\$ 3,967,500	\$ 7,917,545	\$ 32,936,845	\$ 103,845,296
\$130 Million Referendum	-	43,333,333	-	43,333,333	-	43,333,333	130,000,000
Total Case 3	\$ 6,475,175	\$ 67,318,533	\$ 28,563,031	\$ 47,300,833	\$ 7,917,545	\$ 76,270,178	\$ 233,845,296
Case 4: County CIP and \$135 Million GO Referendum							
Total Case 1 ¹	\$ 6,475,175	\$ 23,985,200	\$ 28,563,031	\$ 3,967,500	\$ 7,917,545	\$ 32,936,845	\$ 103,845,296
\$135 Million Referendum	-	45,000,000	-	45,000,000	-	45,000,000	135,000,000
Total Case 4	\$ 6,475,175	\$ 68,985,200	\$ 28,563,031	\$ 48,967,500	\$ 7,917,545	\$ 77,936,845	\$ 238,845,296

¹ Does not include Enterprise Debt (Sportsplex, Solid Waste, and Water & Sewer Debt supported by the Article 46 Sales Tax). The CIP amounts shown reflect only those projects funded through debt financing.

Summary of Results

	Existing Debt Only	Case 1	Case 2	Case 3	Case 4
Assumptions					
1 Interest Rate	N/A	3.75% - 4.50%	3.75% - 4.50%	3.75% - 4.50%	3.75% - 4.50%
2 Term	N/A	20 Years	20 Years	20 Years	20 Years
3 GO Amortization	N/A	Level Principal	Level Principal	Level Principal	Level Principal
4 Non-GO Debt Amortization	N/A	Level Principal	Level Principal	Level Principal	Level Principal
5					
6 Debt Issued					
7 FY 2016	N/A	\$ 6,475,175	\$ 6,475,175	\$ 6,475,175	\$ 6,475,175
8 FY 2017	N/A	23,985,200	65,651,867	67,318,533	68,985,200
9 FY 2018	N/A	28,563,031	28,563,031	28,563,031	28,563,031
10 FY 2019	N/A	3,967,500	45,634,167	47,300,833	48,967,500
11 FY 2020	N/A	7,917,545	7,917,545	7,917,545	7,917,545
12 FY 2021	N/A	32,936,845	74,603,512	76,270,178	77,936,845
13 Total Debt Issued	N/A	\$ 103,845,296	\$ 228,845,296	\$ 233,845,296	\$ 238,845,296
14					
15 Total New Debt Service	N/A	\$ 148,909,738	\$ 328,597,238	\$ 335,784,738	\$ 342,972,238
16					
17 Debt Ratios Policy					
18 10 Year Payout (Worst Shown)	N/A	88.4%	73.6%	65.1%	64.9%
19 Debt to Assessed Value (Worst Shown)	3.00%	1.1%	1.2%	1.6%	1.7%
20 Debt Service to GF Revenues (2016-2023)	15.00%				
21 FY 2016		12.7%	12.7%	12.7%	12.7%
22 FY 2017		12.0%	12.2%	12.2%	12.2%
23 FY 2018		11.3%	12.9%	14.4%	14.5%
24 FY 2019		10.5%	13.1%	14.5%	14.6%
25 FY 2020		9.7%	12.4%	15.2%	15.4%
26 FY 2021		9.1%	11.9%	14.7%	14.9%
27 FY 2022		8.6%	12.7%	16.6%	16.9%
28 FY 2023		6.6%	10.4%	14.2%	14.5%
29					
30 Tax Equivalent Impact					
31 FY 2016		-	-	-	-
32 FY 2017		-	-	-	-
33 FY 2018		-	0.65¢	2.78¢	2.86¢
34 FY 2019		-	0.99¢	0.90¢	0.89¢
35 FY 2020		-	-	1.45¢	1.61¢
36 FY 2021		-	-	-	-
37 FY 2022		-	-	2.35¢	2.41¢
38 Total		0.00¢	1.64¢	7.47¢	7.93¢
39					
40 One Time FY 2018 Tax Equivalent Impact	N/A	1.22¢	4.92¢	5.08¢	5.24¢

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**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: September 10, 2015

**Action Agenda
Item No.** 2

SUBJECT: Implementation of the Strategic Communications Plan

DEPARTMENT: Community Relations and
Tourism

PUBLIC HEARING: (Y/N)

No

ATTACHMENT(S):

2015-2016 Communications
Implementation Plan
Adopted Strategic Communications Plan

INFORMATION CONTACT:

Laurie Paolicelli, 919-245-4322

PURPOSE: To provide information to the Board regarding implementation of the Strategic Communications Plan.

BACKGROUND: Orange County strives to provide excellent services that support healthy, safe and sustainable communities; preserve Orange County's unique environmental heritage; and encourage meaningful participation in the governance of the County by its residents.

Communicating with various audiences and being assured the County is reaching more members of the public is crucial to the County's mission. In April 2015 a Strategic Communications Plan was presented to the Board by consultant Rod Visser, together with an appointed Orange County Communications Strategic Planning Group. The BOCC subsequently adopted a Strategic Communications Plan and directed the Manager to begin implementation of this plan. The attached Implementation Plan is a work in progress and provides a blueprint for implementation. It is intended to serve as a road map and guide to help all levels of Orange County government inform residents, community organizations, businesses and other government organizations with varying needs and interests in the services of the County. The plan will be implemented under the direction of the Community Relations and Tourism Department.

FINANCIAL IMPACT: There is no financial impact associated with discussing this Implementation Plan. In addition to funding already included in the Public Affairs budget, an additional \$50,000 budgeted under the Visitors Bureau operations plan for Orange County outreach. These costs related to implementation of the plan were incorporated into the 2015-16 Visitors Bureau budget, under the direction of the Community Relations and Tourism Director.

SOCIAL JUSTICE IMPACT: The following Orange County Social Justice Goals are applicable to this agenda item:

- **GOAL: FOSTER A COMMUNITY CULTURE THAT REJECTS OPPRESSION AND INEQUITY**
The fair treatment and meaningful involvement of all people regardless of race or color; religious or philosophical beliefs; sex, gender or sexual orientation; national origin or ethnic background; age; military service; disability; and familial, residential or economic status.
- **GOAL: ENSURE ECONOMIC SELF-SUFFICIENCY**
The Creation and preservation of infrastructure, policies, programs and funding necessary for residents to provide shelter, food, clothing and medical care for themselves and their dependents.
- **GOAL: CREATE A SAFE COMMUNITY**
The reduction of risks from vehicle/traffic accidents, childhood and senior injuries, gang activity, substance abuse and domestic violence
- **GOAL: ESTABLISH SUSTAINABLE AND EQUITABLE LAND-USE AND ENVIRONMENTAL POLICIES**
The fair treatment and meaningful involvement of people of all races, cultures, incomes and educational levels with respect to the development and enforcement of environmental laws, regulations, policies, and decisions. Fair treatment means that no group of people should bear a disproportionate share of the negative environments consequences resulting from industrial, governmental and commercial operations or policies.
- **GOAL: ENABLE FULL CIVIC PARTICIPATION**
Ensure that Orange County residents are able to engage government through voting and volunteering by eliminating disparities in participation and barriers to participation

Efforts to implement the 2015-2016 Orange County Communications Plan will help encourage community engagement, inform and guide Orange County residents to specific organizations and county departments, and inform residents on the activities and programs that are advancing the County's services and goals.

RECOMMENDATION(S): The Manager recommends that the Board receive information regarding the Implementation Plan for the Strategic Communication Plan and provide feedback to staff.



ORANGE COUNTY, NORTH CAROLINA, GOVERNMENT

2015-2016 COMMUNICATIONS IMPLEMENTATION PLAN



Social equity is participatory governance; deliberate and inclusionary processes; considering the needs of all

COMMUNITY ENGAGEMENT

Orange County, North Carolina's mission is to provide excellent services that support healthy, safe and sustainable communities; preserve Orange County's unique environmental heritage; and encourage meaningful participation in the governance of the County by its residents.

Communicating with our various audiences and being assured we are reaching more of them is crucial to our mission.

environment, economy, and equity



BOCC OVERRIDING PRINCIPLES

- Obtaining the highest quality standards in Orange County Schools
- Upholding a just society by challenging injustice and valuing diversity
- Committing to economic development so that business growth and job opportunities result
- Preserving the best of Orange County's unique historical significance and heritage in North Carolina while positioning the County to be in the forefront of progressive enterprise
- Strengthening Orange County's commitment to the environment
- Streamlining Orange County government to reduce waste, increase efficiency, and promote a positive climate for all
- Adopting fiscal responsibility as a core principle



COMMUNICATIONS OBJECTIVES

- Support Orange County Commissioners' vision and strategic goals by reporting on activities and programs that are advancing the Commissioners' objectives.
- Facilitate two-way dialogue between Orange County government and County residents so they have the opportunity to be actively engaged in decision-making and are aware of County services and activities.
- Enhance communications at and among all levels of County government.
- Help internal County communicators/marketing staff produce communications/marketing materials that have some consistency in design and content, thereby presenting a professional image of Orange County.



ASSUMPTIONS

Orange County's Community Relations Plan was created with these assumptions:

- **Proactive vs. Reactive**

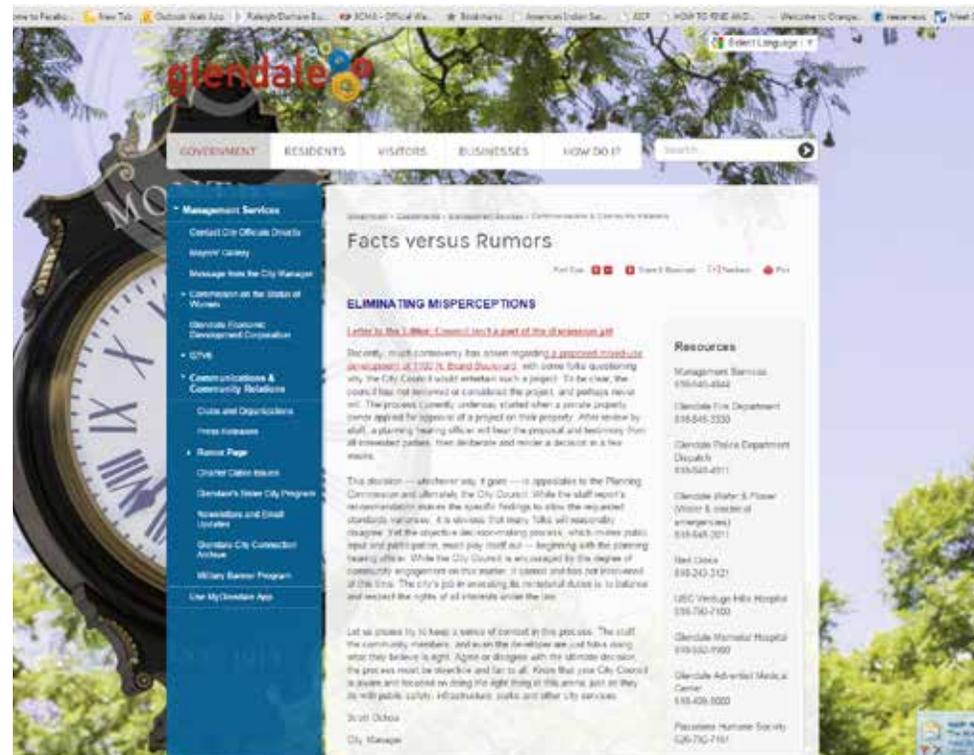
The intent of this communications plan is to stay in front of community issues by taking a proactive rather than a reactive approach.

- **Strongly Themed vs. Scattered Messages**

Communication should reinforce and reflect the vision established by the Orange County Board of Commissioners (BOCC), underscoring the idea of a government with a common purpose in concert with its residents.

- **Two-way vs. One-way**

It's a bloggers world in 2015 and journalism is evolving from a lecture to a conversation. These changes have created new issues for the news industry. It is recommended that we address the accuracy of information retrieved through blogs and social platforms, with a dedicated page on www.orangecountync.gov that addresses rumors with factual accuracies.



GLENDALE, CALIFORNIA'S "FACTS VERSUS RUMOR" PAGE ON ITS OFFICIAL COUNTY SITE

ORANGE COUNTY, NC, POPULATION

**JULY 1, 2013
POPULATION ESTIMATE:**

139,694

** 2013 estimate calculated by North Carolina's
Office of State Budget & Management.*

NORTHERN COMMUNITIES

**39,304 or 29.4% or
3 out of 10 residents**

live in northern
Orange County

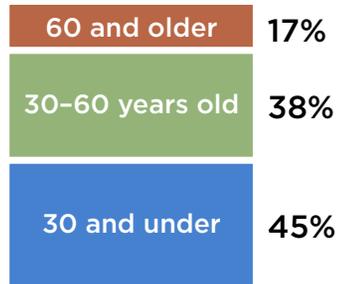
SOUTHERN COMMUNITIES

**94,498 or 70.6% or
7 out of 10 residents**

live in southern
Orange County

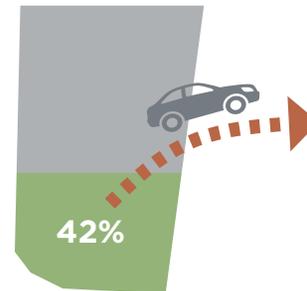


REACHING OUR RESIDENTS



POPULATION

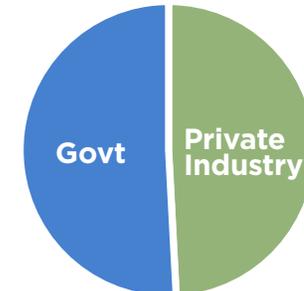
Communications plan must address how we will reach a growing senior population while staying in touch with the latest tools that our young population uses.



COMMUTING

42% of our residents **work in another county**

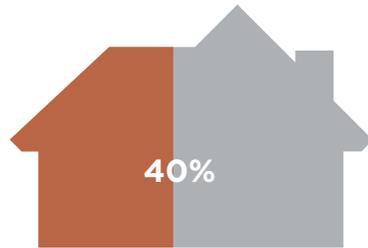
Communications plan must address how we will reach the Triangle media.



EMPLOYMENT

There are **more Government employees** (32,478) than Private Industry employees (31,340)

REACHING OUR RESIDENTS



HOUSING

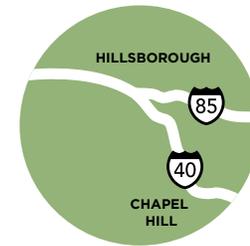
40% is **renter occupied** housing

We must address all citizens, owners and renters, through targeted media.



LOCAL BUSINESSES

Out of a total of **3,759 Private Industry establishments, 86** are involved in **manufacturing**, employing **1,459 workers**. This represents **2.2%** of our workforce.



POPULATION CHANGE 2000-2010

The highest rate of growth is the **east west corridor of I-40/85**, which includes Cheeks Twp (32%), Hillsborough Twp (19%), and Eno Township (23%)

Communication to all county townships, rural residents is critical

GOALS FOR COMMUNITY ENGAGEMENT

- Begin an “Orange County This Month” advertising program in two local newspapers, *News of Orange* and *Chapel Hill News*, to communicate meetings, public hearings and local events
- Create a communications toolbox, including video, photos, talking points, facts sheets
- Send monthly consolidated news updates through Public Affairs Office
- Explore options of simplifying links to specific agenda items for public use and social media
- Augment Facebook news with short updates on local residents who are making a difference
- Consider transit wraps on buses
- Produce new Orange County videos for use in public buildings and to open community meetings



GOALS FOR COMMUNITY ENGAGEMENT

- Continue to develop new communications tools to reach Orange County citizens
- Implement Orange County telephone number that is serviced by a staff member
- Build social media plan to reach larger majority of Orange County citizens¹
- Continue to build content and navigability of website



GOALS FOR COMMUNITY ENGAGEMENT

September 2015

Orange County News

Public Notices and News from Orange County NC GOV. Serving the communities of Chapel Hill, Carrboro, Hillsborough and Efland, NC



ORANGE COUNTY TO HOST LOW-COST RABIES VACCINATION CLINICS

The Orange County Animal Services Department will host two low-cost rabies vaccination clinics. These clinics ensure that cats and dogs are current on their vaccinations, while providing pet owners with substantial savings on rabies vaccinations.

Saturday, September 19, from 9:00 a.m.–12:00 p.m.
Piedmont Feed & Garden Center, 4805 NC Highway 54 West, Chapel Hill (Cash only for this clinic)

Thursday, September 24, from 3:00–5:00 p.m.
Orange County Animal Services Center, 1601 Eubanks Road, Chapel Hill

Dogs must be on a leash and cats must be in a carrier. Fractious animals should remain in the car and the vet will vaccinate them there.

For more information, please visit www.orangecountync.gov/departments/animalservices or call 919-942-PETS (7387).



ORANGE COUNTY EVENT SPOTLIGHT

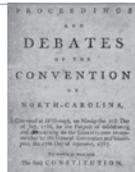
Saturday, September 5th, 2015

Saturday Storytimes @ the Orange County Main Library, Hillsborough, 10:30–11:00 a.m.

Children from walkers to age 5, their caregivers, and their siblings are invited to participate in a 30-minute interactive program with books, songs, and movement to nurture pre-reading skills. (30-minute Stay and Play follows this storytime.)

Keep up with what's happening at the library! Follow Orange County Public Library on Facebook and Twitter. Call, 919.245.2532.

DID YOU KNOW? Hillsborough was the site of the momentous North Carolina Constitutional Convention of 1788, during which the convention delegates refused to ratify the Constitution until it included a Bill of Rights.



THIS WEEKS EVENTS

The following schedule is subject to change. For updates, visit: www.orangecountync.gov

TUESDAY, SEPTEMBER 1
Regular BOCC Business Meeting
7 p.m. Whitted Building
300 West Tryon Street, Hillsborough, NC

TUESDAY, SEPTEMBER 8
Public Hearing
7 p.m. Whitted Building
300 West Tryon Street, Hillsborough, NC

THURSDAY, SEPTEMBER 10
BOCC Work Session
7 p.m. Whitted Building
300 West Tryon Street, Hillsborough, NC

TUESDAY, SEPTEMBER 15
Regular BOCC Business meeting
7 p.m. Southern Human Services
2501 Homestead Road, Chapel Hill, NC

WEDNESDAY, SEPTEMBER 17
City of Mebane Joint Meeting
5:30 p.m. Mebane, NC

WEDNESDAY, SEPTEMBER 23
Schools Meeting
7:00 p.m. Whitted Building
300 West Tryon Street, Hillsborough, NC

ORANGE COUNTY NORTH CAROLINA
200 South Cameron Street, P.O. Box 8181, Hillsborough, NC 27278
Phone: 919.732.8181 | www.orangecountync.gov | @OCNCGOV
www.facebook.com/pages/OCNCGov | www.youtube.com/channel



September 2015

Chapel Hill News

Public Notices and News from Orange County NC GOV. Serving the communities of Chapel Hill, Carrboro, Hillsborough and Efland, NC



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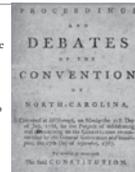
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GOALS FOR COMMUNITY ENGAGEMENT

VITAMIN O

Eli Belz has owned Hillsborough Bike Shop with his father for two years despite being only 17. He likes bikes (“they are all mechanical with no electronics to go awry”) and he likes the people who ride bikes. “There is a good culture there.”



MEDIA FOCUS

MEDIA	CIRCULATION	DESCRIPTION
<i>Chapel Hill News</i>	40,000 Sundays	Orange County This Month Advertisement one day per month
<i>The Herald Sun</i> , Durham	approx 21,367 daily	Column, once a month, Orange County Chair
<i>News of Orange</i>	3,800, published Thursday	Orange County This Month Advertisement one day per month
<i>Chapelboro.com</i> and <i>WCHL</i>	150,000 per month 60,000 per month	Media packages include on air interviews and web banners purchased through Public Affairs
Subtotal	275,167	



MEDIA FOCUS

MEDIA	CIRCULATION	DESCRIPTION
OrangeCountyNC website	146,000 Monthly users	Most important in reaching citizens with government news and community programming.
Municipality websites <ul style="list-style-type: none"> - townofchapelhill.org - ci.carrboro.nc.us - ci.hillsborough.nc.us 		Potential forums in which to broadcast important county messaging and also provide a link to the county website, giving more residents and visitors access to important information.
The Daily Tar Heel	1x column per week; 152,000/month readership	Student newspaper and vehicle in which to reach student body through columns and news features.
WHUP Radio Hillsborough		On air in August 2015, the Community Relations Department has secured on-going radio spots to communicate important messaging about Orange County.

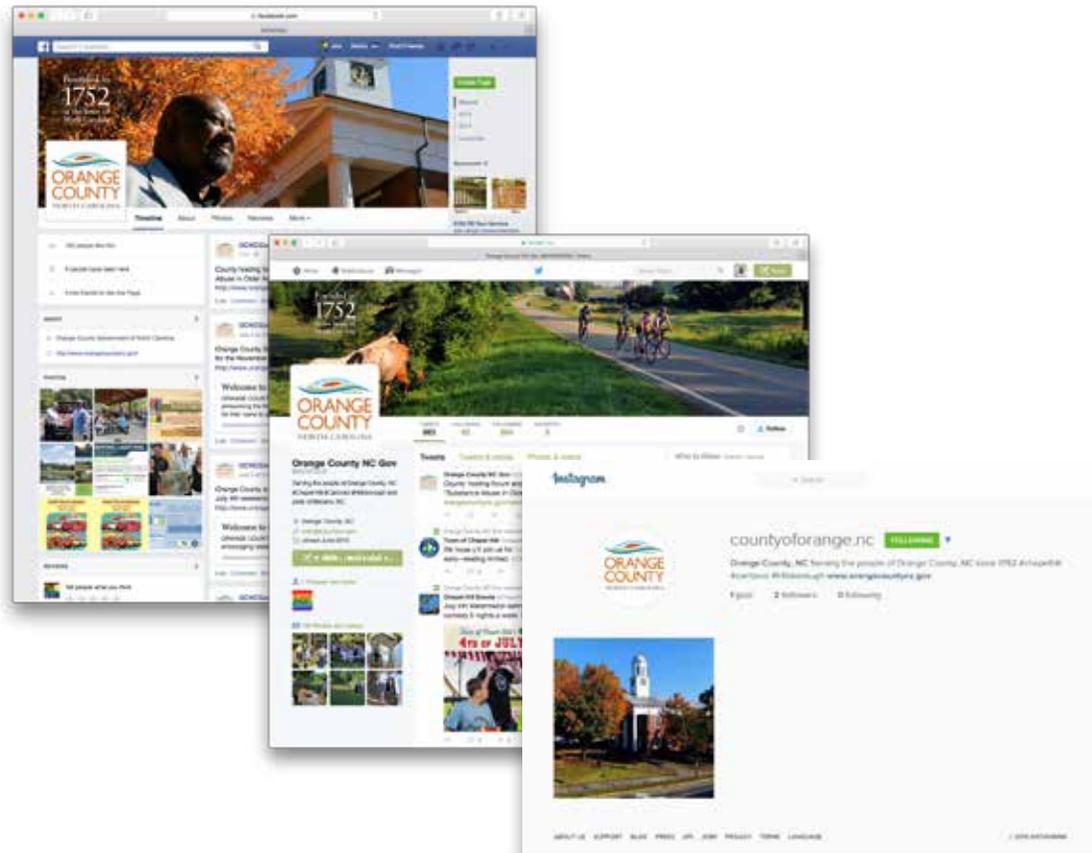


NEW MEDIA

There is growing demand for prompt, coordinated and accurate communications, delivered through more contemporary channels, following advances in technology. The County currently uses a variety of methods to communicate to the media and directly to the public. Electronic methods have expanded with increased use of email, website and social media, yet there is still a diversity of preferences on how people prefer to receive information.

The following mediums will be used for Orange County engagement:

- Facebook
- Twitter
- Instagram



SUGGESTED BUSINESS CARD FORMAT



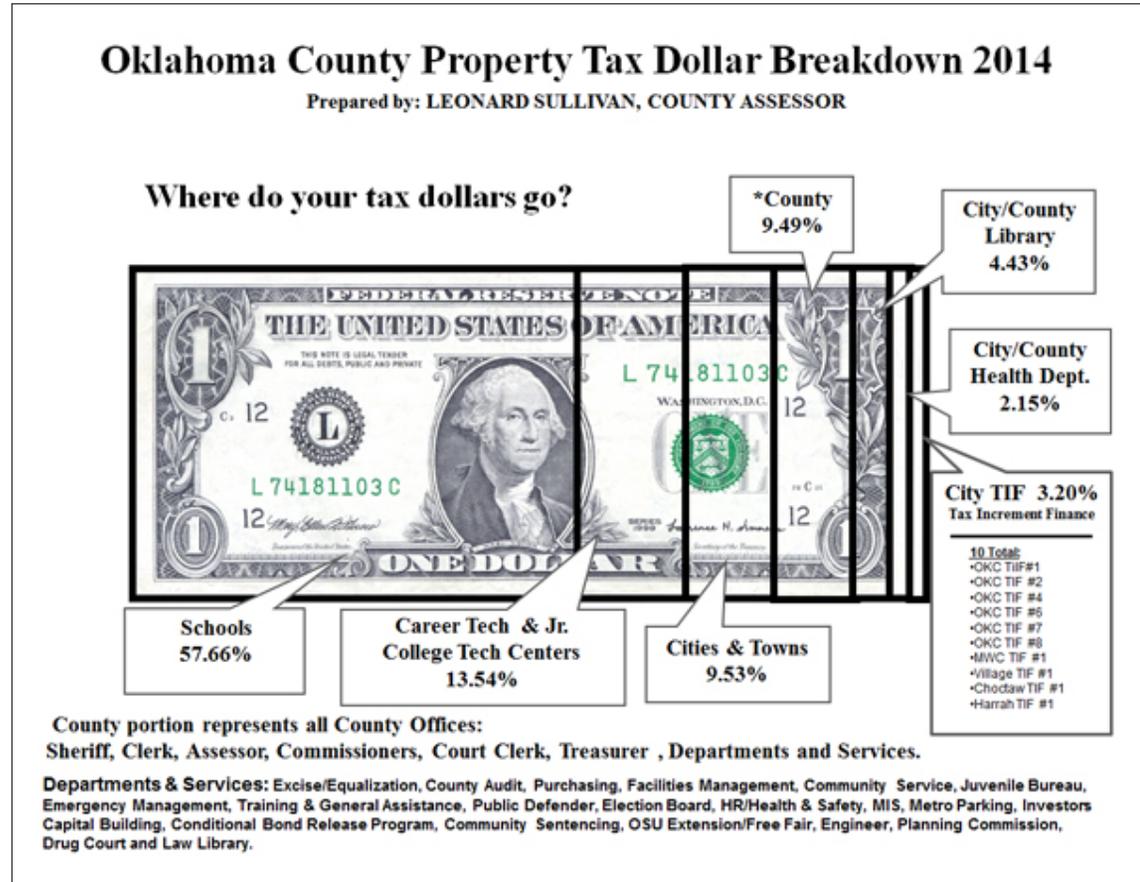
*



ONLINE TAX BILL DASHBOARD

Consider using property tax bills to communicate services provided to residents.

In addition, this communications can be placed on-line, as a dashboard for residents who want more information on county services provided.

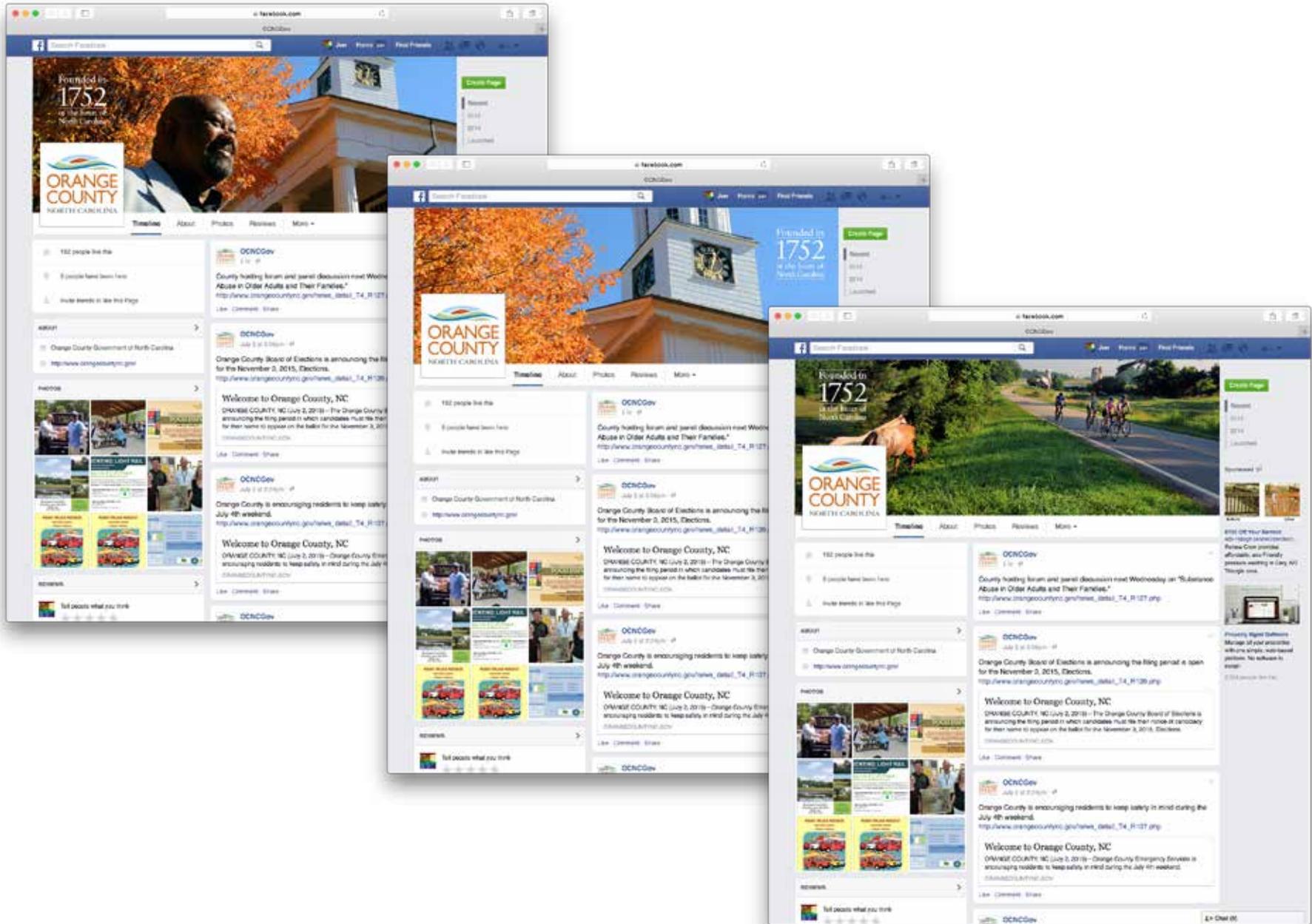


SUPPORTING COMMUNICATORS IN ORANGE COUNTY

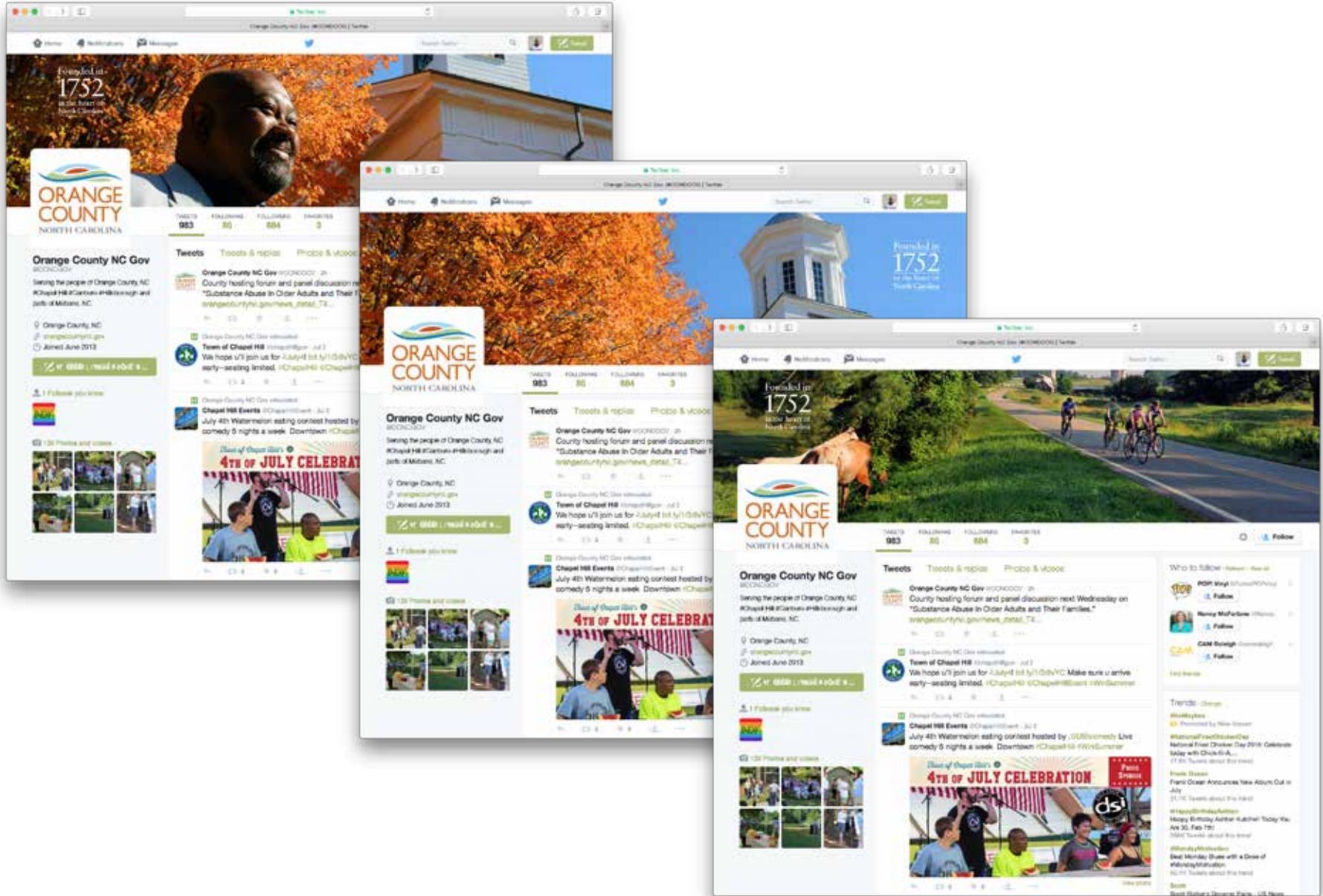
- Recommended Bi-Monthly Meetings (September, November, January, March, May, July) with County Communicators
- Goal is to share ideas and maximize resources
- Learn from each other's strengths, i.e., use of social media, presentations, writing for digital media
- Host guest speakers who are subject matter experts
- Share information on communications best practices that can help Orange County.



SOCIAL MEDIA: FACEBOOK



SOCIAL MEDIA: TWITTER





BUDGET

MEDIA	DESCRIPTION	ANNUAL BUDGET
<i>News of Orange</i>	3 column by 10 1 ad per month	\$3,000.00
<i>Chapel Hill News</i>	3 column by 10 1 ad per month	\$4,800.00
<i>New logo package</i>	Business cards/ letterhead package	\$5,000.00
<i>Graphics support over 12 months</i>	As needed	\$10,000.00
<i>Opportunities</i>	As needed	\$15,000.00
<i>Social Media boosts</i>	As needed	\$5,000.00
<i>Printing</i>	As needed	\$7,000.00
TOTAL		\$49,800.00

REPLACEMENT FOR INTERSTATE SIGNAGE



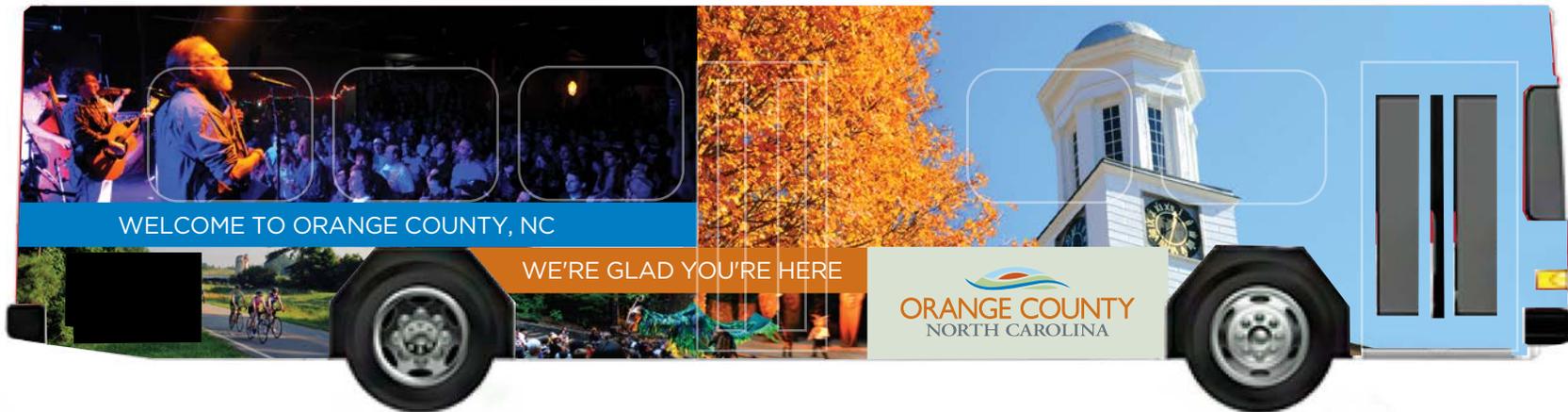
ORANGE COUNTY NORTH CAROLINA

Founded in 1752 in the heart of North Carolina

ORANGE COUNTY PUBLIC TRANSPORTATION DESIGN



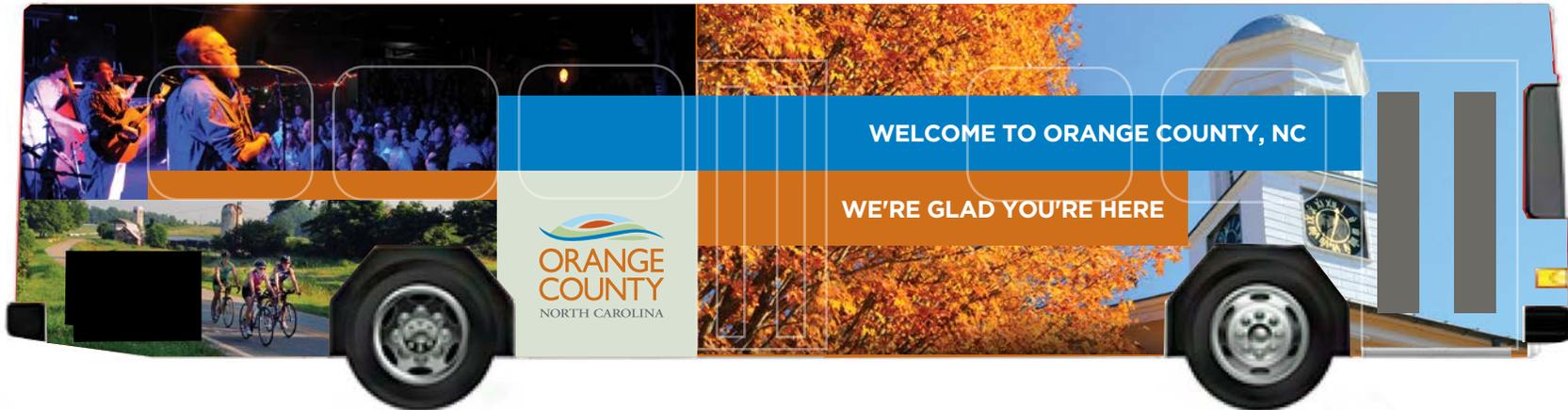
ORANGE COUNTY PUBLIC TRANSPORTATION DESIGN



ORANGE COUNTY PUBLIC TRANSPORTATION DESIGN



ORANGE COUNTY PUBLIC TRANSPORTATION DESIGN





DISCUSSION

Orange County, North Carolina



Strategic Communications Plan

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Purpose

The primary purpose of this Strategic Communications Plan is to promote effective communication between and among the Orange County Board of Commissioners, the residents of Orange County, and the departments and staff of Orange County Government.

Public access to government and freely shared information are cornerstones of the democratic process. Accordingly, this Plan is intended to simplify access to the Board of County Commissioners (hereinafter referred to as “BOCC” or “the Board”) and to the workings of Orange County government. Consistent with the County’s mission statement, this Plan establishes: guidelines, policies, and vehicles for accomplishing the Board's goals for effective communication; and best practices for organizing and executing communication efforts throughout Orange County government.

Mission

Orange County exists to provide governmental services requested by our residents or mandated by the State of North Carolina. To provide these quality services efficiently, we must:

- Serve the residents of Orange County - our residents come first.
- Depend on the energy, skills, and dedication of all our employees and volunteers.
- Treat all our residents and all our employees with fairness, respect, and understanding.

Objectives

Objectives of the Strategic Communications Plan include:

- To establish the communications roles of the Board of County Commissioners
- To establish the communications roles of departments/staff/county management
- To establish the communications roles of the Public Affairs Office/ Public Information Officer

- To establish the ways in which County government entities receive and process information from the public and respond to the public
- To formalize protocols for: handling of critical or sensitive issues; coordinating information during emergencies or crises; and handling fast-breaking, complicated, or controversial issues

Guiding Principles

This Plan emphasizes the following overarching principles:

- Promote the ability of the Board and residents to access information
- Disseminate information to the public (and other audiences) in a manner that is clear, concise, transparent, helpful, timely, proactive, and consistently professional
- Implement and promote opportunities and mechanisms to obtain regular feedback from targeted audiences, especially Orange County residents
- Promote two-way communications between the members of the BOCC and Orange County residents
- Utilize a variety of targeted communication methods and strategies so as to be effective and appropriate for the specific situation
- Afford the BOCC opportunities to relay information and to exercise ongoing oversight of this Communications Plan, while leaving implementation to the County Manager and County Departments
- Provide a unified, coherent voice for Orange County Government, especially as a source of information during crisis or emergency situations
- Foster a mindset of continual planning to keep Orange County communications efforts fresh and responsive
- Promote communications between Board members and the rest of County government, including employees, generally through the County Manager

Situational Analysis

Data compiled during the information gathering and plan development phases of the Strategic Communications project suggest the following organizational strengths, weaknesses, opportunities, and threats for Orange County Government as of the end of 2014:

Strengths

- Some departments have staff members whose time is earmarked primarily or in part to managing communications, consumer education, and public information efforts for their respective departments
- Existing communication hardware and software capabilities that facilitate cablecasting BOCC meetings, web access to BOCC minutes/agendas/meeting recordings, and disseminating social media traffic
- Solid external intergovernmental communications relationships (e.g. Standing Committee of emergency communicators including the Towns, UNC, volunteer agencies, utilities, etc)
- Commitment to communications operations through staffing, dedicated budget, and committed resources/support

Weaknesses

- Absence heretofore of clearly defined, written public information and communications objectives for Orange County Government as an entity
- Current job description of Public Affairs Director does not meet the needs or expectations of the organization
- Organizational confusion regarding the current roles and responsibilities of the Public Affairs Office/Public Information Office
- Certain departments lack dedicated staff resources sufficient to meet identified public information/communication needs
- Lack of ongoing staff training and certification in communications, with the exception of a few departments
- Lack of a newsroom or blog for open forum questions & answers

- Lack of dedicated and experienced in-house graphic design professionals

Opportunities

- Consider Board prioritization among required communication functions to ensure that the most critical information needs are addressed first
- Examine existing Countywide staffing (both permanent and temporary) and contracted resources for potential to accomplish various other communication functions
- Consider whether some members of advisory boards and commissions, and other volunteers, may periodically be able to offer skills that match up with the inventory of needed communication functions identified in this Plan
- Broadly disseminate existing communications plans and guidance from Emergency Services Department to enhance knowledge across the spectrum of County departments regarding how to communicate effectively in emergency or crisis situations
- Take advantage of knowledge and skill sets of dedicated communications professionals in various departments to execute a practical, purposeful cross-training program to assist Department Heads and other key departmental staff in carrying out their responsibilities under this Strategic Communications Plan
- Increase use of existing technology (e.g. social media, the County Listserv, etc)

Threats

- Possible organizational inertia regarding (re)assignment of various communication duties to the most appropriate parties, based on individuals' knowledge, skill sets, and abilities
- Potential limitations on available financial resources to acquire/employ emerging technological tools or to hire staff (permanent and/or temporary) or contractors to carry out certain desired communication functions outlined in this Plan

Scope and Applicability

This Plan is intended to be applicable to all aspects of Orange County government. As a Countywide Plan, its provisions address any type of communication between two or more parties.

To properly discharge their responsibilities towards their constituents, County Commissioners must be kept properly apprised about relevant policies, programs, and events within the purview of each County department. That notwithstanding, County department heads and staff need to have considerable autonomy to carry out their public information and communication responsibilities based on their professional competencies, in a manner not inconsistent with the overarching principles and standards established in this Plan. Existing departmental communications plans and processes are complemented, not supplanted, by this Plan.

Roles

Adoption of this Plan contemplates the following ongoing communications roles:

Board of County Commissioners:

- approve periodic updates to the adopted Plan
- appoint two Commissioners annually to serve on the Communications Governance Team to provide oversight and recommend appropriate refinements to the Plan
- consider recommendations from the County Manager to allocate financial, staff, and technological resources to address unmet or emerging communications needs
- provide guidance and direction to the County Manager and Public Information Officer that will disseminate information to residents and other audiences regarding significant County programs/policies/events/initiatives

County Manager:

- assign and direct staff to accomplish the strategies laid out in this Plan in a timely and effective way
- supervise the Public Information/Public Affairs function for Orange County Government
- prioritize communications work to match available resources
- periodically apprise the BOCC on progress in implementing this Plan - including capabilities and constraints to achieving objectives, and recommendations for addressing any shortcomings

County Departments:

- establish or maintain departmental plans or processes for executing their own communications functions in a manner consistent with the County's overall Plan
- support the Manager and other departments by sharing staff/technological/other resources when feasible to accomplish County communications goals and objectives

Public Information Officer:

- perform duties as assigned by the County Manager
- serve as an information coordinator for departments
- convene and provide leadership for County department communicators
- foster strong relationships with representatives of all forms of media and serve as liaison between those persons and the County Commissioners and County Manager
- when so designated by the County Manager or Emergency Services Director, serve as spokesperson for the County during emergency or crisis situations. In accord with North Carolina law, only the Chair of the Board may declare an official state of emergency.
- serve as a resource for marketing and promoting Orange County services

Audience Identification

In broad strokes, this Plan recognizes its Primary Target Audiences to include Residents; Media; Orange County Employees; and the Current Business Community. Secondary Target Audiences include Visitors; Other Governmental Officials (local, state, federal); Community Groups (e.g. civic organizations, faith-based organizations); Potential Business Recruitments; and Potential Future Residents.

In more practical terms, the target audiences for any particular piece of County communication will depend on the type of message, the nature of the messenger, available communications resources and tools, and the particular environmental circumstances at the time. Specific audiences are then more narrowly focused from the general grouping, taking into consideration any targeted marketing campaign, which tools should be used, and any strategic messages.

Communications decision-makers should review the checklist at Appendix A to determine which of the potential audiences are to be specifically targeted recipients of communications under the particular set of circumstances at hand. In many cases, audiences on that list will be non-applicable or redundant. The rationale behind creating and using the list in that appendix is to err on the side of considering too large a list, then to reduce it by purposeful analysis - as opposed to considering too small a list and improperly ignoring an important audience for the message.

Tools/Asset Identification

Orange County Government communicators are afforded wide discretion in selecting and employing the mechanisms and vehicles for transmitting information to their desired audiences in any particular set of circumstances. Appendix B provides a list of potential tools to be considered for each communication event. This list reflects both those communication tools that are available to Orange County Government and those that may become available in the future.

Legal and Ethical Considerations

All communications disseminated by Orange County Government will be tested against the highest ethical and legal standards, to ensure that the County faithfully serves the public in a manner consistent with its mission statement, to the best of its ability.

- North Carolina Open Meeting/Public Records Laws - The State's open meeting and public records laws are critical to operating a fair and open government. The spirit with which public officials work to comply with the law is as important as the law itself. Recognizing that the public's business should be done in the open and honoring requests for help serves the people in a transparent manner.
- Accessibility – Orange County will make reasonable efforts to ensure that the information concerning policies and programs is available to all despite the many barriers that could hinder effective communication. These barriers could include, but are not necessarily limited to, access to media/technology, language, and physical disabilities.
- Informing Versus Persuading – The BOCC and all County departments strive proactively to provide all residents with complete and unbiased information on issues that may be, or are currently being, considered by the BOCC. This is especially important on matters that are coming to the Commissioners before the full Board has deliberated, voted, and established an official position. In instances where it may be appropriate for the BOCC to adopt a voice of persuasion (e.g. encouraging voters to vote on a bond referendum), County communication will be carefully crafted to recognize and explain the distinction between information intended to educate and information intended to influence. The County Departments serve as responsible advocates for the Board's policy decisions by providing clear, concise, and accurate information to all. The County will provide the data and reasoning behind the policy decisions so that residents can understand how these decisions were made.
- Collective Versus Individual Commissioner Communications — The Chair of the Board acts as the spokesperson for the Board. In the absence of the Chair, the Vice Chair or Chair's designee acts as spokesperson. In the interests of clarity and transparency, individual County Commissioners will take care to dispel any reasonable confusion about whether they are communicating on behalf of the Board as a whole or whether

they are communicating their own individual viewpoints.

Alignment and Integration

The full implementation of this Plan will include developing the messaging framework to articulate the connection between this plan and:

- the BOCC's mission, vision and values
- the County Manager's Office/Public Information Office communications activities
- department specific communications/marketing plans
- relevant emergency communication plans (e.g. Emergency Services, Public Health, Sheriff, municipalities, school systems)

County staff will regularly explore opportunities for integrating messages across platforms and media that will allow the County to react quickly to changes in social media, as well as to better leverage existing County communications resources.

All communications activities are to be developed and executed within the context of the County's overarching strategy.

Strategy Implementation/Action Plan

The following prioritized list of actions was developed to promote achievement of BOCC communication goals and objectives. It is important that any persons involved in Orange County Government communications pursue these steps in a manner that is consistent with the Board's overarching vision for transparency, accuracy, timeliness, and integrity in the information exchange process.

PRIORITY A

1. Create and appoint a standing Communications Governance Team comprised of two Commissioners and staff to provide ongoing oversight of the Communications Plan with responsibility to make at least annual reports to the full Board of Commissioners. The report will include an evaluation of the strengths, weaknesses, opportunities and threats to Orange County communications set forth in this Plan and an update of those items.

2. Create an internal County communications workgroup, modeled after the Council of Webmasters, which includes communications primes for each department (if they have one or have a need) and provides mutual awareness and support through sharing of projects, tips, and issues.
3. Purposefully convene the Communications Governance Team ahead of anticipated community policy/program/event discussions (e.g. revaluation, bond referendum) that are - or may become - complicated or controversial, to consider appropriate messaging content, tools, and audiences.
4. Empower the Communications Governance Team to conduct debriefing sessions following important communications events, evaluating both successes and shortcomings, and to make recommendations to the County Manager regarding key communications decisions.
5. Identify and implement a two way communication tool that facilitates meaningful, interactive dialogue among Commissioners and constituents regarding the development and implementation of significant County policies, programs, and activities.
6. Detail the County Manager to assign a responsible party for each essential communication function identified in this Plan; if insufficient resources exist, develop a resourcing plan to be presented to the Board.
7. Establish and foster ongoing working relationships with external communicators (e.g. news, radio, and TV reporters; local bloggers).
8. Develop and implement an awareness program so all County employees can be more effective “ambassadors” for major County policies, programs, and events.
9. Examine the established checklists of potential audiences and available tools and then tailor the release of any major County communication piece to increase the likelihood

that all potentially interested parties will have improved access to the intended message about County programs, policies, and events.

10. Establish a protocol for County communicators to follow so as to determine what information is of sufficient importance to warrant being relayed to all members of the Board of County Commissioners.

PRIORITY B

11. Develop a set of performance measurement tools and task the ongoing Communications Governance Team to conduct an evaluation (at least annually) of Orange County communication efforts.
12. Develop and implement a training program for staff members that are likely to have primary communication responsibilities to audiences outside their departments.
13. Develop and promulgate a formal Orange County Media Relations program.
14. Formally amend this Plan as needed from time-to-time to take immediate advantage of communications “lessons learned” and “best practices” gleaned from Communications Governance Team debriefings.
15. Formally recognize and support the existing ad hoc group relationship among communications professionals in various Orange County public sector agencies.
16. Establish the County’s social media operating philosophy, including social media procedures for use and monitoring of commentary on any interactive format.

PRIORITY C

17. Develop and implement policies to standardize guidance for use of the new County logo and to ensure that the Orange County logo is part of all formal County communications.
18. Develop and implement policies to establish and promote an Orange County “brand”.
19. Establish a protocol to distinguish for target audiences those communications that represent individual Commissioner viewpoints versus those communications that represent the positions of the Board as a whole.
20. Create a pilot program that assigns a non-Commissioner to “live tweet” for BOCC meetings; after a reasonable trial period, have the Communications Governance Team evaluate the costs and benefits and recommend continuation/modification/termination.

APPENDIX A

INVENTORY OF POTENTIAL AUDIENCES

- Residents
- Citizens
- Board of Commissioners
- Taxpayers
- Media
- County departments
- County employees
- Current Businesses/Commercial Enterprises
- Advisory Boards and Commissions
- Real property owners
- Non-English speakers
- People with various disabilities
- People with limited literacy
- Residents with limited or no access to digital communications networks (e.g. no computer or Internet access)
- Visitors
- Potential Future Businesses/Commercial Enterprises
- Potential Future Residents
- Orange County Municipalities
- Adjacent counties
- School districts
- Municipalities in adjacent counties
- Regional organizations or authorities (e.g. TJCOG, Triangle Transit)
- Court system
- UNC-CH
- Public utilities (e.g. Duke Energy, OWASA, Piedmont Electric, PSNC)
- Non-profit service delivery organizations (e.g. InterFaith Council, OCIM, etc)
- Emergency service providers (e.g. volunteer fire departments, Rescue Squad, Red Cross)
- North Carolina governmental agencies
- United States governmental agencies
- Other volunteers

APPENDIX B

INVENTORY OF POTENTIAL TOOLS/ASSETS

- County Website
- County Newsletter (printed, e-mailed)
- Digital Message Monitors
- Social Media (Facebook, Twitter, Flickr, YouTube)
- County Intranet
- County Connection E-Mail
- Citizen Comment (website link for citizen inquiry & complaint with BOCC/departmental follow up)
- Everbridge Alert System
- Annual Report
- News Releases
- Public Forums/Speakers' Bureau
- Brochures, Guide Booklets, and Postcards
- Public Service Announcements
- Calendars/Events
 - Public meetings
 - Public events
 - Classes
- Photography
- Purchased print ads (newspapers and magazines)
- Purchased Radio spots
- Purchased TV spots
- Listservs (allows users to add or remove automatically)
- Dedicated Orange County cable TV channel - Government Access Channel 1301
 - Time Warner Cable
 - AT&T, U-Verse
 - Video programming (currently outsourced)
 - Video tools, hardware and software (cameras, tripods, lights, wireless sound/microphones, video editing software, graphic generator, etc.)
 - Video camera/tools check-out process for departmental staff
- Streaming video
 - BOCC meetings
 - County generated content, public service announcements (PSAs), service highlights, weekly TV show, etc.
- Orange County Government radio station
- Designated employees available for crisis/emergency communications
- Guided tours
- County Government 101 sessions (Citizen Academy)
- Town Hall meetings
- County expo
- Active engagement with other communicators within Orange County (Town of Chapel Hill, Town of Carrboro, Town of Hillsborough, UNC, OWASA, etc.)

- Branding – use of a county wide graphic or logo (indicating this is a service of Orange County provided with your tax dollars)
 - Creating graphics standards (including business cards and stationary)
- Coordinated communicators team of County PIO type staff
- Rich Site Summary (RSS)
- Blogs (County or posting to an independent site such as Orange Politics)
- Monitor Orange County sanctioned social media tools for content and currency
- Membership with regional and national communication organizations
- Employee newsletter
- Yard signs (like small campaign signs)
- Billboard
- Burn/duplicate CD/DVDs of Orange County content for public distribution
- Multimedia
- Newspapers
- Direct Mail
- Special Events
- Translation for any of the above

PLACEHOLDER FOR APPENDIX C
MEDIA RELATIONS POLICY
(to be developed later)

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: September 10, 2015

**Action Agenda
Item No. 3**

SUBJECT: Goal Setting Presentation

DEPARTMENT: County Managers Office

PUBLIC HEARING: (Y/N)

No

ATTACHMENT(S):

A) Goal Setting PowerPoint
Presentation

INFORMATION CONTACT:

Bonnie B. Hammersley
919-245-2306

PURPOSE: To outline a proposed process for an annual goal-setting exercise.

BACKGROUND: At the Board of Orange County Commissioners (BOCC) retreat on January 30, 2015, the Board reviewed goals that were adopted in 2009. Due to the time that had elapsed since those goals were adopted, the Board discussed establishing a process to update and prioritize goals for the future. The attached presentation outlines a proposed goal setting procedure that would be implemented on an annual basis in collaboration with the annual budget process.

FINANCIAL IMPACT: There is no financial impact for this abstract.

SOCIAL JUSTICE IMPACT: The goal setting exercise will advance social justice goals as they are prioritized by Board of Orange County Commissioners.

RECOMMENDATION(S): The Manager recommends that the Board receive this information and respectfully consider participation in the annual County-wide goal setting process as set forth in the presentation.

GOAL-SETTING PROCESS

A ROADMAP FOR ACHIEVING GOALS

BOARD OF ORANGE COUNTY COMMISSIONERS
WORK SESSION
SEPTEMBER 10, 2015

PURPOSE OF GOAL SETTING

- Clearly define issues and strategies
- Reach consensus or agreement on the major goals – BOCC and Department Directors
- Integrate the goal setting into the budget process to ensure resources are available to attain them
- Regularly review and report on progress toward goal attainment

DEFINITIONS

Issue – challenge or problem that needs to be addressed over the span of one or more fiscal years

Goal – end result or outcome that is desired with a given strategy

Strategy – method or approach employed to address an issue

EXAMPLE

COUNTY-WIDE

Issue – Information is not provided consistently to Orange County residents on significant county issues

Goal – Transparent county government that is open and residents are engaged

Strategy – Create an internal Communications Committee to develop a plan with input from internal and external resources to keep residents informed

EXAMPLE

BOARD SPECIFIC

Issue – Improve information provided on the abstracts related to the social justice impact

Goal – Adopt Social Justice Impact Goals for inclusion in the decision-making process

Strategy – Create a sub-committee of the BOCC to identify and recommend social justice impact goals

ROLES AND RESPONSIBILITIES

Leadership Teams

Identify and Prioritize Issues

Recommend Goals and Strategies

Develop Work plans and Identify Needed Resources

Measure Progress & Report

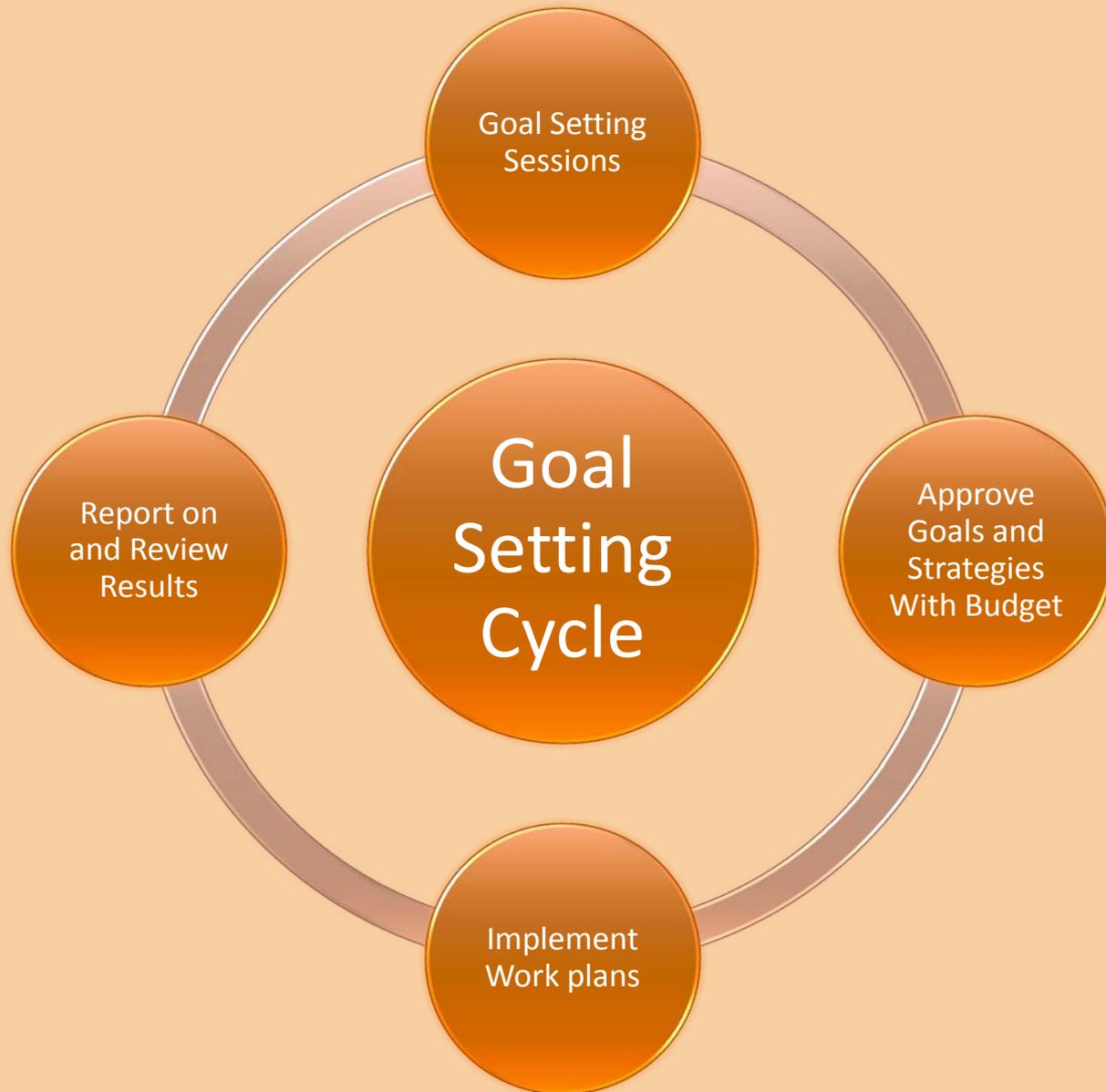
BOCC

Identify and Prioritize Issues

Review Strategies and Adopt Goals

Adopt Budget

Review Results



FUNCTIONAL LEADERSHIP TEAMS

Community Services

- Animal Services
- Cooperative Extension
- Community Relations and Tourism
- DEAPR
- Economic Development
- Library
- Planning
- Solid Waste

General Government

- Board of Elections
- Clerk to the Board
- County Attorney
- County Manager
- Register of Deeds
- Tax Administration

Human Services and Education

- Aging
- Child Support
- Housing
- Library
- Public Health
- Social Services
- Chapel Hill Carrboro City Schools
- Orange County Schools
- Durham Technical College

Public Safety

- Sheriff
- Animal Services
- Clerk of Courts
- Emergency Services
- District Attorney
- Public Defender
- Public Health

Support Services

- | | |
|--|---|
| <ul style="list-style-type: none"> • Asset Management Services • Community Relations • County Manager | <ul style="list-style-type: none"> • Finance Department • Human Resources • Information Technology |
|--|---|

GOAL SETTING WEEK

- COMMUNITY SERVICES – October 20, 1:00PM – 5:00PM
- GENERAL GOVERNMENT – October 19, 1:00PM – 5:00PM
- HUMAN SERVICES & EDUCATION – October 22, 8:00AM – 12:00PM
- PUBLIC SAFETY – October 22, 1:00PM – 5:00PM
- SUPPORT SERVICES – October 19, 8:00AM – 12:00PM
- BOCC – October 23, 8:00AM – 12:00PM
- BOCC & LEADERSHIP TEAMS – October 23, 1:00PM – 5:00PM

PROPOSED STEPS AND TIMELINE

- 1. Hold individual goal setting sessions with leadership teams and BOCC followed by a combined session to identify issues and develop or refine strategies and goals. The sessions will include a process of identifying issues team specific as well as countywide. **(October 19-23)**
- 2. Leadership Teams and staff develop objectives and budget proposals for the following fiscal year. **(November and December)**
- 3. Report to Board on strategies and budget proposals in advance of budget preparation and make modifications as necessary. **(BOCC Retreat)**
- 4. Manager in consultation with leadership teams decide on goals and strategies that will be included in the following proposed budget. **(February and March)**
- 5. As part of the regular budget process, the Board reviews budget proposals related to goals and strategies and makes final decisions in conjunction with budget adoption as well as reviewing progress on goals from prior years. **(May and June)**
- 6. Results from the preceding year(s), including most recently available performance data is compiled for next year's goal setting work sessions with directors and Board. **(July and August)**

QUESTIONS AND SUGGESTIONS?

**ORANGE COUNTY
BOARD OF COMMISSIONERS
ACTION AGENDA ITEM ABSTRACT**
Meeting Date: September 10, 2015

**Action Agenda
Item No. 4**

SUBJECT: Board of Commissioners DRAFT Meeting Calendar for Year 2016

DEPARTMENT: County Commissioners

PUBLIC HEARING: (Y/N)

No

ATTACHMENT(S):

Information from Other North Carolina
Jurisdictions
List of Meetings
Summary – Number of Meetings
Draft 2016 Calendar

INFORMATION CONTACT:

Board of County Commissioners
Donna Baker, 245-2130

PURPOSE: To discuss the proposed/draft regular meeting schedule for the Board of County Commissioners for calendar year 2016.

BACKGROUND: In accordance with 143.318.12 of the North Carolina General Statutes, a schedule of regular meetings shall be filed with the Clerk to the Board of County Commissioners. The schedule must show the date, time and place of each meeting.

During the budget process this past spring, Commissioners brought up the issue of board meetings and wanted the Board to be able to discuss the proposed meeting calendar in more detail at a work session, such as the volume of meetings, for the upcoming 2016 calendar year.

(There is still the potential to need to rearrange March meetings if the Presidential Primary is held on Tuesday, March 15.)

After discussion by the Board, any proposed changes will be incorporated and this Meeting Calendar will be scheduled for approval on the consent agenda for the October 6th BOCC meeting.

SOCIAL JUSTICE IMPACT: The following Orange County Social Justice Goal is applicable to this agenda item:

- **GOAL: ENABLE FULL CIVIC PARTICIPATION**

Ensure that Orange County residents are able to engage government through voting and volunteering by eliminating disparities in participation and barriers to participation.

The Board adopts a meeting schedule for the entire year so that the public is aware of Board meeting times and places and can have the opportunity to attend meetings and address the Board. The Calendar is also developed with meetings occurring in both Hillsborough and Chapel Hill, allowing the opportunity for residents across the County to have closer access to Board meetings.

RECOMMENDATION(S): The Manager recommends that the Board discuss the proposed meeting calendar and provide feedback to staff.

OTHER COUNTIES/CITIES:

Guilford County:

- 22 Regular Meetings -First and Third Thursday of every month (We only have one meeting in July and one in September) Public Hearings are included in Regular Meeting Agendas.
- 12-18 work sessions per year (As needed, but on average once a month – we hold these immediately prior to the board meetings in most cases so that we only eat up one day of the Board's time that week – we normally only have 3 Budget Work Sessions (But they last ALL DAY)
- 1 (2 day) annual retreat in January.

Wake County:

- Two regular meetings a month (one meeting in December)- meetings start at 2pm. (1st and 3rd Mondays of month)-
- One work session per month-meetings start at 2pm (2nd Monday of the month)

Durham County:

- average 34 regular meetings (Work sessions/2 Regular sessions each month); Joint City-County Meetings (6); Joint County-School Board (6); Budget Work sessions (6); Closed Sessions (10-20); Crime Cabinet(6);Legislative Breakfast (1)

Durham City:

- Two meetings per month (approx. 24/year)

Town of Chapel Hill:

- As low as 35 (in FY 10-11) to as high as 62 (in FY 14-15).
- On average, between (FY 05-06 to current year), around 45 meetings per year. This number only includes 2 joint meetings with BOCC/Carrboro

Town of Carrboro:

- 35-45 meetings per year (Every 1st, 2nd, 3rd, and 4th Tuesdays except for Election Day, the last three weeks of December, the first week of January, and the months of July and August)

DRAFT
ORANGE COUNTY BOARD OF COMMISSIONERS
MEETING CALENDAR FOR YEAR 2016

NOTE: *All meetings will begin at 7:00 pm unless otherwise indicated*

January 21	BOCC Regular Meeting	Whitted Building–Hillsborough
January 26	BOCC Work Session	Southern Human Services Center – Chapel Hill
January 29	BOCC Retreat (note: meeting to be from 9:00am-4:00pm)	Whitted Building- Hillsborough
February 2	BOCC Regular Meeting	Whitted Building–Hillsborough
February 9	BOCC Work Session	Southern Human Services Center – Chapel Hill
February 16	BOCC Regular Meeting	Southern Human Services Center –Chapel Hill
February 18	Quarterly Public Hearing	Whitted Building- Hillsborough
February 20- 24	NACo Legislative Conference	Washington, D.C.
February 25	BOCC Joint meeting with Town of Hillsborough	Whitted Building–Hillsborough
March 1	BOCC Regular Meeting	Whitted Building–Hillsborough
March 3	BOCC Dinner Meeting with Advisory Board (note: meeting to start at 5:30pm)	Whitted Building–Hillsborough
March 3	BOCC Work Session (note: meeting to start at 7:00pm)	Whitted Building–Hillsborough
March 15	BOCC Regular Meeting	Southern Human Services Center –Chapel Hill
March 17	BOCC Joint Meeting with Chapel Hill	Southern Human Services Center –Chapel Hill
March 22	BOCC Work Session	Whitted-Hillsborough
April 5	BOCC Regular Meeting	Whitted Building –Hillsborough
April 7	Budget Work Session	Southern Human Services Center – Chapel Hill
April 12	BOCC Dinner Meeting with Advisory Board (note: meeting to start at 5:30pm)	Whitted Building –Hillsborough
April 12	BOCC Work Session (note: meeting to start at 7:00pm)	Whitted Building –Hillsborough
April 19	BOCC Regular Meeting	Southern Human Services Center – Chapel Hill

April 25	Legislative Breakfast <i>(note: meeting to start at 8:30am)</i>	Solid Waste Admin Offices- Chapel Hill
April 26	BOCC Joint Meeting with School Boards	Southern Human Services Center – Chapel Hill
April 28	Clerk and Attorney Annual Evaluations <i>(note: meeting starts at 6:00pm)</i>	Link Government Services Center - Hillsborough
May 5	BOCC Regular Meeting	Whitted Building+Hillsborough
May 10	BOCC Work Session	Southern Human Services Center – Chapel Hill
May 12	BOCC Budget Work Session	Whitted Building–Hillsborough
May 17	BOCC Regular Meeting	Southern Human Services Center – Chapel Hill
May 19	BOCC Budget Public Hearing	Whitted Building – Hillsborough
May 23	Quarterly Public Hearing	Whitted Building –Hillsborough
May 26	BOCC Budget Public Hearing	Southern Human Services Center – Chapel Hill
June 7	BOCC Regular meeting	Whitted Building – Hillsborough
June 9	BOCC Budget Work Session	Southern Human Services Center –Chapel Hill
June 14	BOCC Budget Work Session	Whitted Building –Hillsborough
June 16	BOCC Budget Work Session	Southern Human Services Center – Chapel Hill
June 21	BOCC Regular Meeting	Southern Human Services Center –Chapel Hill
June 23-25	NC City/County Manager’s Summer Conference	<i>TBD</i>
June 28	County Manager’s Annual Evaluation- Closed Session <i>(note: meeting to begin at 6:00pm)</i>	Link Government Services Center -Hillsborough
July 22-25	NACo Conference	Long Beach, California
August 11-14 <i>(Tentative)</i>	NCACC Conference	Forsyth County (N.C.)
September 6	Regular BOCC Meeting	Whitted Building – Hillsborough
September 8	BOCC Work Session	Southern Human Services Center –Chapel Hill
September 12	Quarterly Public Hearing	Whitted- Hillsborough

September 15	BOCC Joint Meeting with Town of Mebane <i>(note: meeting starts tentatively at 6:00pm)</i>	Mebane City Hall- Mebane
September 20	BOCC Regular Meeting	Southern Human Services Center –Chapel Hill
September 29	Joint Meeting with School Boards	Whitted- Hillsborough
October 4	Regular BOCC Meeting	Whitted– Hillsborough
October 6	Joint Meeting with Fire Departments/Work Session	Whitted – Hillsborough
October 13	BOCC Work Session	Southern Human Services Center –Chapel Hill
October 18	Regular BOCC Meeting	Southern Human Services Center –Chapel Hill
October 20	BOCC Joint Meeting with Town of Carrboro	Southern Human Services Center –Chapel Hill
November 1	Regular BOCC Meeting	Whitted- Hillsborough
November 10	BOCC Work Session	Southern Human Services Center – Chapel Hill
November 15	BOCC Regular Meeting	Southern Human Services Center – Chapel Hill
November 17	Assembly of Governments Meeting	Whitted – Hillsborough
November 21	Quarterly Public Hearing	Whitted- Hillsborough
December 5	Regular BOCC Meeting (Organizational Meeting)	Whitted Building– Hillsborough
December 13	Regular BOCC Meeting	Southern Human Services Center-Chapel Hill

Link Government Services Center, 200 S. Cameron St., Hillsborough
Southern Human Services Center, 2501 Homestead Rd., Chapel Hill
Solid Waste Operations Center, 1207 Eubanks Road, Chapel Hill, N.C.
Whitted Building, 300 West Tryon Street, Hillsborough, N.C.

Regular Meetings:	19
Work Sessions:	9
Closed Sessions	2
Dinner Meetings	2
Budget Work Sessions	5
Budget Public Hearings:	2
Quarterly Public Hearings	4
AOG	1
School boards	2
Towns	4
Legislative Breakfast	1
Retreat	1
Fire Departments/Work session	1
TOTAL	<hr/> 53

There are 15 joint meetings:

Town of Chapel Hill
Town of Carrboro
Town of Hillsborough
Town of Mebane (tentative)
2 Advisory Board Dinner Meetings
4 QPH with Planning Board
1 Assembly of Governments Meeting
1 Legislative Delegation Breakfast Meeting
2 Joint meetings with School Boards
1 Joint meeting with Fire Departments

PLEASE NOTE:

- Individual and Joint meetings with Towns/Schools – we have confirmations for Chapel Hill, Carrboro and Hillsborough dates and with CHCCS and OCS; the Mebane date is tentative as of now (their board will not review until next year)
- Open Weeks:
 - March 7-11- ACC Tournament Week (Chair Jacobs -out of town for work)
 - March 28-April 1-Spring Break for CHCCS and OCS
 - October 24-28—traditionally fall break week for BOCC
 - November 28-Dec 2- extra week after Thanksgiving that does not always occur
 - December 5th organizational meeting (first Monday in December by state statute)

January						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	W21	22	23
24	25	S26	27	28	W29	30
31						

27th 7:00 Work Session
30th 9:00 am - 4:00 pm Retreat @ Whitted

February						
S	M	T	W	T	F	S
	1	W2	3	4	5	6
7	8	S9	10	11	12	13
14	15	S16	17	W18	19	20
21	22	23	24	W25	26	27
28	29					

3-5th Managers Winter Conference
9th 7:00 pm Work Session
18th 7:00 pm QPH
20-24th NACo Legislative Conf. Wash. D.C.
25th 7:00 pm Town of Hillsborough

March						
S	M	T	W	T	F	S
		W1	2	S3	4	5
6	7	8	9	10	11	12
13	14	S15	16	S17	18	19
20	21	W22	23	24	25	26
27	28	29	30	31		

3rd 5:30 pm Dinner 7:00 pm Wk Ses
17th 7:00 pm Town of CH
22nd 7:00 pm Work Session

April						
S	M	T	W	T	F	S
					1	2
3	4	W5	6	S7	8	9
10	11	W12	13	14	15	16
17	18	S19	20	21	22	23
24	SW25	S26	27	L28	29	30

7th 7:00 pm Budget Work Session
12th 5:30 pm Dinner 7:00 Work Session
25th 8:30 am Legislative Breakfast @ SW
26th 7:00 pm Schools
28th 6:00 pm Closed Ses Atty & Clerk Eval

May						
S	M	T	W	T	F	S
1	2	Elec3	4	W5	6	7
8	9	S10	11	W12	13	14
15	16	S17	18	W19	20	21
22	W23	24	25	S26	27	28
29	30	31				

10th 7:00 pm Wk Ses
12th 7:00 pm Budget Work Session
19th 7:00 pm Budget Public Hearing
23rd 7:00 pm QPH
26th 7:00 pm Budget Public Hearing

June						
S	M	T	W	T	F	S
			1	2	3	4
5	6	W7	8	S9	10	11
12	13	W14	15	S16	17	18
19	20	S21	22	23	24	25
26	27	L28	29	30		

9th 7:00 pm Budget Work Session
14th 7:00 pm Budget Work Session
16th 7:00 pm Budget Work Session
23rd-25th Manager's Summer Seminar
23rd 6:00 pm Closed Ses Mgr Eval

July						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

22nd - 25th NACo Conf - Long Beach, CA

August						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

11th - 14th NCACC Conf. Forsyth Co.

September						
S	M	T	W	T	F	S
				1	2	3
4	5	W6	7	S8	9	10
11	W12	13	14	M15	16	17
18	19	S20	21	22	23	24
25	26	27	28	W29	30	

8th 7:00 pm Work Session
12th 7:00 pm QPH
15th 5:30 pm City of Mebane
29th 7:00 pm Schools

October						
S	M	T	W	T	F	S
						1
2	3	W4	5	W6	7	8
9	10	11	12	S13	14	15
16	17	S18	19	S20	21	22
23	24	25	26	27	28	29
30	31					

6th 7:00 pm Fire Depts Wk Ses
13th 7:00 pm Wk Ses
20th 7:00pm Town of Carrboro

November						
S	M	T	W	T	F	S
		W1	2	3	4	5
6	7	Elec8	9	S10	11	12
13	14	S15	16	W17	18	19
20	W21	22	23	24	25	26
27	28	29	30			

10th 7:00 pm Work Session
17th 7:00 pm AOG
21st 7:00 pm QPH

December						
S	M	T	W	T	F	S
				1	2	3
4	W5	6	7	8	9	10
11	12	S13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Holidays	11
Regular BOCC Meetings	19
Work Sessions	9
Dinner Meetings	2
Budget Work Sessions	5
Budget Public Hearings	2
Quarterly Public Hearings	4
Assembly of Governments	1
School Boards	2
Closed Sessions	2
Towns	4
Legislative Breakfast	1
Retreat	1
Fire Departments Work Session	1

25 W	Whitted Building
24 S	Southern Human Services Cent
2 L	Link Government Ser Cent
1 SW	Solid Waste Adm Office
1 M	Mebane
53	Location Total

51 Meeting days
2 Two meetings same day
53 Total Meetings

Total Meetings 53