

ORANGE COUNTY BOARD OF COMMISSIONERS

AGENDA

BOCC Regular Work Session
January 27, 2015
Meeting – 7:00 p.m.
Southern Human Services Center
2501 Homestead Road
Chapel Hill, NC

- | | | |
|----------------|----|--|
| (7:00 – 8:00) | 1. | Update on the Ephesus Church Road/Fordham Boulevard Public Improvements and Request for County Investment in the Project |
| (8:00 – 8:40) | 2. | Proposed Draft Applications, Guidelines & Scoring Sheets for Article 46's Business Investment Grant & Agriculture Economic Development Grant |
| (8:40 – 9:20) | 3. | FY 2015-16 Budget Assumptions/Fiscal Outlook/Budget Update |
| (9:20 – 10:00) | 4. | County Commissioners – Boards and Commissions Assignments |

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**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: January 27, 2015

**Action Agenda
Item No. 1**

SUBJECT: Update on the Ephesus Church Road/Fordham Boulevard Public Improvements and Request for County Investment in the Project

DEPARTMENT: Finance and Administrative Services

PUBLIC HEARING: (Y/N)

No

ATTACHMENT(S):

INFORMATION CONTACT:

- A. Bond Counsel Memorandum on Tax Increment Financing
- B. County Financial Analysis
 - 1. Scenario 1
 - 2. Scenario 2
- C. Planning Analysis & Comments
- D. November 11, 2014 County Staff Presentation
- E. Town of Chapel Hill Presentation
- F. Town of Chapel Hill Memo on County Participation

Bonnie Hammersley, 919-245-2306
Paul Laughton, 919-245-2152
Craig Benedict, 919-245-2592
Steve Brantley, 919-245-2326

PURPOSE: To receive a County overview and financial additional analysis of the County's potential involvement/investment in the Ephesus Church/Fordham Boulevard (Ephesus Fordham) Public Improvement Plan.

BACKGROUND: The Town of Chapel Hill, at the March 21, 2014 Joint Meeting with the Board of County Commissioners, presented an improvement project for the Ephesus Church – Fordham Boulevard of the Town of Chapel Hill. In order to support the renewal of the Ephesus Fordham area, the Town of Chapel Hill must make investments in much needed traffic and stormwater capital improvements. The project would be financed with the use of Tax Increment Financing or Project Development Financing. Under this method the financing of economic development projects occurs by pledging the anticipated growth in tax base as a source of repayment. The theory is that the project being financed is enabling the tax growth and therefore the project is and will be self-financing because, if not for the project, the tax growth would not have occurred.

The Town of Chapel Hill would like the County to participate in the Ephesus Fordham Renewal Project by pledging the lesser of 50% of the actual increment property tax revenues received or 50% of the actual annual debt service cost. The Town of Chapel Hill (Town) is suggesting that the County consider an approach to investing in the project using mutually agreed upon criteria, which will be tied to the Ephesus - Fordham project performance. The Town would provide an

annual Ephesus Fordham project performance report during the County's budget deliberations that would include the following: additions to the tax base, status of public improvements, status of private improvements, including progress toward meeting affordable housing, energy efficiency and transportation goals, and economic impact analysis.

The Planning Department has provided its comments in Attachment C about the project; specifically in regards to traffic analysis, stormwater/flood control and school impact fee scenarios depending on student generation. Traffic analysis and programmed projects note how some Ephesus-Fordham intersection improvements could be funded in part by Durham-Chapel Hill Metropolitan Planning Organization funds. Planning recommendations also note how a future transit study and Orange County Bus and Rail Investment Plan (OCBRIP) funds could be used/assigned to 'cross-town' routes to augment shopping opportunities between the downtown area/campus and this new retail node. Chapel Hill Transit (CHT) is presently studying bus routes to support future Bus Rapid Transit (BRT) and Light Rail Transit (LRT).

Stormwater/flood control comments relate to how the County could participate in public sponsored improvements that have multiple benefits of flood control, water quality and environmental enhancement. Chapel Hill has recently (last fall) addressed a more comprehensive stormwater approach than anticipated early last year.

School impact fee potential receipts were analyzed related to the existing impact fee schedule (Scenario A) vs. what new student generation rates (from a draft study completed late October 2014) may hypothetically generate from a student number perspective and an adjusted, yet unadopted fee schedule change (Scenarios B and C).

A PowerPoint planning overview will be given at the meeting.

Additionally, if a new high school and/or major additions have to be made to one of the existing Chapel Hill Carrboro City Schools (CHCCS) high schools to accommodate the projected increase in students, the additional debt service would reduce the net amount of property taxes received as result of the planned project improvements.

The first Ephesus Fordham performance report would be submitted during the first budget cycle in which an actual tax increment from the project was expected in the next fiscal year. The County could potentially benefit from participating with the Town of Chapel Hill from increased property and sales tax revenues.

Based on information provided, the County would potentially receive incremental property tax revenues over three phases of the Project of approximately \$14 million. County expenditures, based on current County financial policies and guidelines, would total \$23 million prior to the requested debt contribution. After paying the requested debt contribution of \$400,840 over 20 years, Attachment B-1 reflects Scenario 1 where the County would net a deficit of incremental tax revenues of \$10.4 million. This scenario includes the cost impact of providing County services affected by the project, as well as the 48.1% target impact of General Fund revenues provided to Education, and the costs to fund the additional students in each phase of the project at the current per pupil amount of \$3,571 per pupil.

After paying the requested debt contribution of \$400,840 over 20 years, Attachment B-2 reflects Scenario 2 where the County would net a deficit of incremental tax revenues of \$6.9 million.

This scenario only includes the 48.1% target to Education and the costs of the additional students in each phase of the project.

In order for the County to participate in the project without incurring a deficit, the County would have to modify its financial policies in the areas of earmarking revenues for a particular purpose or project, and modify its funding target for education.

FINANCIAL IMPACT: There is no financial impact with receiving this information. The financial impact will occur if the Board of County Commissioners participates in the project.

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

SanfordHolshouser
www.Sanfordholshouserlaw.com

Attachment A

-Memorandum-

To: Ken Pennoyer

Date: November 4, 2014

Re: Ephesus-Fordham –
County-Municipal Agreements To Share Tax Increment

When the Town of Chapel Hill made a presentation last spring to the Orange County Board of Commissioners on the Ephesus-Fordham project, one Commissioner asked for examples in which a county and a municipality agreed to share the benefit of a tax increment for the purpose of paying off a loan. We quickly found two illustrations.

Woodfin – Buncombe County

Buncombe County in 2008 issued approximately \$13 million in formal tax increment financing bonds to pay for improvements in Woodfin, a town within the County. As part of the financing arrangements, the County and Town each pledged (to each other and to the bondholders) that the incremental tax revenues generated from taxable improvements in the financing district would be paid to a central fund and used for debt service on the bonds. This is a binding, long-term agreement between the two entities that covers 100% of each party’s incremental revenues.

Fayetteville – Cumberland County

Fayetteville and the County, along with the City’s Public Works Commission, entered into a 2010 agreement to finance and develop a parking garage in the City’s downtown. The City and County each agreed that 100% of the incremental tax revenues in a defined municipal service district would be used to make payments on the City’s financing for the parking deck. This arrangement is in support of an installment financing and not a formal tax increment financing, and so is closer to the arrangement proposed for Ephesus-Fordham improvements.

We would be happy to look for additional examples at the Town’s or the County’s request. Please let us know if you have any questions about this material or if we can otherwise be of any help.

-- Bob Jessup

-- Adam Parker

Ephesus - Fordham Financial Analysis (Scenario 1)
Based on Phases
With Education

284.00
 175.00 19.00 90.00

	Fy14-15 Budget	Percentage of FY14-15 Budget	Percentage of County Services Allocated to Project	Phase 1	Phase 2	Phase 3
				Revenues	Revenues	Revenues
				\$ 1,424,704.00	\$ 154,721.00	\$ 726,694.00
Governing and Management	\$ 17,550,772	8.99%	8.99%	128,066.00	13,908.00	65,322.00
General Services	9,451,951	4.84%	0.00%	-	-	-
Community and environment	7,548,601	3.87%	0.00%	-	-	-
Human services	32,242,706	16.51%	16.51%	235,271.00	25,550.00	120,004.00
Public safety	22,382,107	11.46%	0.00%	-	-	-
Cultural and recreation	2,696,035	1.38%	0.00%	-	-	-
Education	76,847,414	39.36%	0.00%	1,310,208.00	142,270.00	670,930.00
Debt service	26,529,306	13.59%	0.00%	-	-	-
Total	\$ 195,248,892	100.00%	0.00%	1,673,545.00	181,728.00	856,256.00
Net				(248,841.00)	(27,007.00)	(129,562.00)
Request				400,840.00	400,840.00	400,840.00
Net increase (deficit)				\$ (649,681)	\$ (427,847)	\$ (530,402)
Number of Years in phases				4 years	6 years	10 years
Cumulative increase (deficit)				\$ (2,598,724.00)	\$ (2,567,082.00)	\$ (5,304,020.00)
				A	B	C
Cumulative deficit of project over life of project				Total of A+B+C		\$ (10,469,826.00)

Notes:

Education is based on 48.1% Target of General Fund Revenues being provided to Education, as well as the growth in students in each phase of the project.

Ephesus - Fordham Financial Analysis (Scenario 2)
Based on Phases
With Education

284.00
 175.00 19.00 90.00

	Fy14-15 Budget	Percentage of FY14-15 Budget	Percentage of County Services Allocated to Project	Phase 1	Phase 2	Phase 3
				Revenues	Revenues	Revenues
				\$ 1,424,704.00	\$ 154,721.00	\$ 726,694.00
Governing and Management	\$ 17,550,772	8.99%	0.00%	-	-	-
General Services	9,451,951	4.84%	0.00%	-	-	-
Community and environment	7,548,601	3.87%	0.00%	-	-	-
Human services	32,242,706	16.51%	0.00%	-	-	-
Public safety	22,382,107	11.46%	0.00%	-	-	-
Cultural and recreation	2,696,035	1.38%	0.00%	-	-	-
Education	76,847,414	39.36%	0.00%	1,310,208.00	142,270.00	670,930.00
Debt service	26,529,306	13.59%	0.00%	-	-	-
Total	\$ 195,248,892	100.00%	0.00%	1,310,208.00	142,270.00	670,930.00
Net Request				114,496.00	12,451.00	55,764.00
				400,840.00	400,840.00	400,840.00
Net increase (deficit)				\$ (286,344)	\$ (388,389)	\$ (345,076)
Number of Years in phases				4 years	6 years	10 years
Cumulative increase (deficit)				\$ (1,145,376.00)	\$ (2,330,334.00)	\$ (3,450,760.00)
				A	B	C
Cumulative deficit of project over life of project				Total of A+B+C		\$ (6,926,470.00)

Notes:

Education is based on 48.1% Target of General Fund Revenues being provided to Education, as well as the growth in students in each phase of the project.

Ephesus Church Road/Fordham Boulevard Project Small Area Planning

Traffic Analysis Stormwater/Flood Control and School Impact

Outline of Comments

- A. Purpose
- B. Study Area Overview
- C. Objectives
- D. Context
 - D-1 Surrounding Context
 - D-2 Project Area Existing Land Use
- E. Public Transit
- F. Road Improvements
- G. Stormwater/Flood Control & Map
- H. School Impact
 - H-1 Abstract
 - H-2 Scenarios; Table Form

Overview and Orange County Comments

- A. Purpose:** To review the Ephesus Church Road/Fordham Boulevard Small Area Planning document and synthetic Tax Increment Financing (TIF) proposal as it relates to Traffic Analysis Stormwater/Flood Control, and school impact. Identify elements within the Plan or supporting studies or comments to augment the Plan that would serve the area and Orange County's goals. Elements could include environmental aspects such as stormwater, water quality and flooding, multi-modal transportation, and regional economic development opportunities, and school impacts.
- B. Study Area Overview**
 - Between Downtown near Chapel Hill and Durham, in close proximity to the I-40 interchange which connects Chapel Hill to Raleigh.
 - One of the major commercial districts of Chapel Hill and Orange County.
 - Most properties have reached their peak performance and there is a tremendous potential for redevelopment.
- C. Primary Plan Objectives**
 - Increasing the economic potential of the area
 - Improving the transportation conditions
 - Area is known for its history of transportation problems
 - A "super street" was constructed north of the study area to solve some of the issues, but the area is still facing major transportation and traffic, pedestrian and bicycle circulation challenges.

D.1. Surrounding Context

- NE of downtown Chapel Hill and UNC main campus
- Along Hwy 15/501- a gateway corridor and a high investment corridor
- Transportation issues within the area
- Less than 3 miles away from downtown
- US 15/501 connects area to the City of Durham to the northeast
- US 15/501 is the main connection to Pittsboro to the south

D.2. Existing Land Uses

- Commercial – 74%
 - 3 aging strip retail centers – Ram’s Plaza, Eastgate Mall and Village Plaza
 - Majority of properties of Eastgate Mall are in the floodplain
 - A few office buildings
 - 5 hotels
- High Density Residential – 13% - along Ephesus Church Road
- Low-Density Residential – 2%, along Fordham Boulevard
- Parks and Open Spaces – 0.4%

E. Public Transit Element of the Plan

- Existing Transit Service Serving the Study Area
 - On weekdays, CHT routes D, CL and F serve the study area. These routes have approximately ten, five, and eleven stops within the study area, respectively. Route DXP is an express route through the study area via Franklin Street.
 - On Saturdays, CHT routes DM and FG have six and thirteen stops within the study area, respectively.
 - TTA serves the area with routes 402/403 and 412/413. These are express routes that run through the study area via Franklin Street.
 - The Tarheel Express is a shuttle system that operates from the University Mall Park & Ride facility for basketball and football games.
 - Duke University offers the Robertson Scholars Bus Route which runs along US 15-501 between Duke University and the UNC campus, with boardings occurring at Morehead Planetarium.
- Key transportation elements in the Ephesus Church Road/Fordham Boulevard Small Area Plan framework include improved access and connectivity within the area for vehicles, pedestrians, and bicyclists.
- Orange County Planning Comment – Additional Transit Service
 - A bus element network is needed to bring people to the study area, and to enhance connectivity throughout the larger area and region via other transit service providers via a transit hub:
 - A circulator shuttle that would provide service to:
 - ~ Downtown Chapel Hill
 - ~ The UNC Campus dorms
 - ~ Carolina North
 - An adjusted OPT 420 bus route the would provide service to:
 - ~ Rural Orange County
 - ~ Hillsborough

- Dedicated BRT lanes - the area has been identified as a candidate for high-order Bus Rapid Transit (BRT).
- Walkability
 - The study area is not independently walkable, i.e., there are not people living within walking distance.
 - There is not a lot of new housing development in the area to bring shoppers.
- Multi-modal Aspects
 - Transportation needs to the Study Area relate to existing and proposed traffic associated with the development concepts for the project, including multi-modal aspects (bike and pedestrian).

F. Planned Roadway Improvements and General Comments in the Study Area

- | | |
|----------|--|
| Positive | The Fordham Blvd (US 15-501) corridor is congested with volume to capacity ratios indicative of the need for investment and this project proposes improvements. |
| Positive | Improvements are typically funded through the Durham-Chapel Hill MPO and some of these improvements are programmed. |
| Positive | The MPO has recently (Wednesday, November 12, 2014) approved an amendment to the transportation CIP to include a \$2.17 million Ephesus-Fordham intersection improvement which will permit eventual reimbursement for earlier improvements. This would reduce the \$8.8 million road improvement program to a \$6.63 million loan amount after a few years (2018? reimbursement) and decrease debt service. The overall road project may still be \$8.8 million but from other sources besides the loan. The Ephesus-Fordham \$10 million project (\$8.8 million road, \$1.2 million stormwater) graphs do not reflect this change at this time. |
| Negative | Funding for roads is not a county function, however, participation in the prioritization of MPO projects that matriculate into the State TIP is. Orange County can also participate during the development of a project as discussions with NCDOT evolve so we can help with multi-county comprehensive transportation priorities and agreements. |
| Positive | If this mixed use project is a focal point for both residential and retail, a reasonable amount of internal trip capture will decrease typical external trip generation. |
| Negative | Could the Ephesus-Fordham project include stronger bus transit attributes (such as future bus transit hubs) to assist in downtown/college area integration (i.e. cross town shopping). |

- **2040 MTP:** U.S. 15-501 from Ephesus Church Road to Columbia Street: Capacity improvements and possible interchange at Manning Drive with sidewalks, wide outside lanes and transit accommodations.
- **2012-2018 DCHC MPO TIP Projects:** U-5304 – US 15-501, NC 86 (South Columbia Street) to SR 1742 (Ephesus Church Road): Sidewalks, wide outside lanes and transit accommodations, but no intersection improvements. Programmed for construction in FY 2019 (TIP developmental program) at a cost of \$5,150,000. This project is subject to reprioritization.
- **SPOT 3.0 Reprioritization:**
 - U.S. 15-501 from Ephesus Church Road to Columbia Street: Capacity improvements and possible interchange at Manning Drive with sidewalks, wide outside lanes and transit accommodations. A feasibility study is currently underway that should better define the project and lower the cost estimate. The project scores well in the Statewide Mobility funding category. The MPO did not assign local input points to the project and recommended waiting to see if the project gets funded from the Statewide Mobility category for the next TIP development iteration while the feasibility study is underway. The current project cost estimate is \$95,330,000. The project received a Statewide Mobility score of 44.55, which is just below the estimated funding cut-off of 45 minimum points. The STIP Statewide Mobility Category will score better if feasibility study shows the estimated cost to be less than the \$95,330,000.
 - U.S. 15-501 at Ephesus Church Road: Intersection improvements. Cost of \$2,170,000. Scored well in Statewide Mobility funding tier and looks to be funded with approval by the MPO. The proposed schedule for the project is right-of-way in FY 2023 and construction in FY 2024. There has been some discussion of Chapel Hill accelerating the project and looking at the possibility of being reimbursed when the project is programmed in the STIP.

Note: This acceleration has been recommended by the DCHC MPO board in mid-November 2014.

Orange County Summary of Recommendations for a Study to Examine Building a Transit Infrastructure for Economic Development in Orange County

- Fund a study to review whether the recommended circulator shuttle for the Study Area, and the extension of the OPT of the extension of the OPT 420 bus route would further the primary plan objectives, and develop estimated costs.
- BRIP amendment to include a circulator shuttle connecting the Study Area with downtown Chapel Hill, UNC Campus dorms, Carolina North.
- BRIP amendment to include extension of the OPT 420 bus route connecting the Study Area with rural Orange County and Hillsborough via the circulator shuttle.
- BRIP amendment to include installation of one or two BRT routes to accommodate the circulator shuttle.

G. Stormwater / Flood Control Elements of the Plan

1. Background

The Ephesus-Fordham Small Area Plan (SAP) was supported by a Kimley-Horn and Associates analysis in 2011 for both traffic and stormwater improvements. Approximately 1/3 of the site is encumbered by 100 year floodplain as shown in Attachment 1. This is part of a larger Booker Creek drainage shed. A second map shows the floodplain south of the Ephesus-Fordham project area which experienced extensive flooding within the past year.

2. Specific Original Work

Alternative drainage improvements have been functionally engineered to provide different flood reduction benefits; i.e. less depth of flooding depending on storm event and/or reduction in FEMA flood mapping area. Culverts were analyzed at Franklin, Eastgate, Elliott and Fordham roads with varying results and costs.

3. Original Cost Estimates

The "Implementation and Maintenance Cost" program for stormwater improvements was originally estimated as \$1.2 million. This included \$210,000 for design, \$910,000 for construction and \$80,000 for contingency. Annual maintenance was estimated at \$35,000 a year. This program was intended for both the Eastgate and Willow area.

4. Stormwater Master Planning

Orange County has been in contact with the Chapel Hill Engineer in early January to discuss some of the parameters of their improvements. Chapel Hill reports that there has been some new direction since project inception and more recently since last spring to investigate solutions at both the micro and macro scale with most stormwater flooding amelioration occurring upstream of the project. Nutrient reductions would be onsite as redevelopment protocol/BMP's occurs to a high standard.

5. New Direction

The overall greater project area could be considered to be categorized into 3 areas; upstream (with 2 sub-basins); project area and downstream. The upstream basins (and more micro-level stormwater flow attenuation BMP's at the subdivision level) may be the focus of the new flood mitigation techniques, as well as, the project area culvert sizes.

A localized stormwater municipal service district (MSD) has been created but not implemented awaiting improvements at the project area redevelopment level. The MSD once implemented would create an ongoing revenue stream for maintenance which is critical.

6. Orange County Participation

Although many of the Best Management Practices (BMP's) to mitigate flood conditions and as an added benefit reduce nutrient runoff may be relegated to smaller scale case by case upstream retrofits, Orange County can understand the benefits of flood control and water quality as it affects a larger regional or sub-regional context. The social, health and emergency service impact of flooding can impart a burden on the larger community.

Larger scale, publically sponsored flood/stormwater BMP's on public land or easements that can ameliorate flood events is a potential joint participation project. These projects often have environmental benefits also by enhancing wetlands or recreating natural floodplains.

- Whereas certain development impacts have regional implications other than human service, such as implementing the goals of nutrient reductions in Jordan Lake or flood controls and burdens when residents are impacted by flooding, Orange County respectfully makes the following suggestions for project inclusion:
 1. Chapel Hill is encouraged to consider inclusion of state of the art peak flow attenuation and best management practices ensuring post-redevelopment reductions in both stormwater impacts and nutrients (nitrogen and phosphorus), in addition to the normal State required controls on suspended solids.
 2. Consideration should be given to some stream restoration through the property, re-establishing or creating floodplain benches to mitigate flooding potential within the property, as well as providing benefits upstream and downstream. At the very least, low-value, non-structural improvements on these areas should be considered, such as use as overflow parking. Perhaps some novel uses of permeable paving technologies could be employed in such areas, with accommodation for closure during anticipated periods of high stream flows.
 3. Examine the location of stormwater and flood control BMP's whether on public or private property and whether on-site, upstream or downstream. Consider initial capital and ongoing regulated maintenance.
 4. We are confident Chapel Hill will require minimum freeboard to occupied floor space in those areas subject to flooding from the 100-year storm. Orange County encourages a minimum of 2 feet be considered, if not already Chapel Hill's policy.
 5. Flood storage at Eastwood Lake with telemetric flood control weirs.

H. School Impact

H-1. Abstract of School Impact Scenarios

The school fiscal impact of the Ephesus-Fordham project was variable based on a wide range of student generation assumptions in April of this year. The range was from 105 to 450 students not knowing what product type was being considered and using relatively old student generation rates. A new study had been commissioned and was in progress over the summer and early fall to analyze Student Generation Rates (SGR) with a higher degree of specificity using housing type and bedroom count which was not used in earlier studies. This was completed on October 28, 2014. On November 6, 2014 the Schools Adequate Public Facilities Ordinance Technical Advisory Committee (SAPFOTAC) met to discuss the technical aspects of the report before the committee would comment on the changes in the rates, the impacts, the schedule for elected official review, applicability and implications for further study, existing school impacts fee and the implementation of these findings if adopted.

Although the proposed SGR's are not adopted, some scenarios can be developed to compare existing rates (Scenario A) and two other scenarios B and C to review the school impact of Ephesus-Fordham based on a few assumptions of housing type and bedroom count. Scenario B assumes all units to be multi-family and 0-2 bedrooms using proposed SGR's. Scenario C assumes multi-family units to be a mix of 77.5% 0-2 bedrooms and 22.5% 3+ bedrooms.

Accordingly, these scenarios provide a more in depth review of the potential impacts when reviewing a specific scenario. However, it is very important to remember these rates are unadopted and only reflect SGR's over the last ten years and a formal study of how these recent rates would affect the necessary overall basis of school impact fee rates is yet to be determined. As a related note, adopted school impact fees were developed and amended from time to time since their inception in the late 90's and invariably, the fee did not pay for the 100% impact of the student generation that came from a housing type [i.e. maximum supportable impact fee (MSIF)]. The fee in most cases only escalated to account for about 60% of the MSIF. The higher cost of new schools after the development of an impact fee structure further reduces the 'actual' percentage recovery.

Each scenario was developed in four parts:

1. Impact Fee Assessment,
2. Student Generation Rate Calculation,
3. Cost Recovery,
4. Capital / Operating Review.

Again, scenarios are, in most part, hypothetical with Scenario A based on existing impact fees and student generation. Scenario C may be the most realistic based on new trends in the higher SGR found in multi-family and closely comports to the number of students estimated by Chapel Hill for the Ephesus-Fordham project (284 by Chapel Hill staff and 299 by Orange County Planning staff, Scenario C).

These scenarios only represent SGR and impact fee estimates and do not reflect residential tax value from county or Chapel Hill/Carrboro district tax which is a calculation that needs to be evaluated by Finance and the Tax Assessor as it relates to possible housing value and use of tax revenues for specific purposes.

Although these scenarios are hypothetical, a generalization could be made that impact fees may cover only about 43% of the capital needs generated by multi-family housing type. Depending on which scenario the multi-year through impact fee deficit would range approximately \$2.5 million (Scenario A), \$4.7 million (Scenario B) to \$7.3 million (Scenario C). (See shaded area comparisons on following pages)

H-2 School Impact Scenarios (Tabular)

SCENARIO A (Existing Program)

School Impact Fees (Present Schedule Adopted 2008 includes Student Generation Rate from approximate year 2000)

1.	Impact Fee Assessment (Potential Revenues)	
	1495 DUS 1495 Dwelling Units (DUS)	
	\$1,286 (CH/C Schools; Multi-Family irrespective of bedroom count)	
	<u>\$1,922,570</u>	
2.	Student Generation Rate Calculation	
	1495 DUS	
	<u>.070</u> All Grades (Student Generation rates from 2000)	
	105 Students	
	Note: In other words, 14.29 multi-family units generate one student	
3.	Cost Recovery of Unit Type	
	\$1,286 Per Multi-Family Unit assumes a 60% recovery cost of the school capital demand generated by a multi-family unit (not per multi-family student)	
	\$2,143 Is the hypothetical 100% cost recovery per multi-family unit (aka maximum supportable impact fee)	
4.	Capital Review (Potential Expenditures)	
	4.1 Capital Scenario	
	If all students were elementary aged (Actual estimate; 57 elementary age, 22 middle school age and 26 high school age) then	
	105 ÷ 585 Students per Elementary School	
	<u>\$4,500,000</u>	18% of a school (cost \$25m ±)
		(\$42,750 ± per elementary student)
		(costs per student are usually higher for middle and high school)
	4.2 Ongoing Annual Operating	
	105 Students x	
	\$375,000 = \$3,571 (FY2014-15) operating expense per student per year	

NOTE: Finance is analyzing district tax revenue in a separate document.

**SCENARIO B (All Multi-Family 0-2 Bedrooms)
School Impact Fees (If revised and informed by a new Impact Fee Study using new Student Generation Rate data which illustrates varying student generation by bedroom count)**

<p>1. Impact Fee Assessment (Potential Revenues)</p> <p style="padding-left: 40px;">1495 DUS 1495 Dwelling Units (DUS)</p> <p style="padding-left: 40px;">\$2,388* (CH/C Schools; Multi-Family 0-2 bedroom count)</p> <p style="padding-left: 40px;"><u>\$3,570,000</u></p>	<p>2. Student Generation Rate Calculation</p> <p style="padding-left: 40px;">1495 DUS</p> <p style="padding-left: 80px;">All Grades (Student Generation rates from 2014)</p> <p style="padding-left: 40px;"><u>.13</u> Multi-family 0-2 Bedrooms – unadopted</p> <p style="padding-left: 40px;">194 Students</p> <p>Note: In other words, 7.7 multi-family units generate one student</p>
<p>3. Cost Recovery of Unit Type</p> <p style="padding-left: 40px;">*A new school impact fee study would have to be commissioned</p> <p style="padding-left: 40px;">Assumes School Impact Fees would be increased to reflect increase in Student Generation Rates by 185.7% (i.e. from .070 multi-family to .13 multi-family for 0-2 bedrooms)</p> <p style="padding-left: 40px;">\$2,388* (\$1,286 – Adopted Rate)</p> <p style="padding-left: 40px;">Per Multi-Family Unit assumes a 60% recovery cost of the school capital demand generated by a multi-family unit (not per multi-family student)</p> <p style="padding-left: 40px;">\$3,980* (\$2,143 – (aka maximum supportable impact fee)</p> <p style="padding-left: 40px;">(Is the hypothetical 100% cost recovery per multi-family unit)</p>	
<p>4. Capital Review (Potential Expenditures)</p> <p>4.1 Capital Scenario</p> <p style="padding-left: 40px;">If all students were elementary aged (Actual estimate; 105 elementary age, 30 middle school age and 59 high school age) then</p> <p style="padding-left: 40px;">194 ÷ 585 Students per Elementary School</p> <p style="padding-left: 40px;"><u>\$8,290,000</u> 33% of a school (cost \$25m ±)</p> <p style="padding-left: 40px;">(\$42,750 ± per elementary student)</p> <p style="padding-left: 40px;">(costs per student are usually higher for middle and high school)</p> <p>4.2 Ongoing Annual Operating</p> <p style="padding-left: 40px;">194 Students x</p> <p style="padding-left: 40px;">\$693,000 = \$3,571 (FY2014-15) operating expense per student per year</p>	

*Assumes School Impact Fee is modified

NOTE: Finance is analyzing district tax revenue in a separate document.

**SCENARIO C (Mix of Multi-Family 0-2 and 3+ Bedrooms)
School Impact Fees (If revised and informed by a new Impact Fee Study using
new Student Generation Rate data which illustrates varying student generation by
bedroom count)**

1. Impact Fee Assessment (Potential Revenues)
 - 1495 DUS 1495 Dwelling Units (DUS)
 - \$3,674* (CH/C Schools Mix; Multi-Family 0-2 and 3+ bedroom count)
 - \$5,492,630**

2. Student Generation Rate Calculation
 - 1495 DUS
 - All Grades (Student Generation rates from 2014)
 - With a mix of 77.5% Multi-Family 0-2 bedroom and 22.5%
 - .20 Multi-Family 3+ bedrooms (unadopted)
 - 299 Students
 - Note: In other words, 5 multi-family units generate one student

3. Cost Recovery of Unit Type
 - \$3,674* (\$1,286 – Adopted Rate)
 - Per Multi-Family Unit assumes a 60% recovery cost of the school capital demand generated by a multi-family unit (not per multi-family student)

 - \$6,122* (\$2,143 – (aka maximum supportable impact fee)
 - (Is the hypothetical 100% cost recovery per multi-family unit)

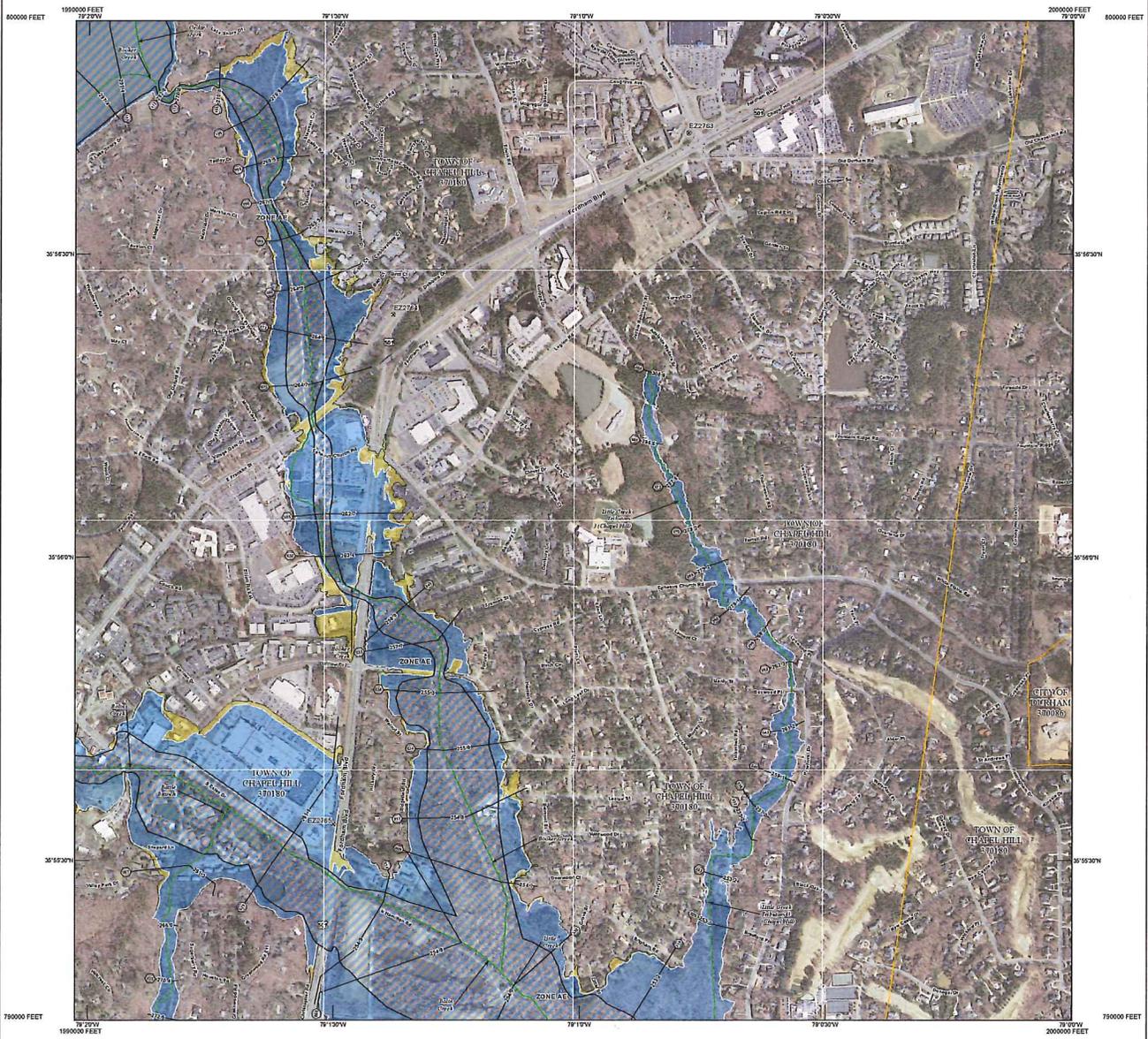
4. Capital Review (Potential Expenditures)
 - 4.1 Capital Scenario
 - If all students were elementary aged (Actual estimate; 164 elementary age, 60 middle school age and 75 high school age) then
 - 299 ÷ 585 Students per Elementary School
 - \$12,800,000** 51% of a school (cost \$25m ±)
 - (\$42,750 ± per elementary student)
 - (costs per student are usually higher for middle and high school)

 - 4.2 Ongoing Annual Operating
 - 299 Students x
 - \$1,067,729 = \$3,571 (FY2014-15) operating expense per student per year

*Assumes School Impact Fee is modified

NOTE: Finance is analyzing district tax revenue in a separate document

Attachment 1



FEMA
 Federal Emergency Management Agency
 National Flood Insurance Program
 Flood Insurance Rate Map

The digital Flood Insurance Rate Map (FIRM) was produced through a unique cooperative partnership between the State of North Carolina and the Federal Emergency Management Agency (FEMA). The State of North Carolina has implemented a long-term approach to floodplain management to decrease the costs associated with flooding. This is demonstrated by the State's commitment to meet flood hazard areas at the local level. As a part of the effort, the State of North Carolina has joined as a Cooperating Technical State agreement with FEMA to produce and maintain the digital FIRM.

FLOOD HAZARD INFORMATION

SEE ITS REPORT FOR ZONE DESCRIPTIONS AND INDEX MAP
 THE INFORMATION DEPICTED ON THIS MAP AND SUPPORTING
 DOCUMENTATION ARE ALSO AVAILABLE IN DIGITAL FORMAT AT
[HTTP://FRIS.NC.GOV/FRIS](http://FRIS.NC.GOV/FRIS)

- SPECIAL FLOOD HAZARD AREAS**
 - Without Base Flood Elevation (BFE) Zone AE, A99
 - With BFE or Depth Zone AE, A1, A3, A4, VE, A9
 - Regulatory Floodway
 - 0.2% Annual Chance Flood Hazard, Areas of 1% Annual Chance Flood with Average Depth Less Than One Foot or With Drainage Areas of Less Than One Square Mile Zone X
 - Future Conditions 1% Annual Chance Flood Hazard Zone X
 - Area with Reduced Flood Risk due to Levee See Notes Zone X
- OTHER AREAS OF FLOOD HAZARD**
 - Areas Determined to be Outside the 0.2% Annual Chance Floodplain Zone X
 - Channel, Culvert, or Storm Sewer Accredited or Provisionally Accredited Levee, Dike, or Floodwall
- GENERAL STRUCTURES**
 - North Carolina Geodetic Survey bench mark BM5510 X
 - National Geodetic Survey bench mark BM5510 X
 - Contractor Ext. NCPMP Survey bench mark BM5510 X
 - Cross Sections with 1% Annual Chance Water Surface Elevation (BFE)
 - Coastal Transect
 - Coastal Transect Baseline
 - Profile Baseline
 - Hydrographic Feature
 - Limit of Study
 - Jurisdiction Boundary
- OTHER FEATURES**

NOTES TO USERS

For information on questions about this map, available products associated with the FIRM including electronic versions of the FIRM, or to order products of the National Flood Insurance Program, please visit the FEMA Map Information Center at <http://www.fema.gov>. For more information on the FIRM, please visit the FEMA Map Information Center website at <http://www.fema.gov>. For more information on the FIRM, please visit the FEMA Map Information Center website at <http://www.fema.gov>.

Communities appearing on an adjacent FIRM panel must obtain a current copy of the adjacent panel as well as the current FIRM index. These may be ordered directly from the Map Service Center at the number listed above.

For community and countywide map data refer to the Flood Insurance Study report for the jurisdiction.

For information on flood insurance, visit the website at <http://www.fema.gov>.

ACCREDITED LEVEE NOTES TO USERS: An accredited levee note appears on this panel only with your local community to obtain more information, such as the estimated level of protection provided (which may exceed the 1-percent annual-chance level) and Emergency Action Plan, on the levee system(s) shown as providing protection. To mitigate flood risk to residential, commercial, and industrial areas, property owners and residents are encouraged to consider flood insurance and floodproofing or other protective measures. For more information on flood insurance, interested parties should visit the FEMA website at <http://www.fema.gov/buyersguide/index.cfm>.

PROVISIONALLY ACCREDITED LEVEE NOTES TO USERS: A Provisionally Accredited Levee (PAL) note appears on this panel, which with your local community to obtain more information, such as the estimated level of protection provided (which may exceed the 1-percent annual-chance level) and Emergency Action Plan, on the levee system(s) shown as providing protection. To mitigate flood risk to residential, commercial, and industrial areas, property owners and residents are encouraged to consider flood insurance and floodproofing or other protective measures. For more information on flood insurance, interested parties should visit the FEMA website at <http://www.fema.gov/buyersguide/index.cfm>.

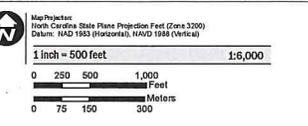
LIMIT OF ACCREDITED LEVEE ACTION NOTES TO USERS: For some coastal flooding zones the AE Zone category has been divided by a Limit of Moderate Wave Action (LMWA). The LMWA represents the approximate landward limit of the 1-foot flooding zone. The effect of waves between the VE Zone and the LMWA, or between the LMWA and the LMWA for areas where VE Zones are not identified will be similar to, but less severe than those in the VE Zone.

Limit of Moderate Wave Action (LMWA)

COASTAL BARRIER RESOURCES SYSTEM (CBRS) NOTE
 This map may include approximate boundaries of the CBRS for informational purposes only. Flood insurance is not provided for areas within the CBRS that are not specifically designated as otherwise protected areas on the map. For more information see <http://www.fema.gov/habitations/conservation/land/barrriers> or contact the U.S. Fish and Wildlife Service Customer Service Center at 1-800-344-3822.

CBRS Area **Otherwise Protected Area**

SCALE



PANEL LOCATOR

COUNTY	PERSON COUNTY									
	8020	8030	8040	8050	8060	8070	8080	8090	8100	8110
GASWELL COUNTY	8020	8030	8040	8050	8060	8070	8080	8090	8100	8110
	8020	8030	8040	8050	8060	8070	8080	8090	8100	8110
	8020	8030	8040	8050	8060	8070	8080	8090	8100	8110
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	8020	8030	8040	8050	8060	8070	8080	8090	8100	8110
	8020	8030	8040	8050	8060	8070	8080	8090	8100	8110
8020	8030	8040	8050	8060	8070	8080	8090	8100	8110	

FEMA
 National Flood Insurance Program

**NORTH CAROLINA FLOODPLAIN MAPPING PROGRAM
 NATIONAL FLOOD INSURANCE PROGRAM
 FLOOD INSURANCE RATE MAP**

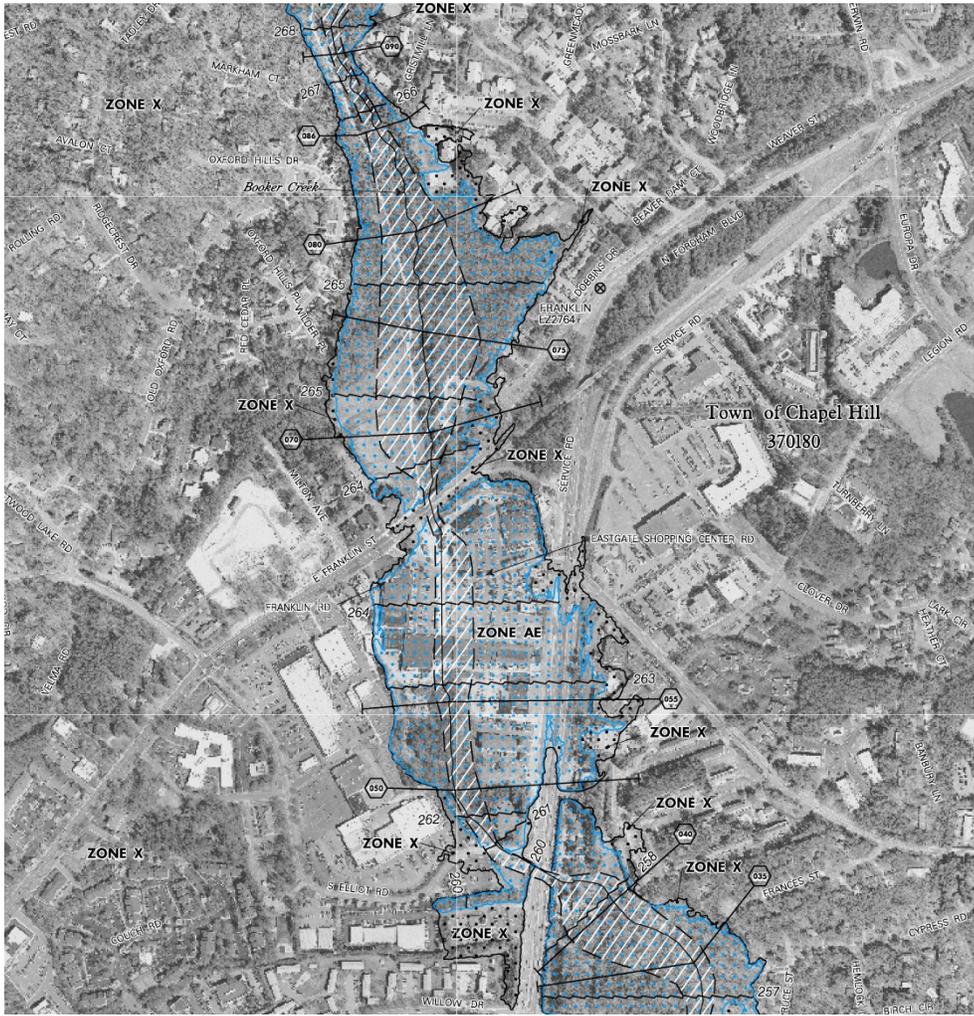
ORANGE COUNTY, NC
 and Incorporating Areas

Panel 8799

Panel Contains:
 COMMUNITY: CHAPEL HILL, TOWN OF DURHAM, CITY OF
 CID: 370180
 PANEL SUFFIX: 8799 L

PRELIMINARY
 AUGUST 30, 2013

MAP NUMBER: 3710979900L
 MAP REVISED



FIRM PANEL 9799

Ephesus Fordham Renewal

Potential Economic Development for Orange County

The proposed redevelopment of Chapel Hill's Ephesus Church – Fordham Boulevard district offers several realistic economic development benefits:

- Significantly greater property tax valuation is created, per acre, due to the higher density allowed by the proposed redevelopment.
- Retail sales tax potential will reduce our local sales tax leakage, and help retain wealth currently flowing out of Orange County and into our neighboring counties. Although Orange County ranks #1 in N.C. for highest per capita income, we rank 81st among all 100 N.C. counties in retail sales tax collected per capita.
- The inventory of available commercial office locations will grow, thereby making Orange County & Chapel Hill more competitive to recruit new and expanding corporate headquarters site search projects. Currently, larger office headquarters projects are able to find suitable commercial space in Durham County & Wake County that is not available in Orange County.

Ephesus Fordham Renewal

Potential Economic Development for Orange County

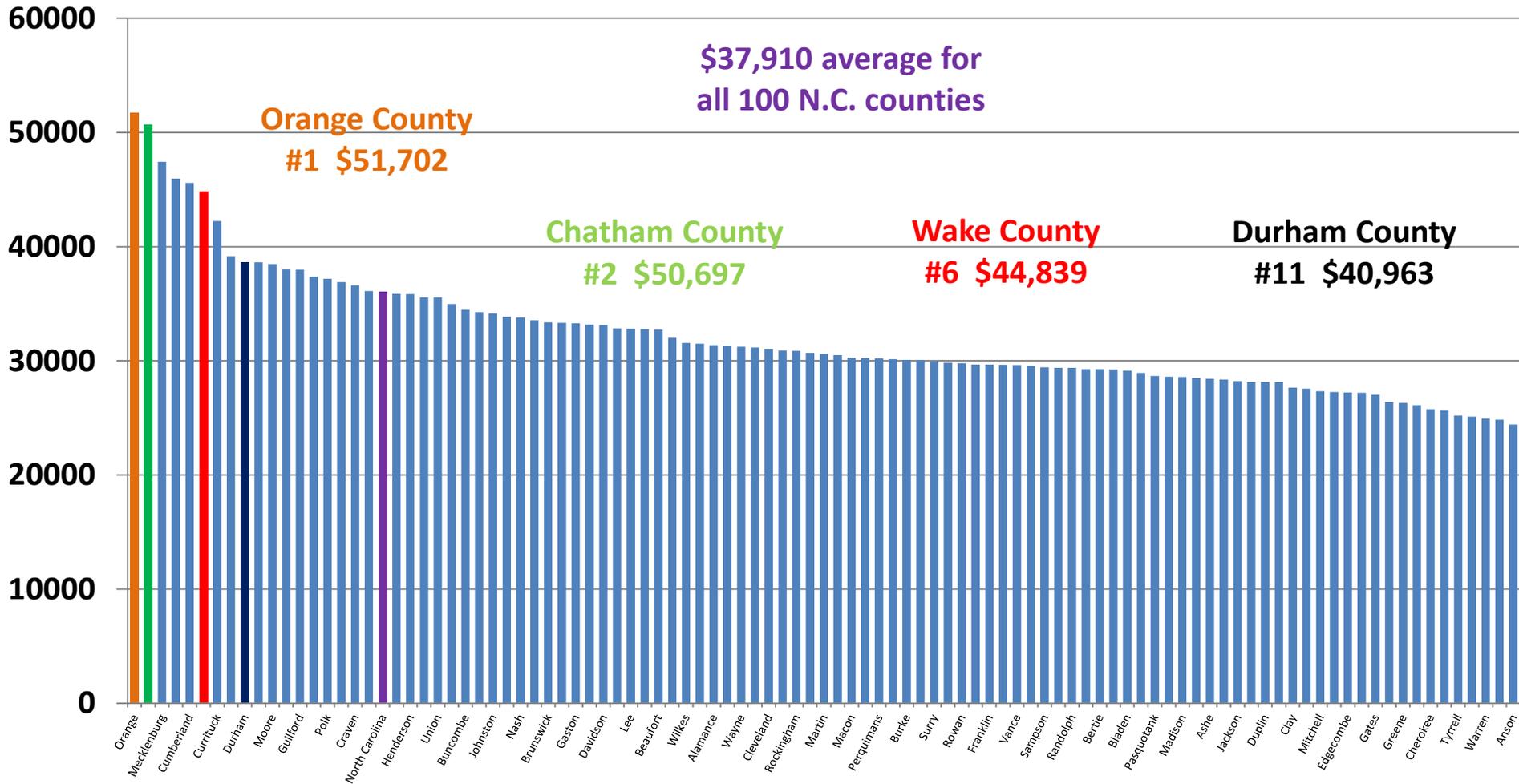
- Promotes a new and exciting destination for tourism.
- Generates opportunity to attract more affordable housing options.
- Creates more shopping, dining & employment opportunities here at home, which reduces transportation & out-migration to adjacent counties.
- Identifies and improves critical infrastructure needs such as road improvements, mass transit and storm water systems.
- **Synthetic Tax Increment Financing (TIF)** is a commonly used & successful financial tool that regularly assists other North Carolina communities promote local economic development and land use goals.
- Economic development offices with the Town and County should collaborate on the recruitment of active investment clients and prospects.

Ephesus Fordham Renewal

Potential Economic Development for Orange County

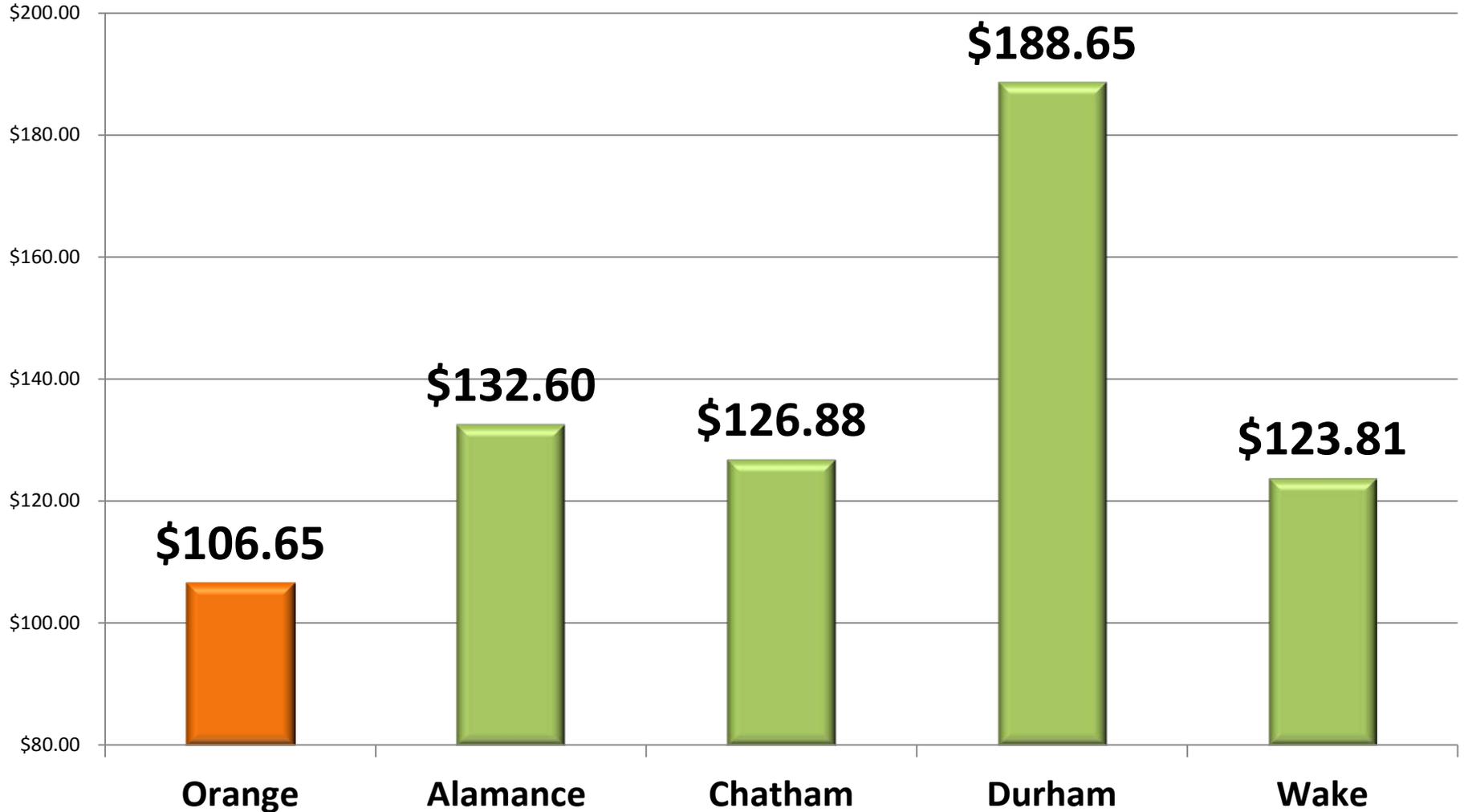
- The Ephesus Fordham Renewal Planning incorporates consultant recommendations made in 2013 by **Urban3, LLC** which created a 3-D visualization map showing property tax revenue per acre throughout Orange County. The report's visualization tool showed where the County's property tax revenues are derived, where property values are highest, the link between higher density development and increased property tax generation, and the positive economic potential of redevelopment of mixed use projects. Higher density generally yields higher real estate market values and property taxes.
- Urban3 LLC's study was jointly funded in a partnership between the Town of Chapel Hill, Orange County (Economic Development), the Chapel Hill/Carrboro Chamber of Commerce, area developers (East West Partners) and local real estate firms.

Per Capita Income in North Carolina Orange County & Adjacent Counties - 2012



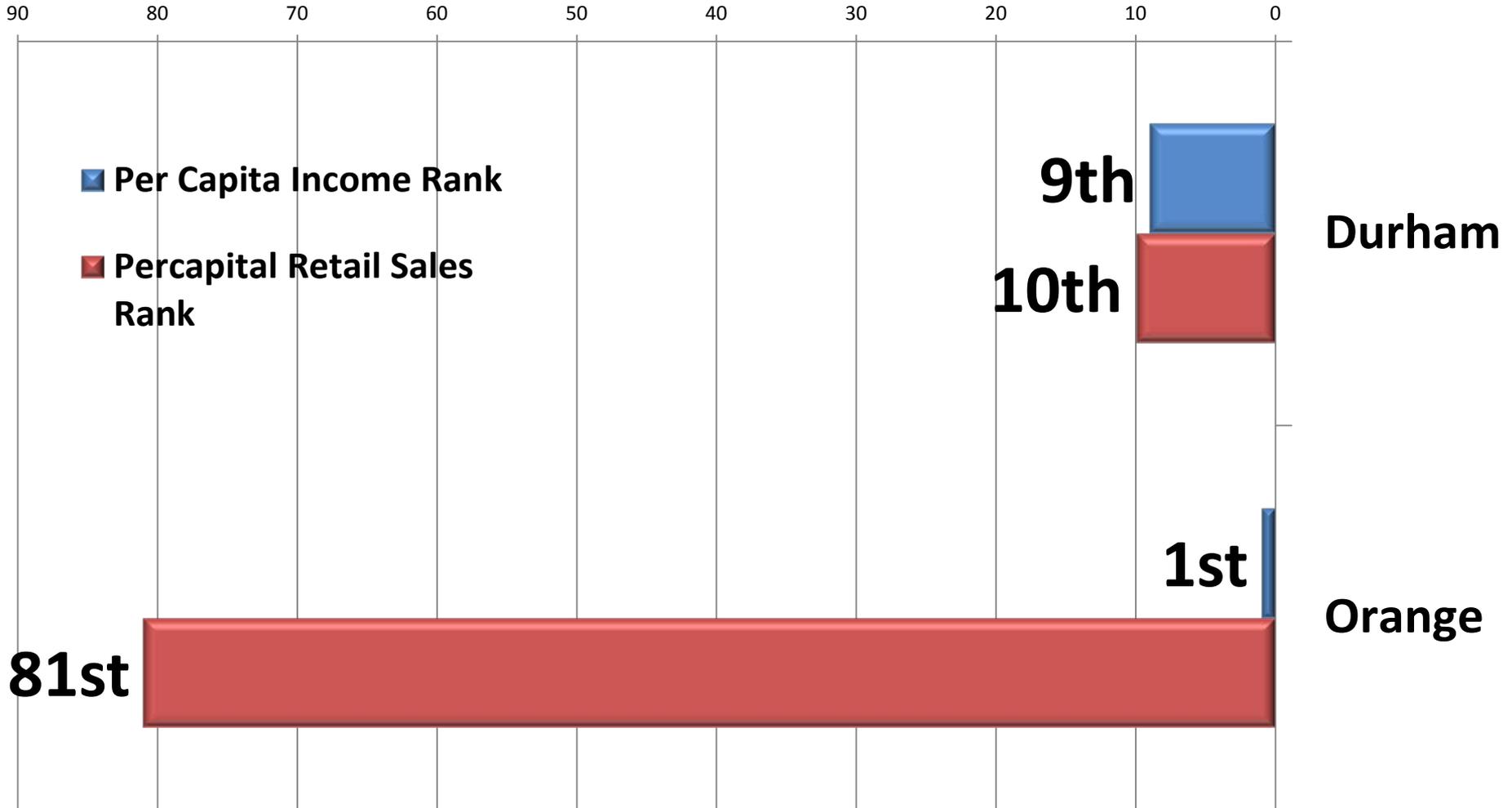
U.S. Department of Commerce
Bureau of Economic Analysis (2012)

Annual Retail Sales Tax Per Capita Orange County & Adjacent Counties - 2012



N. C. Department of Revenue (2012)

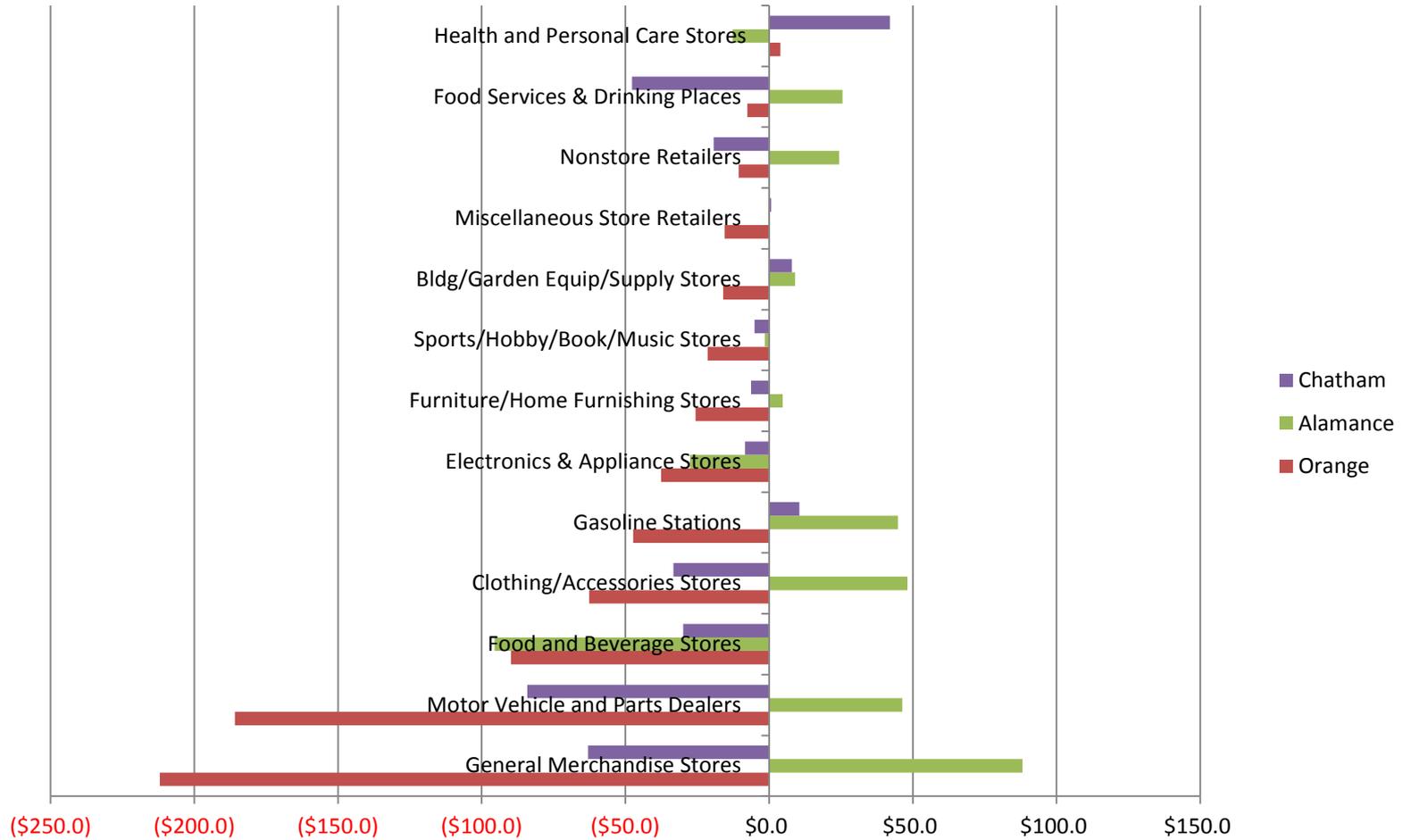
Retail Sales Taxes Per Capita Orange County vs. Durham County - 2012



N. C. Department of Revenue (2012)

Retail Sales Tax Leakage - 2012

Orange County vs. Alamance & Chatham Counties



Synthetic Tax Increment Financing (TIF) Program

City of Charlotte & Mecklenburg County

**ADDENDUM - Verbal Presentation to the Orange County BOCC/Town of Chapel Hill Annual Meeting
by Steve Brantley, Director, Orange County Economic Development
Nov. 11, 2014**

Comments by A.C. Shull – City of Charlotte Economic Developer

- Charlotte & Mecklenburg County have only done 13 active synthetic TIFs over the past 15 years, averaging one (1) project per year.
- City & County elected officials cautiously approve moving forward with synthetic TIF financing for major projects having significant land use issues, on a case-by-case basis.
- The process is not open to most developers' proposed development projects requesting public/private participation, when no significant "public purpose" exists.
- Charlotte & Mecklenburg County define "public purpose" as major land use projects which allow the County & City to partner and address needed infrastructure improvements in the community, such as transportation improvements, signalization, road coordination with NCDOT, water run-off, anticipated population growth, economic development potential and related planning matters.
- The most recent example of an approved synthetic TIF is in response to Simon Property Group and Tanger Factory Outlet Center constructing a new 400,000 sq. ft. "Charlotte Premium Outlets" indoor shopping facility, with 90 retail stores on 80 acres. The development will create up to 800 full-time and part-time retail sales jobs, and 300-500 initial construction jobs. The County & City decided to participate in this project because this region of Mecklenburg County (near Steele Creek Road & Interstate 485) is designated to become a new "edge city" for Charlotte with significant growth potential.
- According to Mr. Shull, few other regions in North Carolina have ventured into synthetic TIF financing, probably because of many communities' lack of familiarity with the financial tool's process and administration. He said adjacent Cabarrus County and the City of Concord is currently exploring one synthetic TIF option to support a segment along the interstate with good retail and hotel growth potential.

- The City of Durham has used a synthetic TIF to finance the public parking deck that supports the adjacent Durham Bulls Athletic Park, the now renovated (and very successful) American Tobacco campus, and the newly constructed Durham Performing Arts Center (DPAC).
- Mr. Shull is not aware of any “regular” TIFs being used anywhere in North Carolina. They usually involve bonds being issued by the community that plans to take in an entire planning district and census tracts, which often include residential and other privately owned land. Therefore, the “synthetic” TIF financing option is preferred and occasionally utilized by municipalities due to its focus on a smaller area & different financing structure.

<http://www.charmeck.org/city/charlotte/nbs/ed/Pages/TIFProgram.aspx#>

Synthetic Tax Increment Financing (TIF) Program –The City uses Synthetic TIF as a public/private partnership tool to advance Economic Development and land use planning goals. Synthetic TIF does not require the establishment of a TIF district, as required by Self Financing Bonds, to utilize locally approved financing, which is repaid by 90% or 45% of the incremental property tax growth generated by the development. The three City funds supported by property tax (General Fund, Debt Service and Pay As You Go) each contribute its pro-rata share to the project.

Financing Categories:

- Infrastructure Investment - New public infrastructure such as roads, streetscapes, and parking decks that entice development that would not otherwise occur.
- Public Asset Purchase - Building or paying for new public buildings or features that becomes a specific asset to the City.
- Economic Development Grants - Gap funding for projects in business corridors and strategic plan geography that add value and generate growth that would not otherwise occur.

Financing Parameters:

- Must be on a reimbursement basis (City/County payments not made until property taxes are paid by private sector.)
- Private sector guarantees are pledged in the form of Development Agreements.
- A "But for" test shall be applied to determine the financing gap.
- Financial participation allows the City to influence the type and form of the project in partnership with the private developer.
- City priorities and policy goals must be satisfied.
- Capacity Policy: Synthetic TIF assistance to all projects is limited to 3% of annual property tax levy in any given year.

For more information about the Synthetic TIF Program, contact:

A.C. Shull, Neighborhood & Business Services/Economic Development
 600 East Trade Street- Suite 300
 Charlotte, NC 28202
 ashull@charlottenc.gov
 Office Tel # (704) 336-2439

Ephesus Fordham Renewal Financing Plan

Kenneth C. Pennoyer
Town of Chapel Hill
Business Management Department
November 2014



***Redevelopment will enable self-financing
of public improvements by using a
“Synthetic” Tax Increment Financing.***



The Town is planning an installment financing to pay for \$10 million of Ephesus Fordham public improvements by combining financing with the Town Hall Renovation Project



+



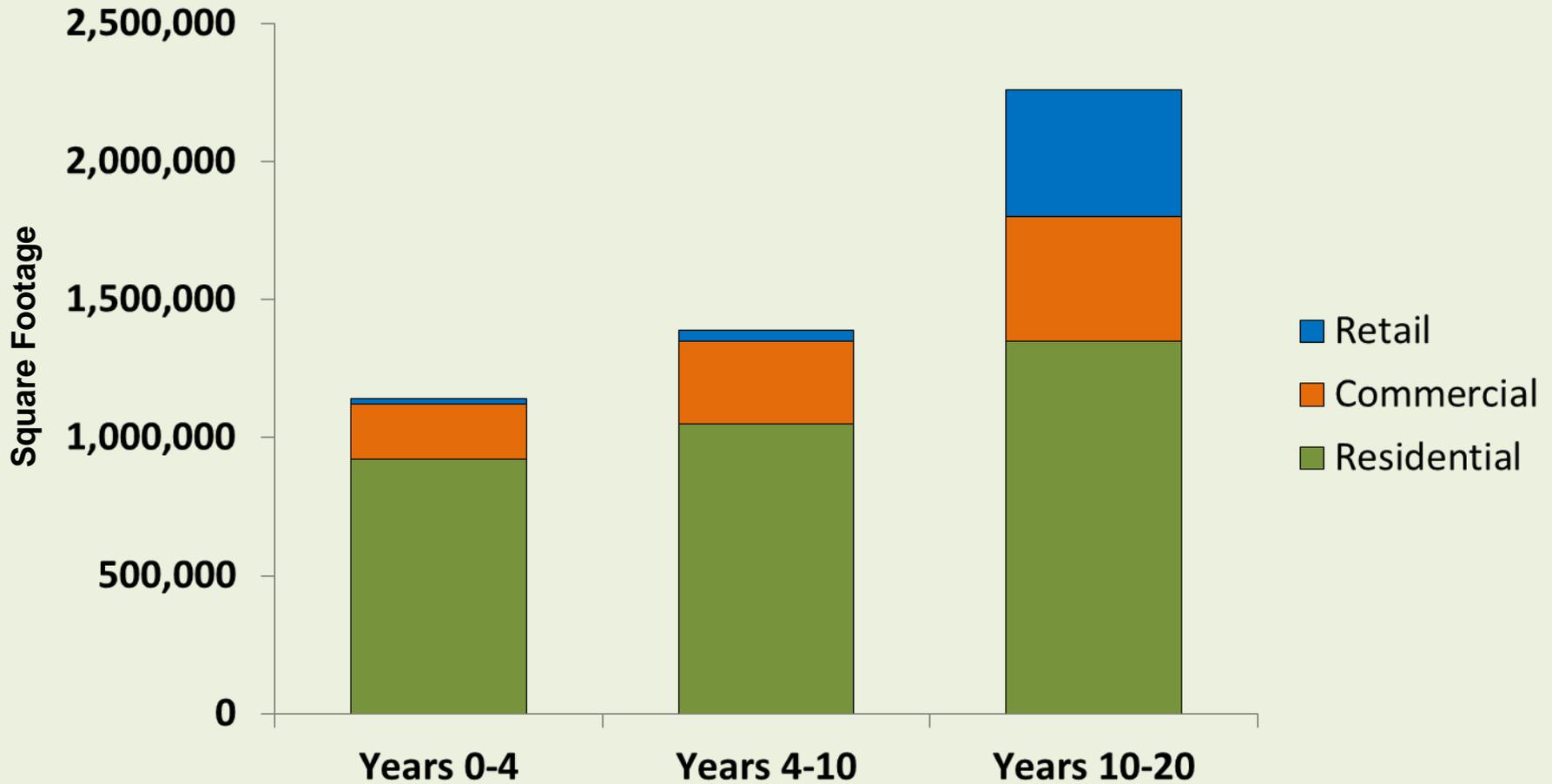
Synthetic Tax Increment Financing

Funds for repayment of the debt will come from the additional (incremental) taxes generated from the redeveloped properties

***Total Annual Payments would be about
\$800,000 (20 years)***

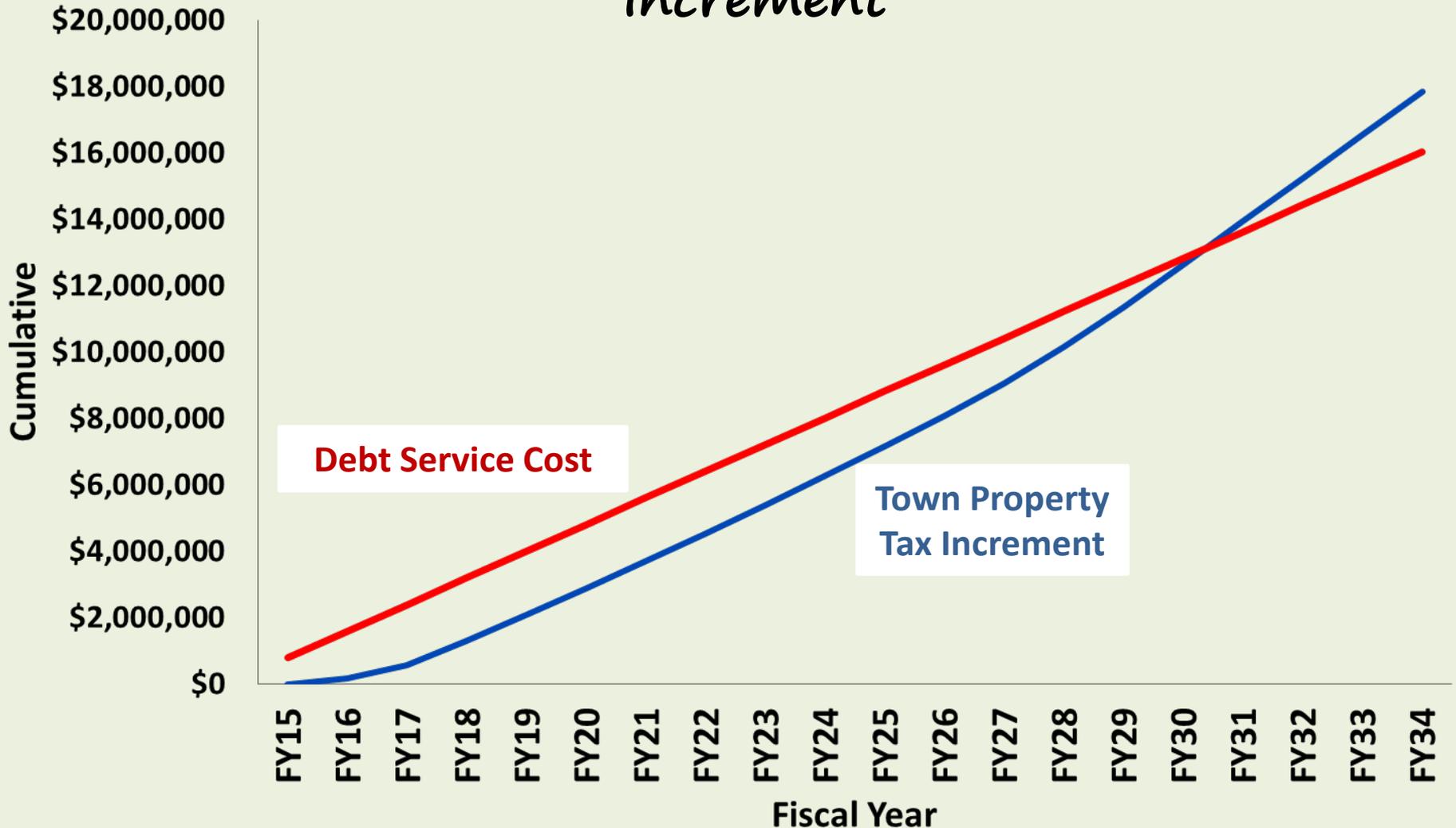
Expected Development

2.2 Million Sq. Ft. & \$260 Million Value



20 Year Cost Benefit Comparison ³⁴

Cumulative Debt Service & Town Property Tax Increment



Major Revenues Schools & County ³⁵

Orange County	Phase 1	Phase 2	Phase 3	Total
County Property Tax (87.8)	\$ 1,424,704	\$ 154,721	\$ 726,694	\$ 2,306,120

Schools	Phase 1	Phase 2	Phase 3	Total
School Impact Fees (1 Time)	\$ 1,286,000	\$ 192,900	\$ 443,670	\$ 1,922,570
Schools Property Tax (20.84)	338,164	37,095	174,229	549,488

Note: Tax projections based on full phase build-out using current tax rates

Proposed County Participation

Lesser of 50% of the actual tax increment or 50% of the actual Debt Service on the \$10 million of public Improvements

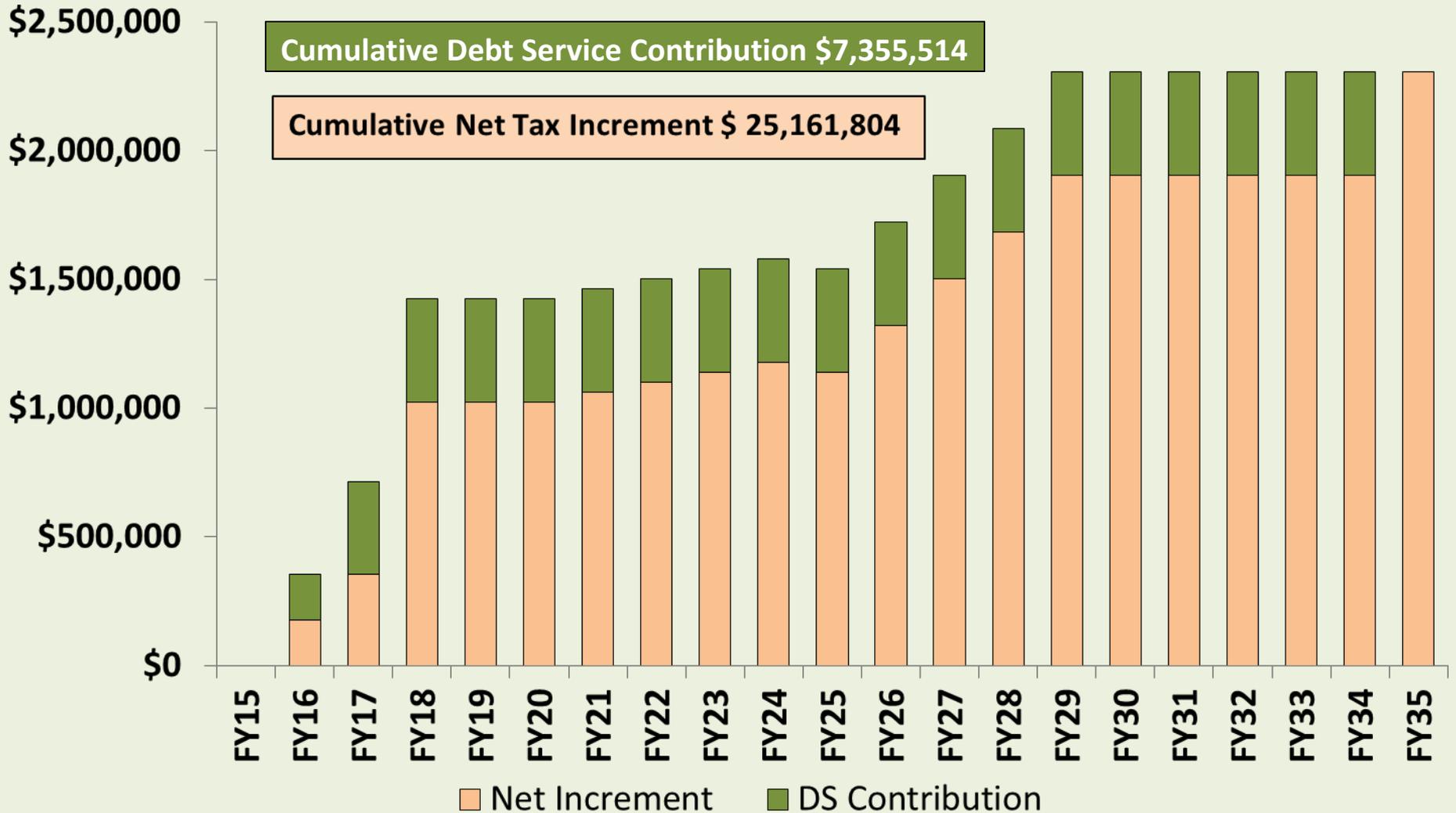
Subject to annual appropriation based on Town progress report on project performance

Maximum Annual Payment would be about \$400,000

Annual Reporting

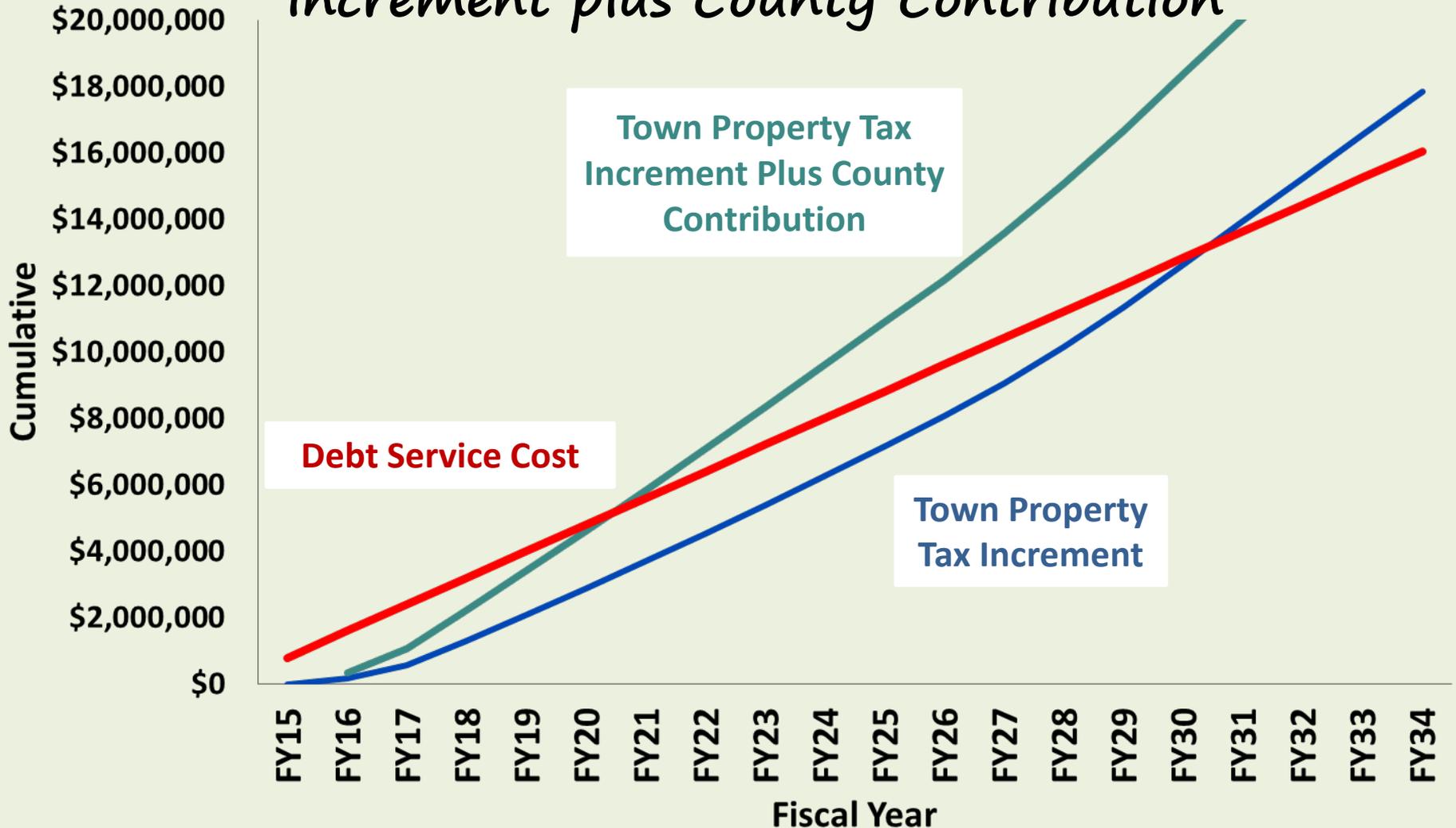
- The Town will provide the County with an annual project performance report during the budget cycle that will include:
 - Additions to Tax Base
 - Public improvement status
 - Private improvement status
 - Economic impact analysis

Projected County Tax Increment



20 Year Cost Benefit Comparison ³⁹

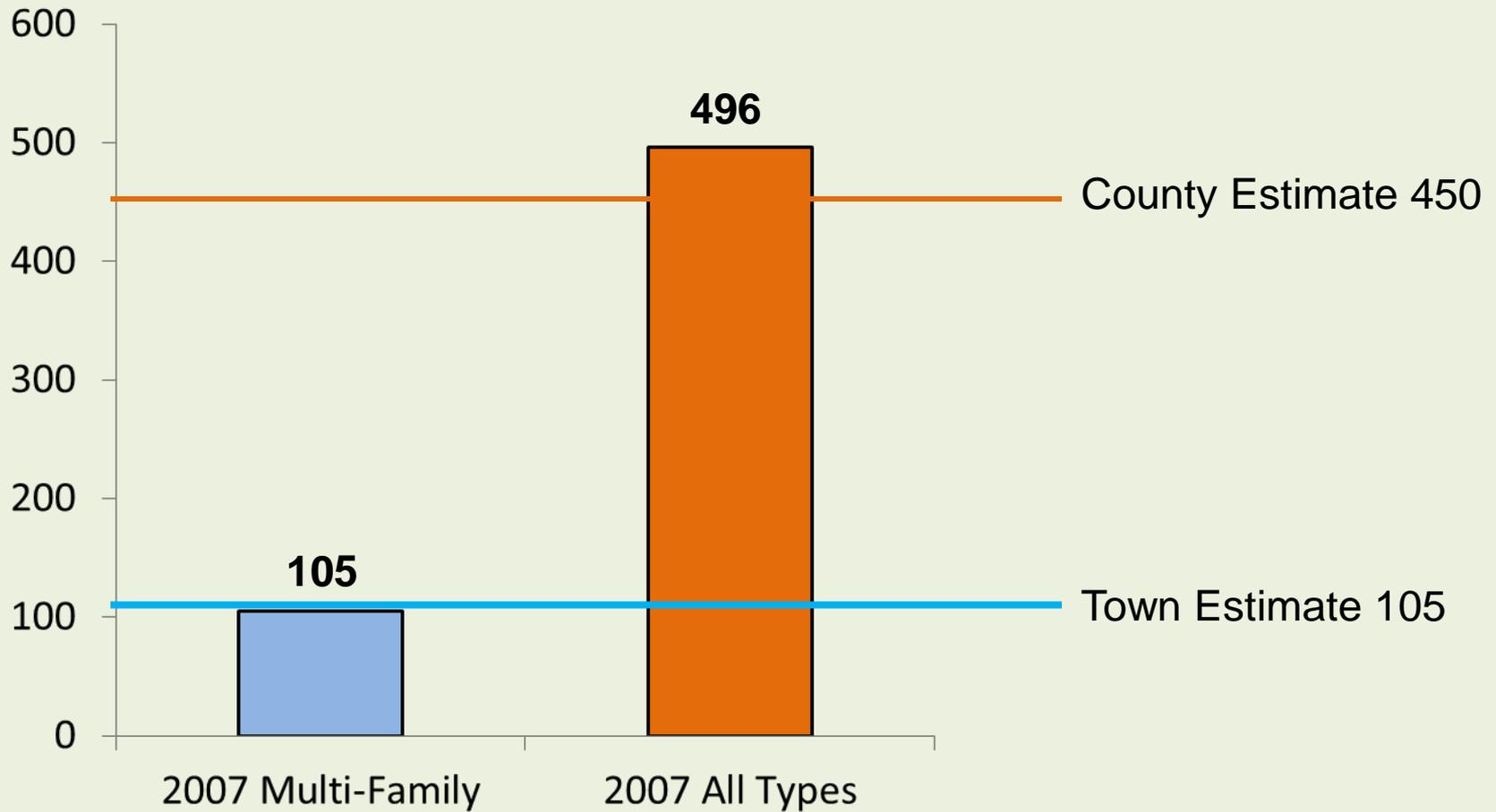
Cumulative Debt Service & Town Property Tax Increment plus County Contribution



School Generation Numbers

- Difference Between Town and County Student Growth numbers:
 - Based on available (2007) Student Generation factors for CHCCS for multi-family Housing units
Town calculated 105 new students for 1,495 units
 - County estimated 450 new students based on over-all student generation rates (all housing types)

2007 Student Generation Numbers



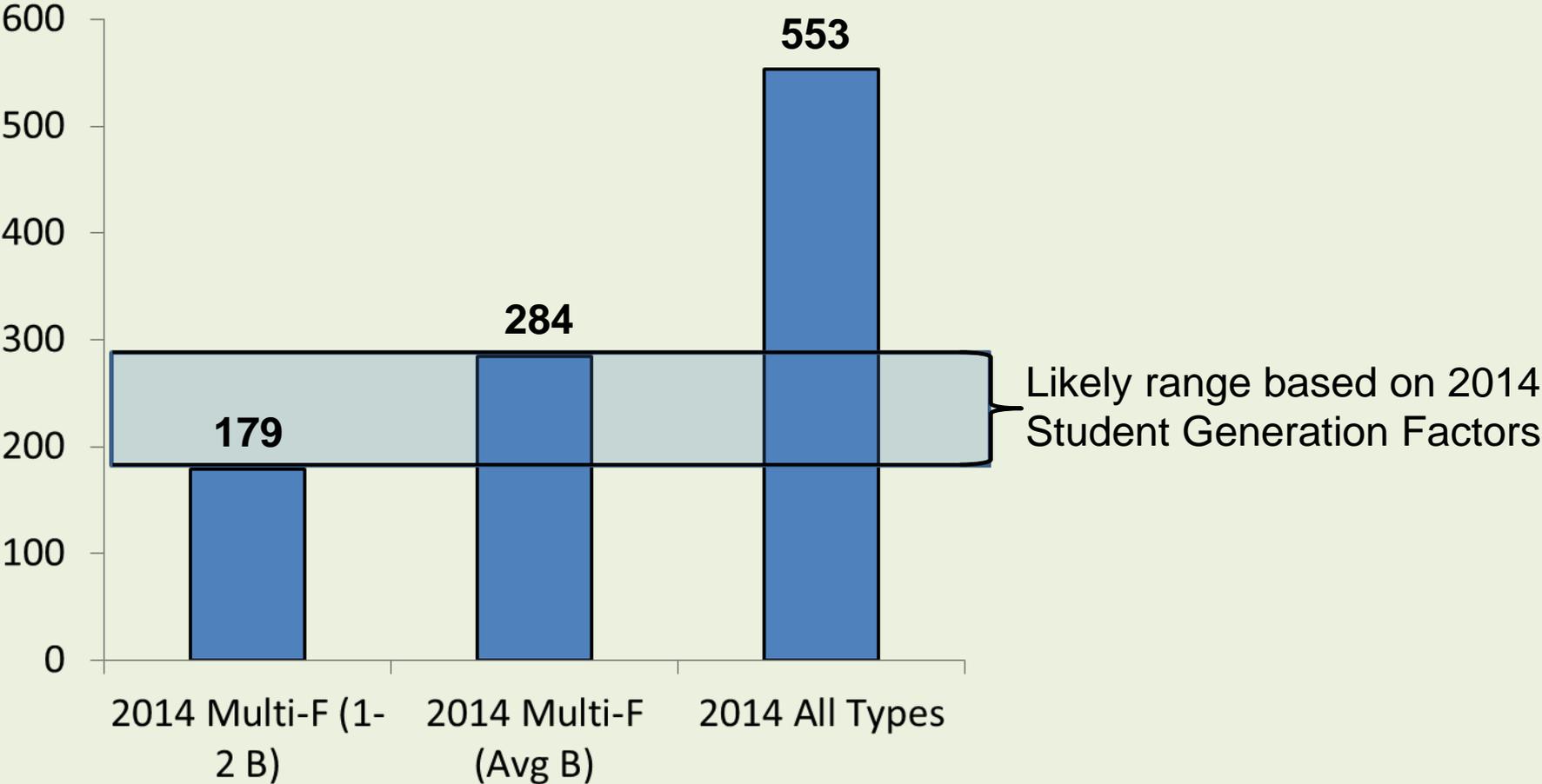
2014 Student Generation Numbers*

- New Student Generation Rates
 - Broken out by Sub-Areas (Chapel Hill & ETJ)
 - Separate factors for number of bedrooms
 - Multifamily: 0-2 bedrooms, 3+ Bedrooms & Average)
 - Based on market demand we believe that student generation for Ephesus Fordham Development will be mostly 1-2 bedroom multi-family units

** Note: Based on preliminary un-adopted student generation rates*

2014 Student Generation Numbers*

(Chapel Hill and ETJ)



* **Note: Based on preliminary un-adopted student generation rates**

Village Plaza Apartments

- 1st Ephesus Fordham Development Application
 - 266 Multi-Family Housing Units (1-2 bedrooms)
 - 15,600 Square Feet of new retail
 - Population Estimate: 505 new residents

Village Plaza Apartments	Square Footage
Multi-Family Housing	306,000
Retail	15,600
Total	321,600

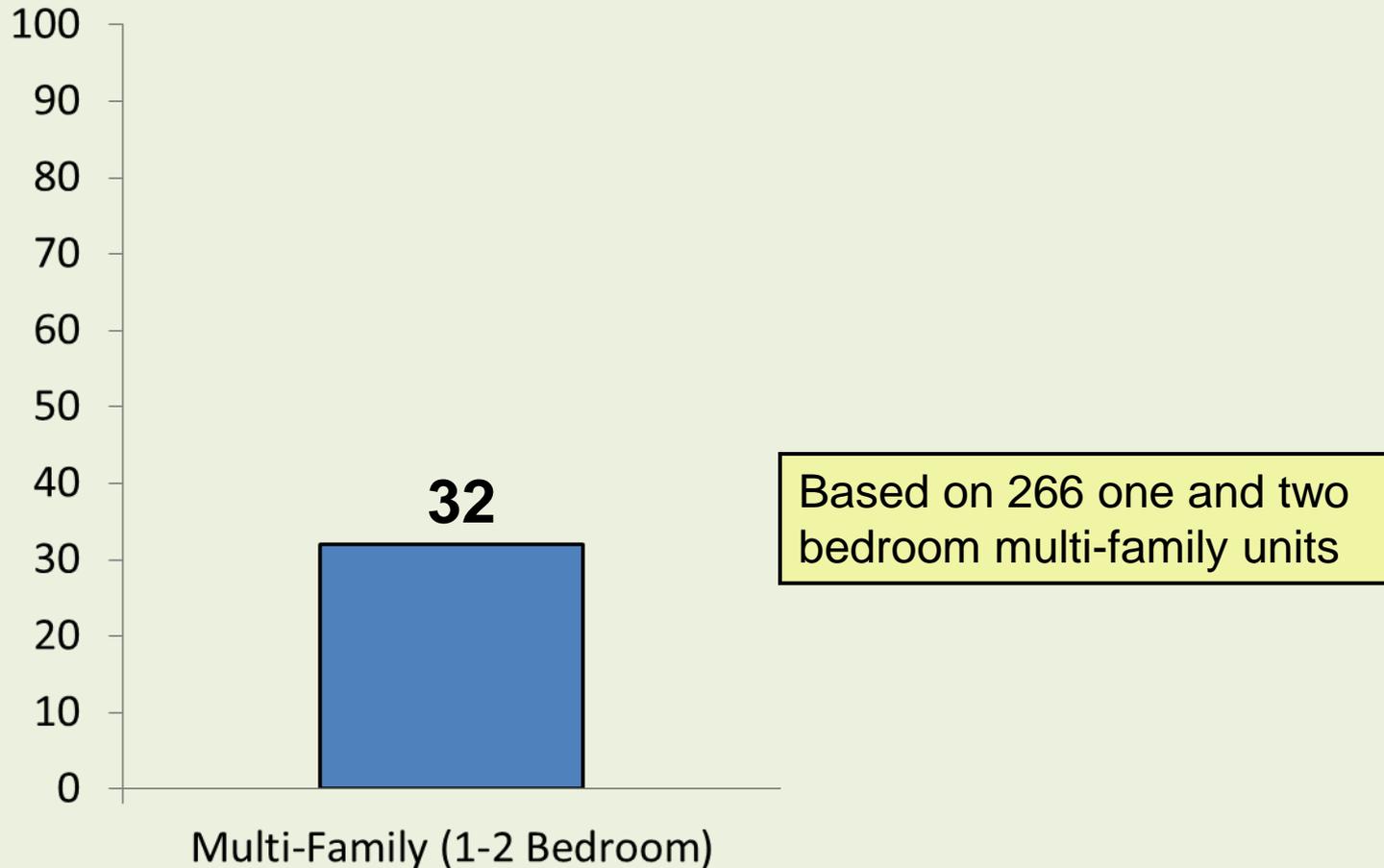
Village Plaza Apartments

Preliminary Revenues Estimates

Revenue	Town	County	Schools
Property Tax	\$ 354,900	\$ 594,675	\$ 141,200
Sales Tax	31,100	75,381	0
Impact Fees (one-time)	0	0	342,076

Village Plaza Apartments*

Student Generation Numbers (2014)



*** Note: Based on preliminary un-adopted student generation rates**

Thank You!

questions?



TOWN OF CHAPEL HILL NORTH CAROLINA

MEMORANDUM

Attachment F

TO: Roger L. Stancil, Town Manager

FROM: Kenneth C. Pennoyer, Business Management Director

SUBJECT: Ephesus Fordham Renewal Information concerning County Participation

DATE: April 2, 2014

The following information is provided in support of the Town's request for the County to participate in the Ephesus Fordham Renewal Project by pledging a portion of their expected property tax increment to pay debt service costs for the project's public improvements.

Summary

We are requesting that the County participate in the Ephesus Fordham Renewal Project by pledging the lesser of 50% of the actual increment or 50% of the actual annual debt service cost. Partnering with the County on this landmark economic development project improves the potential for all three jurisdictions (Town, County and Schools) to reap the benefits of this renewal effort.

The Ephesus Fordham Renewal Project Overview

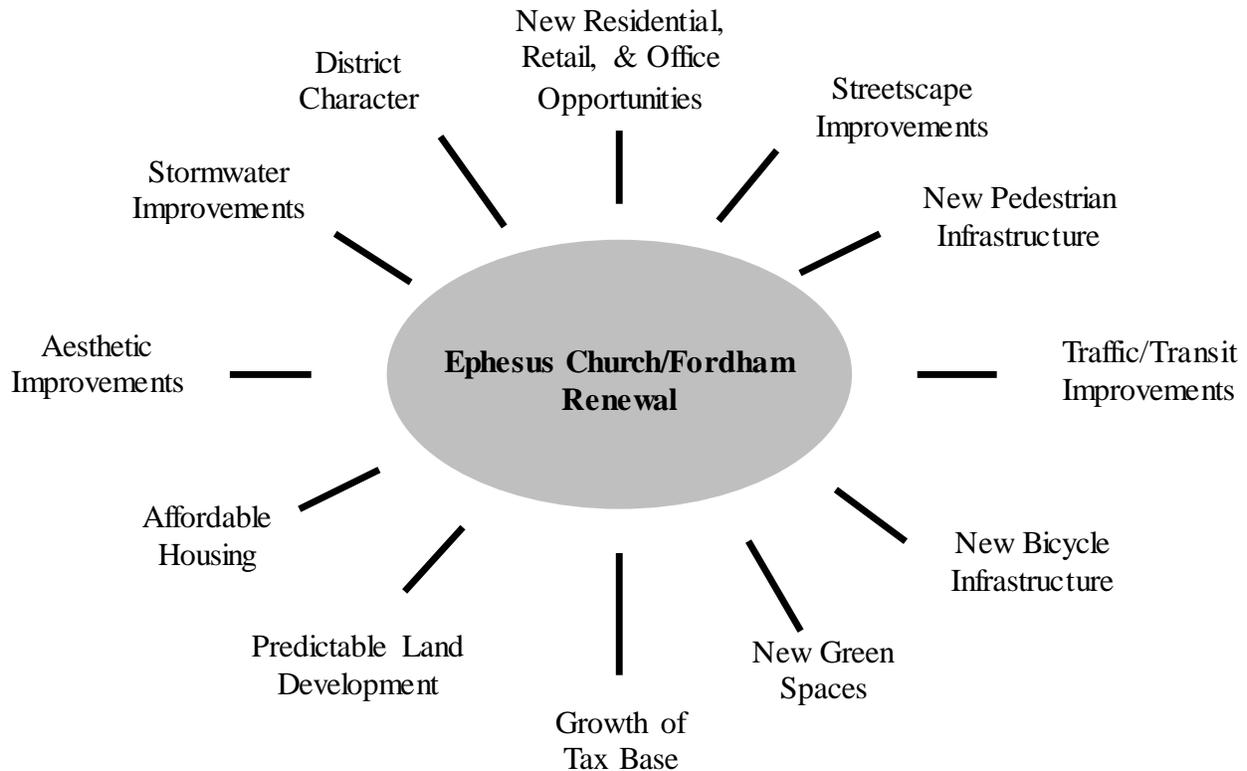
Renewal of the Ephesus Church/Fordham Boulevard area has been a long-term vision for the community. Interest in reviving this area prompted the work that began in 2010 to develop a Small Area Plan for the area. The adoption of the Chapel Hill 2020 Comprehensive Plan reiterated the implementation steps from the Ephesus Church-Fordham Small Area Plan.

The approach to this renewal effort has been both systemic, attempting to consider the consequences of actions on one another in a larger area and the tradeoffs involved, and also collaborative, involving staff from multiple departments in developing proposals. As we have been discussing with the Council, the area offers opportunity for improvements in a variety of categories including transportation, stormwater, and tax base. The effort to renew the area will address these items while improving existing conditions and creating new destinations. Efforts include:

- Furthering the vision of the adopted plan to improve the area/create a sense of place
- Improving stormwater conditions
- Improving traffic patterns and connectivity, district-wide
- Creating conditions to promote the increased use of public transit services
- Improving pedestrian and bicycle conditions and connectivity for the area
- Supporting the Town's Economic Development Strategy while growing the tax base

- Establishing zoning that will allow development to occur in a more predictable manner
- Addressing Affordable Housing needs, district-wide

As depicted in the diagram below, the Council has set into motion a complex collection of actions linked to the objective to renew the Ephesus Church Road/Fordham Boulevard area.



Public Improvements

The Town is planning on completing approximately \$10.0 million of public improvements, described below, to support the renewal project and facilitate higher density development.

- **Traffic Improvements:** The Town seeks to facilitate the redevelopment of the project area by making road improvements that will address failing intersections, poor circulation within the area and confusing roadway design. The focus of the proposed traffic improvements is to accommodate existing traffic and additional Small Area Plan (SAP) redevelopment traffic. A traffic study was completed by Kimley-Horn and Associates, Inc. as part of the SAP in February of 2011 and functional engineering for the traffic and storm water improvements has been completed. The transit improvements are divided into 4 separate phases, as shown below, in order to minimize the impact on existing district occupants. All phases are planned to be completed within 24 months.

- Phase I - \$2.4 million: Improvements to Ephesus Church @ Fordham (West Bound)
- Phase II - 4.0 million: Improvements to Fordham Road @ U-Turn (Superstreet)
- Phase III - 1.3 million: Improvements at Fordham Road @ Elliot Road
- Phase IV - 1.1 million: Multimodal connection between Elliot Road & Willow Dr.
- Total \$ 8.8 million**

- **Stormwater Improvements:** As part of the SAP study, Kimley-Horn & Associates conducted a detailed storm water study for the area. As a result of that study and subsequent analysis it was determined that the technical standards for stormwater will be applied to the district as a whole and implemented when each parcel is developed or redeveloped. In order to help address existing water quality and water quantity issues, the Jordan nutrient treatment requirements would also apply to sites that do not increase impervious surface as a result of redevelopment. The planned \$1.2 million in capital funding will be used for up-stream stormwater improvements.

The Town also plans to create a Municipal Service District to collect a tax for management of the stormwater facilities in the district. The district tax, if established at the planned rate of 4 cents, would generate about \$60,000 per year based on current assessed values. Stormwater management planning for this project is ongoing and there may be changes to some of the elements described above to improve the effectiveness of the plan.

The Financing Plan

The total cost of the planned public improvements is \$10.0 million (\$8.8 million for traffic improvements and \$1.2 million for stormwater). The Town plans on issuing debt to finance the capital cost for these public improvements. The most efficient and cost effective way for the Town to finance this project is to coordinate the financing with other projects that can provide collateral for a combined financing.

The Town is planning on financing the Town Hall Renovation project and other CIP projects with debt. By combining the financing of these projects using two-thirds bonds and an installment financing using the Town Hall as collateral, the total cost of financing these projects will be reduced and can be completed on the timetable established for the Ephesus Fordham Project.

The Projects

Town Hall Repair & Renovation		\$ 900,000
High Priority CIP Projects		800,000
Ephesus Fordham:		
Traffic Improvements	8,800,000	
Stormwater Capital	<u>1,200,000</u>	
Total Ef Project		<u>10,000,000</u>
Total All Projects		<u>\$ 11,700,000</u>

The Debt

Two-thirds General Obligation Bonds	\$ 1,700,000
Installment Financing	<u>10,000,000</u>
Total Planned Debt issuance	<u>\$ 11,700,000</u>

Debt Management Fund: The portion of debt used for Town Hall and CIP projects will be repaid through the Town’s Debt Management Fund. The Debt Fund was established in 2009 with a dedicated property tax to provide a source of funds to pay off Town debt obligations.

“Synthetic Tax Increment Financing (TIF)”: The portion of the debt used for the Ephesus Fordham public improvements will be repaid using the incremental increase in tax revenues resulting from redevelopment. In other words, the redevelopment we are hoping to generate through the Ephesus Fordham Renewal Project will increase property tax receipts from the area. Those tax receipts, over and above the base level of tax receipts that existed prior to the project, will be dedicated to pay off the debt for the public improvements.

Synthetic versus “traditional” TIF: In 2004 the State Legislature approved Tax Increment Financing (aka: Project Development Financing) legislation that enabled local governments to finance economic development projects with a pledge of future additional (incremental) tax revenues from an established TIF district. Because of the cost, complexity and length of the process for approval there have only been two traditional TIFs approved in North Carolina in the last 10 years. Part of the reason for the unpopularity of traditional TIFs in North Carolina is the availability of an easier, faster and less expensive alternative. Many local governments in North Carolina have opted for installment financing that uses a physical asset as collateral and repayment from a tax increment to finance economic development projects. This accomplishes the same thing as the traditional TIF, but is less expensive (lower interest rate) and takes less time to issue. The Ephesus Fordham project, on its own, does not have an asset that can be used as collateral for an installment financing and therefore we have planned to combine the financing with the Town Hall Renovation Project. By combining the projects in one financing the Town Hall property can be used as collateral for both projects. This practice of sharing collateral among projects is a common way of reducing the cost of borrowing for municipalities by providing the best possible security for installment debt.

Financing Team: The Town is working with Bob Jessup of Sanford Holshouser LLP as Bond Counsel and Davenport & Company LLC (Ted Cole) as Financial Advisors on this project. We have had a preliminary meeting with the LGC staff to discuss the structure of the financing as described here-in. There was general agreement that the proposed structure is the best option for accomplishing the Town’s goals with regard to financing both the Ephesus Fordham and Town Hall Projects.

Backstop: There will be a time gap between when we issue the debt and when the redevelopment will begin to generate a tax increment sufficient to pay debt service. To the extent possible, we will structure the debt for the Ephesus Fordham Public Improvements to defer debt payments to match the anticipated timing of incremental tax revenues. However, it may be impossible to avoid a gap between the tax increment and the debt service payments in the early years of the project. The Debt Management Fund has sufficient balance to cover the mismatch

in the timing of available tax increment and we plan on using the Debt Management Fund to backstop debt service on the Ephesus Fordham public improvements portion of the debt. Any amounts used would be restored to the Debt Fund once the tax increment surpasses what is needed for debt service. One of the possible consequences of using the debt fund for this purpose is the delay of planned capital expenditures such as the Public Safety Facility and the Transfer Station.

Development Scenarios

Based on our understanding of the market and assuming completion of public infrastructure improvements and rezoning, we have developed what we believe is a “likely” development scenario for the Ephesus Fordham Renewal Project. We believe that these development assumptions represent reasonable expectations that, along with other information, can help form a basis for decision making regarding the Ephesus Fordham Renewal Project. The scenario is broken down into three parts or phases. The first phase represents development expectations in the first 4 years of the project. For this phase we have relied, in part, on representations by property owners regarding plans for redevelopment. The subsequent two phases, covering years 5-15 are not based on any specific development plans and reflect a “best guess” estimation.

Timing of the completion of development: Base on existing development plans and market analysis our expectations for the timing of completion of the three phases is shown in the following table. The cash flow analysis (Attachment 1) is based on this assumed completion progress of the expected development.

Expected Development Completion Percentages				
Phase 1 - Year	FY2016	FY2017	FY2018	
Completion %	25%	50%	100%	
Phase 2 - Year	FY2021	FY2022	FY2023	FY2024
Completion %	25%	50%	75%	100%
Phase 3 - Year	FY2027	FY2028	FY2029	FY2030
Completion %	25%	50%	75%	100%

The expected development scenario shown below takes the area to 68% of maximum build out in 15 years. The square footage values used to determine expected project values are slightly lower than that the existing market. These lower values were used in order to provide a conservative scenario.

DEVELOPMENT ASSUMPTIONS (ORIGINAL) TABLE 1

Phase 1 (Years 0-4)						
Name	Property Use	Projected residential units	Square Feet	Value PSF	Projected Value	Net New Development
Quality Inn	Hotel		200,000	\$ 175	\$ 35,000,000	50,000 Sq Ft
The Park	Residences	775	680,000	150	102,000,000	577
The Park (comm site)	Commercial				3,000,000	100%
Former Theater	Residences	225	240,000	150	36,000,000	225
Former Theater	Retail		10,000	100	1,000,000	100%
Ram's Plaza/CVS	Retail		<u>13,000</u>	100	<u>1,300,000</u>	100%
Total			1,143,000		\$178,300,000	
Less: Existing Value					<u>-\$14,732,000</u>	
Net New Value (Year 4)					\$163,568,000	

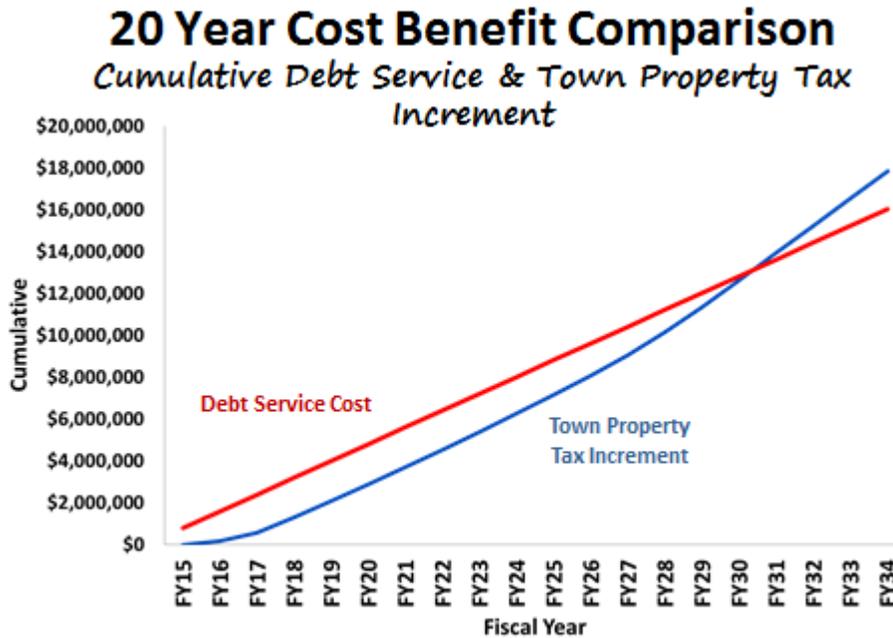
Phase 2 (Years 4-10)						
Name	Property Use	Projected residential units	Square Feet	Value PSF	Projected Value	Net New Development
University Inn	Hotel		100,000	\$ 175	\$ 17,500,000	0%
University Inn	Retail		13,000	100	1,300,000	100%
Regency Center	Retail		4,000	100	400,000	0%
DHIC	Residences	150	<u>Special Rate</u>		<u>1,200,000</u>	225
Total			117,000		\$20,400,000	
Less: Existing Value					<u>-\$2,600,000</u>	
Net New Value (Year 10)					\$17,800,000	

Phase 3 (Years 10-20)						
Name	Property Use	Projected residential units	Square Feet	Value PSF	Projected Value	Net New Development
Eastgate	Retail		20,000	\$ 100	\$ 2,000,000	100%
Eastgate	Office		75,000	150	11,250,000	100%
Eastgate	Residences	225	200,000	150	30,000,000	100%
Eastgate	Retail		300,000	100	30,000,000	100%
Eastgate	Office		75,000	150	11,250,000	100%
Eastgate	Residences	120	100,000	150	15,000,000	100%
Volvo Dealership	Retail		<u>100,000</u>	125	<u>12,500,000</u>	0%
Total			870,000		\$99,500,000	
Less: Existing Value					<u>-\$15,897,000</u>	
Net New Value (Year 15)					\$83,603,000	

County Participation

In addition to the expected tax increment for the Town, the County and the School District will also see a tax increment proportional to their respective tax rates. The annual increment for the County based on the development scenario shown above and using the current tax rate would be \$1,389,379 after build-out of phase one and \$2,250,717 after build-out of phase three. For the School District, using the same assumptions, their increment would be \$337,467 after build out of phase one and \$546,678 after build out of phase three. In addition, based on the expected number of multi-family housing units that will be built, it is anticipated that the project will generate \$1,922,570 in one-time school impact fees. A complete 20 year tax projection of tax increment for all jurisdictions is shown in Attachment 1.

Although we believe that the project will ultimately generate a tax increment sufficient to satisfy debt service needs, there may be an extended period of time when the Town’s tax increment, by itself, will be insufficient to cover debt service. The anticipated gap is shown in the following graph:



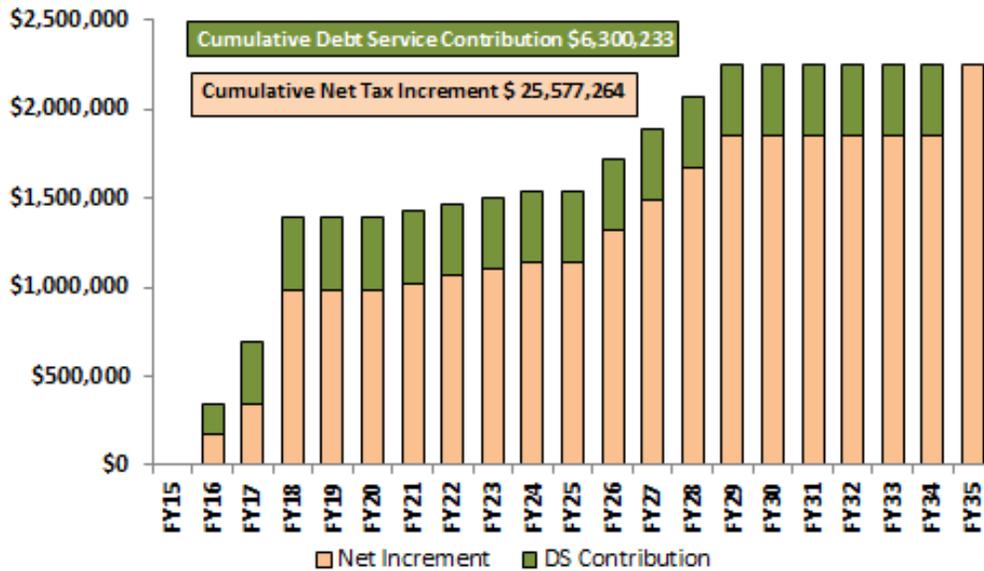
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Because of this potential insufficiency and because of the expected benefits the County will receive from the tax increment, and other revenues associated with the renewal (sales tax, occupancy tax and vehicle taxes), we are requesting that the County participate in the project by pledging a portion of their incremental increase in property taxes toward the payment of debt service for the project’s public improvements.

Specifically we are requesting that the County pledge the lesser of 50% of the actual increment or 50% of the actual annual debt service cost. By structuring the County’s participation in this

way the County has no risk of paying more than what they receive in new taxes and their total contribution will be limited to about \$400,000 which is 50% of the expected annual debt service. The following graph compares the County’s total expected annual tax increment with the proposed contribution for payment of debt services.

Projected County Tax Increment



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By partnering with the County in this manner we believe we can strengthen the financing plan, helping to ensure its approval and improving the marketability of the debt. By contributing to the success of this landmark economic development project the County improves the potential for all three jurisdictions to reap the benefits of this renewal effort.

Assumptions

Debt: Total Debt Amount: \$10,000,000
 Term: 20 Years
 Interest Rate: 5%
 Annual Debt Service: \$802,500 (level debt service structure)
 No structuring of debt to match the increment is assumed, however it is expected that there will be delay of principal of 1-2 years

Cash Flow Projections

- The projection does not discount of cash flows for debt service or revenues
- Development Scenario is based on square footage values below current market value

- The assumed timing of phase build-out is as shown in the table on page 5.
- Tax rates will stay the same for the 20 year cash flow period and collection rate is 99%
- The cash flow is limited to the real property tax incremental revenue and does **not** include:
 - Additional taxes on vehicles associated with addition of 1,000 plus new multifamily units
 - Additional sales taxes generated by additional retail space and new residents
 - Additional occupancy taxes generated from the redevelopment of two hotels

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: January 27, 2015

**Action Agenda
Item No. 2**

SUBJECT: Proposed Draft Applications, Guidelines & Scoring Sheets for Article 46's Business Investment Grant & Agriculture Economic Development Grant

DEPARTMENT: Economic Development

PUBLIC HEARING: (Y/N)

No

ATTACHMENT(S):

- A. Economic Development Uses of "Article 46" (One Quarter Cent Sales Tax – Key Sectors)
- B. Business Investment Grant – Draft Application, Guidelines & Scoring Sheet
- C. Agriculture Economic Development Grant – Draft Application, Guidelines & Scoring Sheet

INFORMATION CONTACT:

Steve Brantley, Director
(919) 245-2326

PURPOSE: To receive information regarding the proposed draft Application, Guidelines & Scoring Sheet for each of two grant programs – Business Investment Grant & Agriculture Economic Development Grant – which are funded by Article 46's one quarter cent sales tax proceeds to support economic development.

BACKGROUND: In November 2011, Orange County voters approved a referendum to levy a one-quarter (1/4) cent sales tax that provides additional annual funding for education and economic development purposes. This "Article 46" funding program generates approximately \$2.5 million annually in new local sales tax proceeds which are split equally between education (shared between the Orange County & Chapel Hill/Carrboro school systems) and economic development. The 50/50 share of Article 46 funds for economic development, averaging \$1.25 million per year, is initially set for 10 years. The BOCC adopted a Resolution in December 2011 authorizing the new one-quarter cent sales tax.

Key Sectors for Use	% of Total	\$ Annually
<ul style="list-style-type: none"> • Debt service on water, sewer & associated Infrastructure made in Orange County's 3 Economic Development Districts (Eno, Hillsborough and Buckhorn) 	60%	\$750,000
<ul style="list-style-type: none"> • Orange County's Small Business Loan Fund 	16%	\$200,000
<ul style="list-style-type: none"> • Entrepreneurial & Incubator Support 	8%	\$100,000
<ul style="list-style-type: none"> • Business Investment Grants 	8%	\$100,000
<ul style="list-style-type: none"> • Agriculture Economic Development Grants 	5%	\$60,000
<ul style="list-style-type: none"> • Marketing & Collaborative Outreach 	1.5%	\$20,000
<ul style="list-style-type: none"> • Advertising, Publishing & Collateral Materials 	1.5%	\$20,000

100% \$1,250,000

While some Article 46 “key use” funding categories had immediate activity and expenditure needs, such as utility infrastructure improvements in the County’s three economic development districts, the two grant programs lacked basic guidelines to help guide the best use of Article 46 funds. As a result, although funds began to accrue in accounts being set up for that eventual use, the specific grant programs were not immediately active. Also, the Economic Development Advisory Board was just being re-formed and had not yet assumed specific tasks.

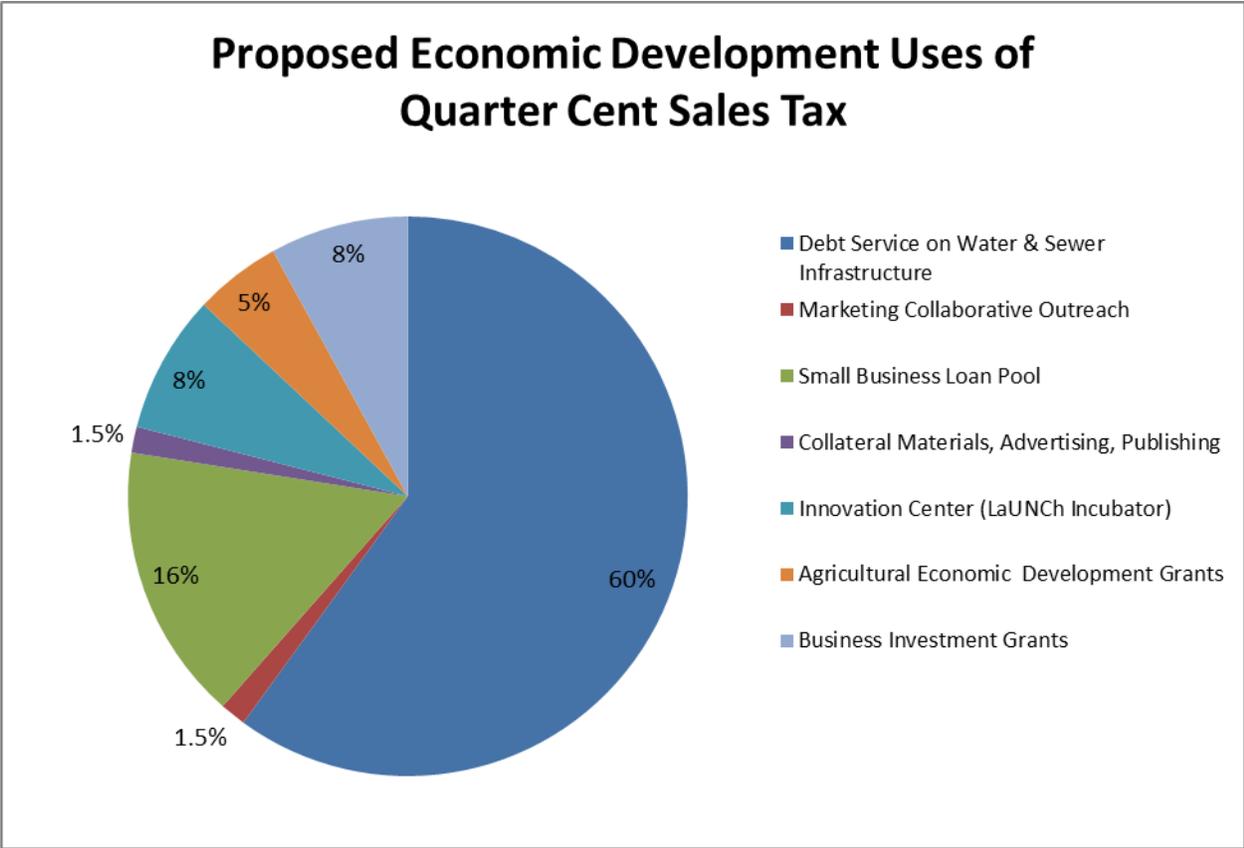
The Economic Development Advisory Board members did meet throughout 2014 and drafted a recommended set of Applications, Guidelines and Procedures (see Attachments B and C) recommending how to administer the Business Investment Grant and Agriculture Economic Development Grant programs.

Much of the advisory board’s effort was patterned after the County’s Small Business Loan program and current By-Laws, Policies & Procedures, Application and review process. For Article 46’s two grant programs, the Economic Development Advisory Board has offered to receive, review and award all grant applications, subject to the BOCC’s comments and approval. Current accrued balances available to disburse are approximately \$200,000 in the Business Investment Grant program and \$120,000 in the Agriculture Economic Development Grant program.

FINANCIAL IMPACT: There is no direct financial impact associated with discussion of Article 46’s two grant programs. There are no action items requiring formal decisions during the work session. Eventual funding of the Business Investment Grant and the Agriculture Economic Development Grant programs would be provided by Article 46 proceeds, and not from the General Fund.

RECOMMENDATION(S): The Manager recommends that the Board receive and review information regarding the proposed draft Applications, Guidelines & Scoring Sheets for each of two grant programs – Business Investment Grant & Agriculture Economic Development Grant the report, and provide comments to staff for follow-up and next steps. Pending Board feedback, staff proposes to bring this item back for approval at the February 3, 2015 regular Board meeting.

ECONOMIC DEVELOPMENT USES OF "ARTICLE 46" QUARTER CENT SALES TAX		
Key Sectors		
Proposed Uses for Economic Development		Percentage of Allocation
Debt Service on Water & Sewer Infrastructure in 3 Economic Development Districts of Orange County	\$ 750,000	60%
Marketing & Collaborative Outreach	\$ 20,000	1.5%
Small Business Loan Fund	\$ 200,000	16%
Collateral Materials, Advertising, Publishing	\$ 20,000	1.5%
Innovation Center for Entrepreneurial Development (LaUNCH incubator)	\$ 100,000	8%
Agricultural Economic Development Grants	\$ 60,000	5%
Business Investment Grants	\$ 100,000	8%
TOTAL	\$ 1,250,000	100%



ORANGE COUNTY
BUSINESS INVESTMENT GRANT PROGRAM

ORANGE COUNTY BUSINESS INVESTMENT GRANT PROGRAM

PURPOSE

The purpose of the Orange County Business Investment Grant Program (Grant Program) is to stimulate successful non-farm Business Investment development and expansion in Orange County (County). Farmers should complete the Orange County Agricultural Grant Application.

By making economic development grant funds available, the County will be growing its entrepreneurial ecosystem, supporting existing Business Investment and early-stage venture growth, in order to increase jobs, opportunities and grow the commercial tax base in Orange County.

Businesses receiving funding through this program will be encouraged to be good corporate citizens as defined in Orange County's Economic Development Strategic Plan and encouraged to employ Orange County residents.

The program will provide two types of grants:

Small Grants: Up to \$1,000, and,

Large Grants: From \$1,001 - \$10,000

GRANT SUBCOMMITTEE

The Grant Subcommittee (Subcommittee) will review all applications and make grant recommendations. The Subcommittee will be comprised of 5 members from the Orange County Economic Development Committee.

The Subcommittee Chair, elected by the Subcommittee, shall generally monitor the duties of the Grant Program administration; make sure grant proposals are properly prepared prior to their presentations at the Subcommittee meetings; and oversee the preparation of commitment letters to approved grantees, with the assistance of County staff if needed. Grant commitment letters will be signed by the Chair and/or by County staff.

The Subcommittee will have the following responsibilities:

1. Find creative ways to grant funds to stimulate successful Business Investment development and job creation.
2. Review grant applications quarterly and determine which applications meet eligibility requirements and whether an eligible application will be approved, approved with conditions, or submitted to the applicant for more information.
3. Periodically review status of existing grants to determine if funds are being used in the manner in which they were intended, and recommend appropriate

corrective action where needed.

4. Evaluate grant application requirements and make appropriate adjustments as needed to accomplish the objectives of the program.
5. Conduct annual review of grants and their impact on the County's Business Investment environment.

GRANT PROGRAM ADMINISTRATION

The Grant Program will be administered by a Subcommittee consisting of members from the Orange County Economic Development Committee. The Subcommittee will meet quarterly to make and facilitate grants. A quorum will consist of 3 voting members of the Subcommittee. County staff may be utilized to service grants, including receiving applications, notifying applicant's of the Subcommittee's decision, making payment to recipients, and generating administrative reports.

FUNDING

The County will provide funding for the Grant Program through revenues generated from the Orange County quarter cent sales tax.

COMMITMENT PERIOD

The County will support the Program until funding is exhausted; demand for the Program no longer exists, or until it is no longer financially feasible.

ELIGIBILITY

1. Applicant's business must be located in Orange County in areas zoned appropriately for their use.
2. Applicants must be business entities whose gross revenues do not exceed \$3 million per year.
3. Applicants and their businesses must not have any past due tax, fee, or fine in Orange County.

CONDITIONS OF RECEIVING A GRANT

1. Applicant must fill out a grant application.
2. Applicant must appear before the Subcommittee for an interview to detail how grant funds will be used, and answer any questions about their business or application.
3. Each venture receiving a grant must provide an accounting of how all funds were used and key milestones reached by the venture within 180 days of the receipt of

the grant.

4. As a condition of receiving grant funds, all recipients must commit to a six-month mentoring period with an experienced business coach or mentor at:
 - A. Launch Chapel Hill
 - B. 1789 Venture Lab
 - C. SCORE
 - D. SBTDC
 - E. A mentor approved by the Subcommittee

ELIGIBLE USES OF GRANT PROCEEDS

1. Start up funding
2. Working capital or operational funds.
3. Purchase of equipment, or machinery.
4. Expansion of business services or products.
5. Work force expansion.
6. Tenant up-fit or leasehold improvements.

GRANT PROCEEDS SHALL NOT BE USED FOR THE FOLLOWING

1. Paying off or down existing bank debt or investor loans.
 2. Purchase of equipment or improvement of real estate, which are used or to be used for personal use.
 3. Political activities.
 4. Owner salary.
 5. Speculative ventures (Examples: drilling for gas or oil, commodity futures).¹
 6. Lending or investment.
 7. Real property held for sale or investment.
 8. Pyramid sales - distribution plan businesses.
-

9. Floor plan financing (defined as a revolving line of credit that allows the borrower to obtain financing for retail goods).
10. Foreign controlled businesses.
11. Private membership clubs.

COMPLIANCE WITH APPLICABLE REGULATIONS

In all cases, grants made from this program must be consistent and in accordance with the following:

1. All state and local regulations governing the applicant's business.
2. Terms and conditions established by the Subcommittee for each particular applicant.
3. Policies established by the Board of County Commissioners dealing with the Grant Program.

AMOUNT OF GRANTS

Minimum: Up to \$1,000.

Grant applications for \$1,000 or less will have a separate and simplified application.

Maximum: \$10,000.

Grant applications for \$1,001 or more will require additional financial information and documentation of how grant proceeds will be used. Should market conditions change, or in the event of an applicant with extraordinary conditions, a grant amount exceeding the maximum may be considered by the Subcommittee. All grants are subject to availability of funds.

GRANT APPLICATION GUIDELINES:

Large Grant Application Requirements (\$1,001 - \$10,000; 8 - 15 pages)	Small Grant Application Requirements (\$1,000 or less; 2 - 3 pages)
<p><u>Business Information:</u></p> <ol style="list-style-type: none"> 1. Business Name/DBA 2. Street Address/Mailing Address 3. Date Established 4. Number of Employees 5. Business phone number 6. E-mail address 7. Tax ID/ Employment Identification Number 8. Primary bank 9. Accounting firm 10. Attorney <p><u>Business Financial Information:</u></p> <ol style="list-style-type: none"> 11. Annual Sales for the past 3 years (if applicable) 12. Business Financial Statements (for 3 years, if applicable) 13. Last 3 Year's Business Tax Returns (if applicable). 14. Current Business Checking Account Balance 15. Balance(s) In Other Accounts 16. Existing Business Debts <p><u>Description of Business Operations:</u></p> <ol style="list-style-type: none"> 17. Detailed Written Business Plan (5-10 pages)–or- PowerPoint Pitch Deck <p><u>Personal Financial Information:</u></p> <ol style="list-style-type: none"> 18. Personal Financial Statement for any person owning 10% or more of company 19. Personal Tax Return for the past 3 years 20. Principal owner information <ol style="list-style-type: none"> a. Name b. Home address c. Percent ownership of business <p><u>21. Amount of Grant Requested & Detailed Use of How Funds Will Be Used (2-3 pages)</u></p>	<p><u>Business Information:</u></p> <ol style="list-style-type: none"> 1. Business Name/DBA 2. Street Address/Mailing Address 3. Date Established 4. Number of Employees 5. Business phone number 6. E-mail address 7. Tax ID/ Employment Identification Number <p><u>Business Financial Information:</u></p> <ol style="list-style-type: none"> 8. Annual Sales for the past 3 years (if applicable) 9. Business Financial Statements (for 3 years, if applicable) 10. Last 3 Year's Business Tax Returns (if applicable) 11. Current Business Checking Account Balance 12. Existing Business Debts 13. 250-500 Word Description Of Business (When & where it was started, market, target customer, future plans, etc.) <p><u>14. Amount of Grant Requested & Detailed Use of How Funds Will Be Used (1-2 pages)</u></p>

SUGGESTED SMALL GRANT GUIDELINES

1. *Use of Funds* – Priority will be given to ventures demonstrating a clear need for grant funds to grow their business, hire additional staff, grow the commercial tax base, and/or create a significant social and economic impact in the County.

SUGGESTED LARGE GRANT GUIDELINES

1. *High Potential Founders* - Although all applicants will be considered, business owners who exhibit the following characteristics will be given priority:
 - a. Have a thorough understanding of their market
 - b. Have assembled a talented team
 - c. Have a passion for building their venture in Orange County
2. *High Potential Ventures* – Priority will be given to “growth” ventures capable of expanding rapidly, renting office space in Orange County, and hiring Orange County employees.
3. *Use of Funds* – Priority will be given to applicants demonstrating a clear need for grant funds to grow their business, hire additional staff, grow the commercial tax base, or create a significant social impact in the County.

PROCEDURES

1. Applicants will be referred to the Orange County Economic Development (Department) website, where they will complete and submit their application.
2. Applicants will be provided interview dates and times no later than three weeks prior to the Subcommittee’s next meeting date.
3. County staff will provide completed applications to the Subcommittee for their review no later than two weeks prior to its next scheduled meeting.
4. At its scheduled quarterly meeting, the Subcommittee will discuss the strengths and weaknesses of complete grant application(s) and decide whether or not to take action on the request, based on the information provided.
5. The Subcommittee shall approve, deny or request additional information from the applicant. They will submit determinations in writing to County staff.
6. The applicant will be informed in writing by County staff of the Subcommittee’s decision to deny, grant, grant with condition, or seek more information. If the Subcommittee denies a grant request, it shall provide a copy of the score sheet(s) to the applicant.

7. Should the Subcommittee deny an application, the Subcommittee will not consider any applications from that applicant for at least six months. Should an applicant think that their application has been improperly denied, then the applicant may notify, in writing, the Subcommittee. The notice to the Subcommittee shall state why the applicant thinks the grant should be approved. The application shall then be given further consideration by the Subcommittee and its decision is final.
8. At its discretion, the Subcommittee may impose any additional terms to a grant request. The Subcommittee may require an itemized budget detailing the proposed use of grant funds.
9. Applicants agree to utilize grant funds for their intended use. Each venture receiving a grant must provide an accounting of how all funds were used and key milestones reached by the venture **within 180 days of the receipt of the grant.**
10. As a condition of receiving grant funds, all recipients must commit to a **six-month mentoring period** with an experienced business coach or mentor at Launch Chapel Hill, 1789 Venture Lab, SCORE, SBTDC, or a mentor approved by the Subcommittee.
11. If an applicant fails to complete items #9 and #10 in a timely manner, the County has the right to require all grant funds back from the applicant, and may initiate legal proceedings against the applicant.
12. The Subcommittee shall provide annual reports to the Economic Development Department and the BOCC of the number of grants requested, approved and denied, and a 2-3 page written analysis of the program's success metrics to date.
13. Documents, including but not limited to financial statements, business plans, customer and supplier lists, description of inventory or assets, contractual obligations and existing liabilities, submitted during the application process shall be treated as confidential information.

Orange County Business Investment Grant Program Scoring Sheet

	Company 1	Company 2
<p>Point Scale: 1-3 is a low score reflecting a low % or quality outcome. 3-6 is a moderate score reflecting 50% or average quality outcome. 7-10 reflects a high percentage or excellent quality outcome. For Small Grants: Rate Questions 1-6, For Large Grants: Rate Questions 1-10</p>		
<p>1. Entrepreneurial Ecosystem: Will this grant encourage Business Investment and/or early-stage venture growth?</p>		
<p>2. Need: Has the venture demonstrated a legitimate need for the grant funds requested?</p>		
<p>3. Team and Implementation: Is there evidence that the team is capable of expanding the venture or extending its impact?</p>		
<p>4. Growth: Is this company capable of increasing job opportunities and growing the commercial tax base in the County?</p>		
<p>5. Submission: Rate the business plan and/or documents submitted.</p>		
<p>6. Passion: How passionate is the applicant in utilizing grant funds to grow the venture?</p>		
<p>7. Testing: Has company validated or market tested its idea?</p>		
<p>8. Target Market: Is the company targeting a niche or disrupting the market in any way?</p>		
<p>9. Scalability: Is the idea scalable?</p>		
<p>10. Residency: Is the company likely to stay in Orange County?</p>		
<p>TOTALS</p>		

ORANGE COUNTY
AGRICULTURAL ECONOMIC DEVELOPMENT
GRANT PROGRAM

ORANGE COUNTY AGRICULTURAL ECONOMIC DEVELOPMENT GRANT PROGRAM

Application for Individual Farmers or Collaborative Farmer projects

The grant program assists farmers in developing new sources of agricultural income through the provision of cost-share grants. The program will provide two types of grants:

1. Small Grants: Up to \$1000, and
2. Large Grants: From \$1,001-\$10,000

Farmer Eligibility

- **Must reside in Orange County and their business must be headquartered in Orange County.**
- Collaborative/Group grants must include at least 3 farmers and may include agricultural groups and agencies

Expenses

- Suitable expenses are those associated with the production and marketing of diversified farm enterprises and agri-tourism endeavors. Examples include, but are not limited to: seeds, fertilizer, plants, amendments, livestock, trainings, advertisements, packaging, fences, signage, facilities, supplies, tools and specialized equipment. Funds should be used as stated in the applicant's proposal.
- **Grant funds can be used to offset costs for:** specialized equipment; retrofitting and adaptation of existing equipment; supply needs; outreach expenses; new marketing, handling or processing operations; labor for contractors, employees.
- **Grant funds cannot be used for:** purchase of livestock; new, general-use farm equipment.

Collaborators: Collaborators are not required but increase the likelihood of success of your project. Collaborators may include other farmers, marketing, and production specialists, extension agents, crop consultants, non-profit organizations, business and other agricultural advisors. The best collaborators bring needed expertise to the project and have a clear role in helping the project succeed.

2015 Agricultural Reinvestment Fund Grant Application (Individual Farmer)

****Please read the instructions and eligibility guidelines prior to completing this application.****

Project title: _____

First name: _____ Last name: _____

Mailing address: _____

Street address: _____

City, State: _____ Zip: _____

Home phone: _____ Work phone: _____

Email: _____

Fax: _____ Website: _____

1. How long have you been farming? _____

2. Percentage of personal income generated from your farm operation: _____%

3. Please list the primary sources of your farm income (crops, etc.):

4. Do you or your farming operation carry liability insurance? ____ YES ____ NO

5. Will this project create an opportunity for a new generation of farmers in your family to be employed on the farm? ____ YES ____ NO

6. Will this project create additional jobs? _____ How many? _____

7. What is your total current farm size? Indicate owned or rented.

8. What is your current acreage in production? _____

9. How much money are you requesting for your project (up to \$10,000)? \$

10. What is the total estimated cost for your project? \$_____

Small Grant Applicants (Up to \$1,000) – Complete Questions 1-5.

Large Grant Applicants (\$1,001-10,000) – Complete Questions 1-12.

Please answer the following questions on a separate sheet:

1. Briefly describe your project (250 words maximum):
2. Tell us about yourself. What is your farm and off-farm experience? What skills do you have that will be useful to the successful completion of your project? (250 words maximum)
3. What is new or innovative about your project? How is your project different than what others in your community are already doing? Are you aware of other farmers who are doing something similar? If so, where are they located and what are they doing? (250 words maximum)
4. Describe in detail your plan for completing your project. Tell us the specific tasks to be completed. Give dates by which you will complete them. (250 words maximum)
5. How will the new project fit into your existing farming operation? What are the labor requirements of the new project? (250 words maximum)
6. What research have you done to determine if this project will work? Why do you believe that this project can be successful? (250 words maximum)
7. How have you determined that there is a market demand for the products? Briefly describe your marketing strategy. (250 words maximum)
8. If your project is successful, what might other farmers learn from your experience? Is this an enterprise that could be duplicated by others without causing too much competition? (250 words maximum)
9. In what areas do you believe you will need assistance in order to successfully complete your project? Who have you identified to assist you in those areas? Are those individuals aware of your project and have they agreed to help you? (250 words maximum)
10. What is your goal for the project? If you are successful, how will the project contribute to keeping you or others sustainably employed on the farm? (250 words maximum)
11. How much income do you expect to generate from the project annually? What other sources of income will you have during the course of this project? (250 words maximum)
12. Are you leveraging funds from other sources aside from yourself? If yes, please note the sources and approximate amounts. How much money are you personally investing

in this project? (250 words maximum)

Budget Form

Use the following pages to estimate your budget. Please list all of your expected expenses in the appropriate categories and calculate a total on the last page. Your budget should clearly show how grant funds will be used on your project. Items that you list under the grant contribution heading are those for which you will use grant funds provided by the grant program

1. Subcontractors and Other Off-farm Services

Grant Contribution

Item	Quantity	Cost per Unit	Total
<i>Example: Well Driller</i>	1	N/A	\$\$\$\$\$
Total grant contribution for Subcontractors and Other Off-farm Services:			

2. Personnel Compensation (Only labor directly related to the grant activities completed by contractors and employees over and above normal farm operations is eligible for funding. Family members are not eligible to be paid from grant funds.)

Grant Contribution

Employee	# of Hours	Hourly Wage	Total
Total grant contribution for Personnel Compensation:			

3. Use of Farm Equipment (for equipment rental)

Grant Contribution

Equipment Item	Acres in Project	Charge per Acre/Hour	Total
<i>Example: Auger</i>	<i>?? Acres</i>	<i>Rental rates</i>	<i>\$\$\$\$\$</i>
Total grant contribution for Use of Farm Equipment:			

4. Supplies, Materials and Equipment (We do not fund general use equipment)

Grant Contribution

Item	Quantity	Cost per Unit	Total
Total grant contribution for Supplies and Materials:			

5. Travel

Grant Contribution

From/To	Miles per Trip	Cost per Mile	Total
<i>Example: Attending an educational workshop specifically related to your project</i>			
Total grant contribution for Travel:			

**6. Marketing
Grant Contribution**

Item	# of Units	Cost per Unit	Total
<i>Example: Printed flyers, signage, or postcards</i>	100	0.05	
Total grant contribution for Marketing			

Budget Summary Form | Use this worksheet to summarize information from previous pages.

Grant Contribution by line item:

Line Item	Grant Contribution	Cost-share Contribution
1. Subcontractors and Other Off-farm Services		
2. Personnel Compensation for contractors and employees		
3. Use of Farm Equipment		
4. Supplies and Materials		
5. Travel		
6. Marketing		
7. Other (Explain)		
TOTAL CONTRIBUTION:		

Please transfer the total amount of grant contribution to the Amount Requested line on the cover sheet of the application packet. If applicable, please list other sources of funding for the project:

SIGNATURES

Thank you for your effort in completing the application form. Please sign the proposal below.

Signature Date

Signature Date

Agriculture Application Evaluation Worksheet (Used by the Review Committee)

This is a copy of the evaluation worksheet the review committee will be using to score the grant applications.

Point Scale:

1-3 is a low score that reflects a low percentage or low quality or small outcome.

3-6 is a moderate score that reflects 50% or average quality or moderate outcome.

7-10 reflects a high percentage or excellent quality, big outcome or return.

Will this project create an opportunity for the next generation to be employed on the farm? (10 points)	
If successful, will the project contribute a significant amount of income to farmer participants? (10 points)	
If successful, will the project help to maintain existing farm employment or create new farm employment opportunities? (10 points)	
Has the applicant adequately researched the production and processing requirements of the product? (10 points)	
Has the applicant evaluated the market potential for the product? Does the applicant have a sufficient market? (10 points)	
Does the applicant have the appropriate skills to carry out the project? Has the applicant identified cooperators to supplement gaps in the applicant's skills and abilities? (10 points)	
Is it clear who will lead and carry out project activities? (10 points)	
Is the budget realistic? (10 points)	
Is the project innovative? Does the project represent a new direction or opportunity for farmers? (10 points)	
If successful, will the experiences of the project be useful to other groups of farmers in developing new income sources? Can the project be expanded to include additional farm families (10 points)	
TOTAL:	

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: January 27, 2015

**Action Agenda
Item No. 3**

SUBJECT: FY 2015-16 Budget Assumptions/Fiscal Outlook/Budget Update

DEPARTMENT: Finance and Administrative
Services

PUBLIC HEARING: (Y/N)

No

ATTACHMENT(S):

FY 2015-16 Budget Orientation
PowerPoint Presentation

INFORMATION CONTACT:

Bonnie Hammersley, 919-245-2306
Paul Laughton, 919-245-2152

PURPOSE: To receive FY 2015-16 Budget Assumptions/Fiscal Outlook/Budget Update information.

BACKGROUND: As the County enters the upcoming FY 2015-16 Budget process, the County Manager and Finance and Administrative Services staff will provide budget information related to financial projections, the FY 2015-16 Budget process and goals, Budget assumptions of revenues and expenditures, and Budget guidelines given to County departments in preparing their Budget requests for FY 2015-16.

FINANCIAL IMPACT: There is no financial impact associated with receiving this information.

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

ORANGE COUNTY

FY2015-16 BUDGET ORIENTATION

ORANGE COUNTY BUDGET

1/22/2015

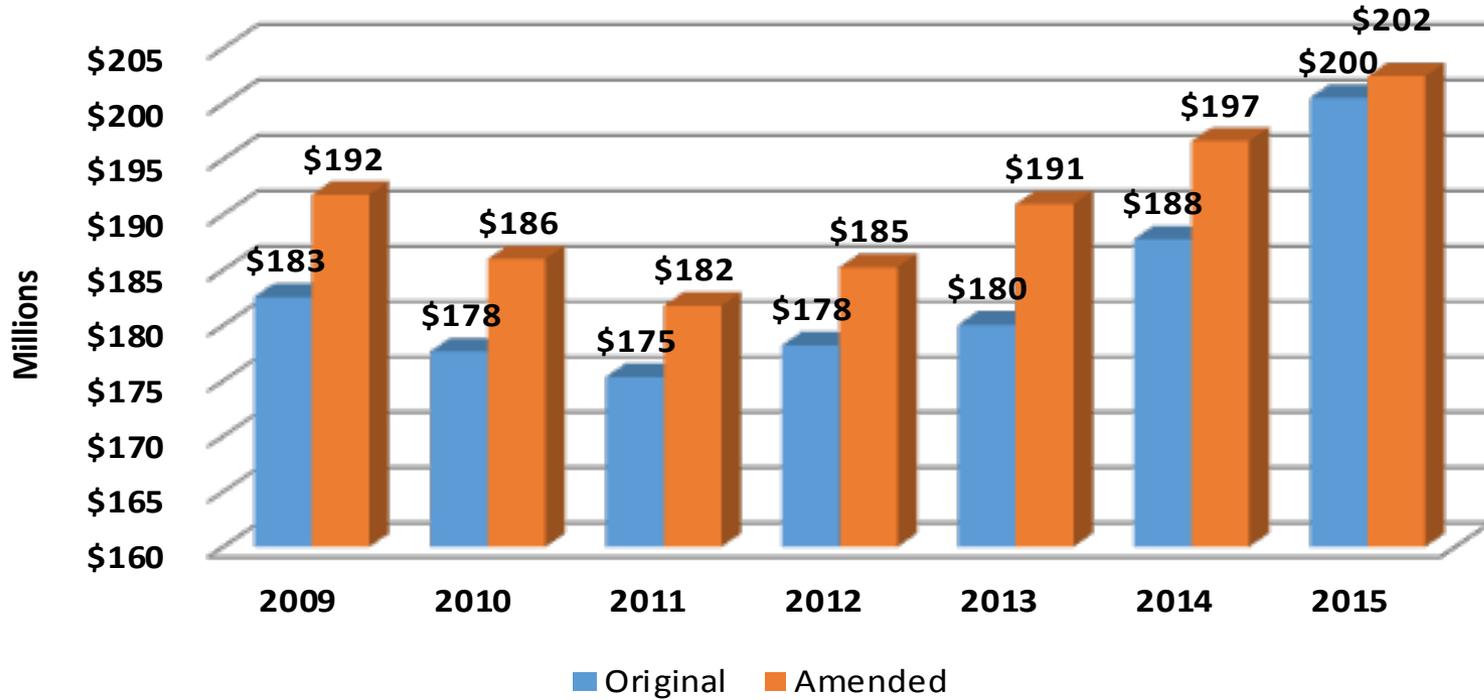
PRESENTATION OUTLINE

- **Financial Overview**
- **Financial Projections**
- **FY2015-16 Budget Process**

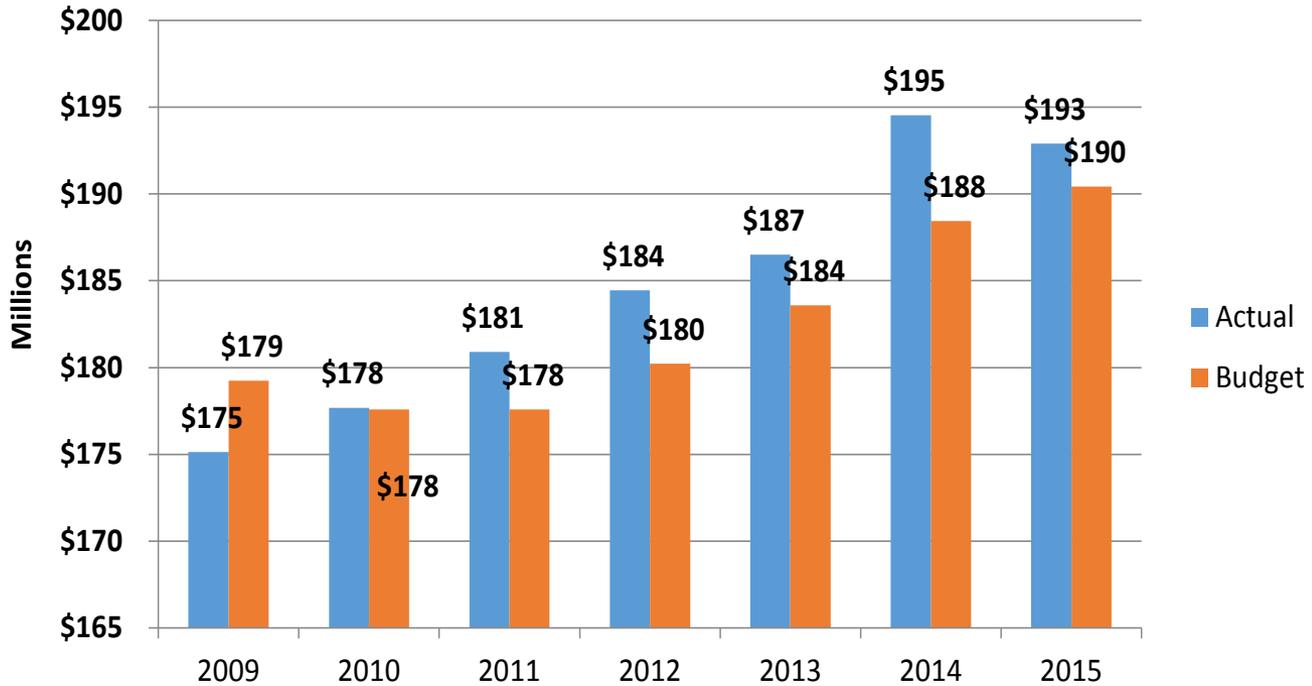
FY2015-16 BUDGET GOALS

- **Structurally Balanced Budget**
- **Implement Team Approach**
- **Enhance Transparency and Communication**
- **Maintain or Improve Service Levels**

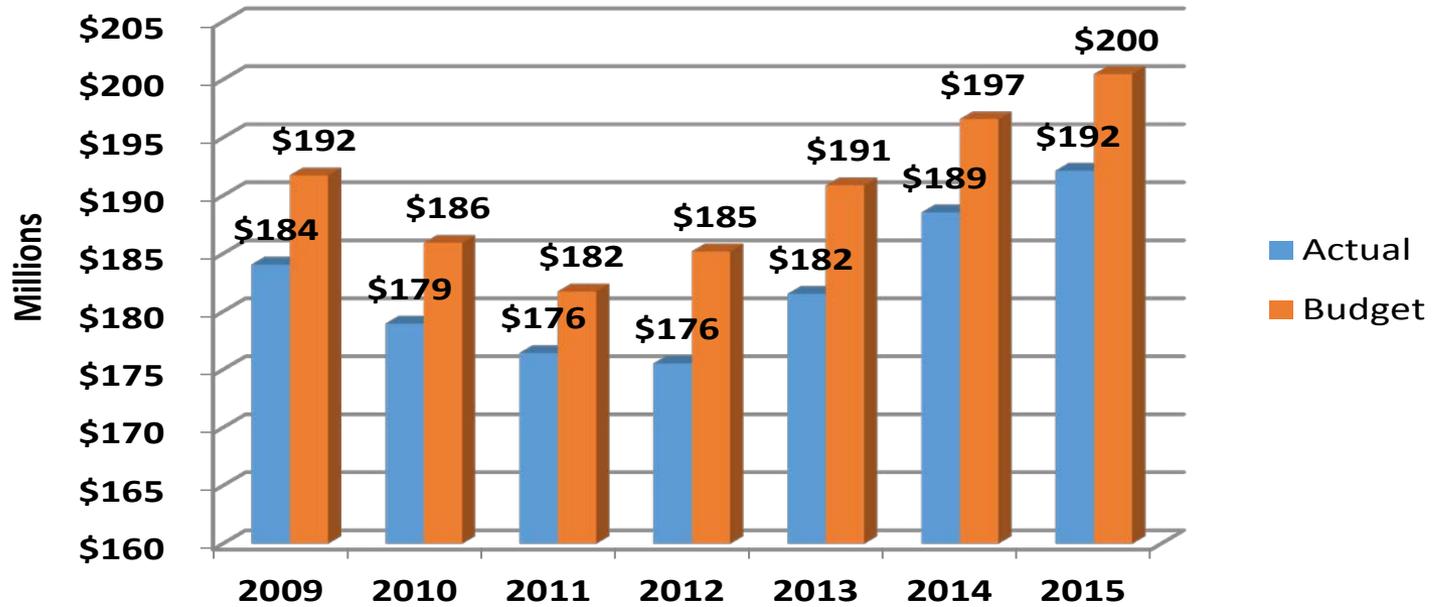
GENERAL FUND GROWTH



GENERAL FUND REVENUES

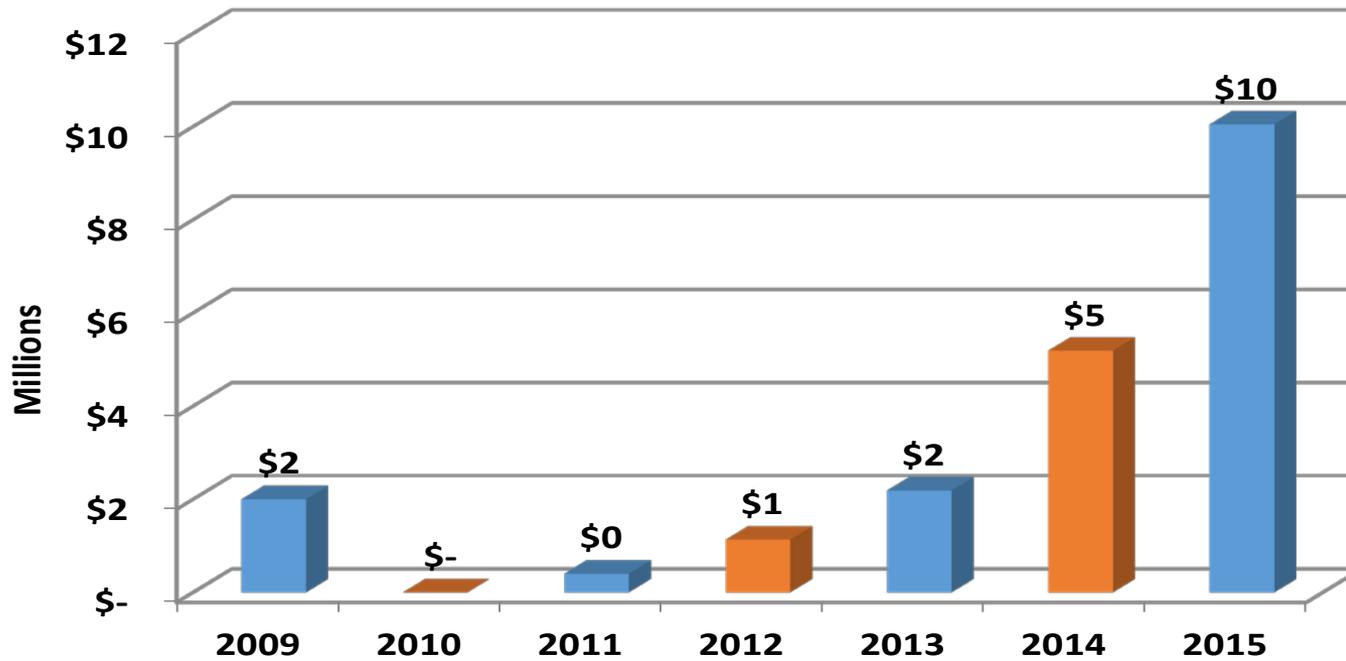


GENERAL FUND EXPENDITURES



GENERAL FUND APPROPRIATED FUND BALANCE

8



ORANGE COUNTY BUDGET

1/22/2015

BUDGET ASSUMPTIONS

- **State Impact**
- **Local Revenue**
- **Cost to Continue**

STATE BUDGET IMPACT

- **Social Services**
- **Public Safety**
- **School Funding**
- **Weakening Revenue**

MODEST REVENUE GROWTH

- **Property Taxes**
- **Sales Tax**

COST TO CONTINUE

12

- **Personnel Cost**
 - ✓ COLA
 - ✓ WPPR one time
- **Benefits**
 - ✓ Health Insurance
 - ✓ Retirement
- **Ongoing Obligations**
 - ✓ CPI impact
- **Reserve Levels**
 - ✓ Actuarial requirement
 - ✓ Financial Policies

BUDGET GUIDELINES

- **Maintain Current Appropriation**
- **BE CREATIVE**
- **Present at least one (1) collaboration opportunity**

FY2015-16 BUDGET SCHEDULE

	Due Dates
FY 2015-16 Operating Budget Discussion with Department Directors	December 11, 2014
FY 2015-16 Budget Orientation Meeting	January 8, 2015
Operating Budget Kick-off Meetings for Departments	January 14 & 15, 2015
Revenues & Expenditures Request Due	February 18, 2015
Manager Meetings With Department Heads to Discuss Budget Requests	March/April 2015
Preliminary Budget Due to Manager	May 1, 2015
Budget Work Session	May 14, 2015
Manager Presents Fiscal Year 2015-16 Annual Operating Budget to Board of County Commissioners	May 19, 2015
Budget and Capital Investment Plan Public Hearings	May 21, 2015 May 28, 2015
Budget Work Sessions	June 4, 2015 June 9, 2015 June 11, 2015
FY 2015-16 Operating and CIP Budget Adoption	June 16, 2015
Contingency Planning with Department Directors	July 2015

CONCLUSION

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 Employees with fairness, respect, and understanding.

Orange County Residents Come First

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: January 27, 2015

**Action Agenda
Item No. 4**

SUBJECT: County Commissioners – Boards and Commissions Assignments

DEPARTMENT: Board of Commissioners

PUBLIC HEARING: (Y/N)

No

ATTACHMENT(S):

Attachment A - Current Policy Governing the
Selection Process of BOCC
Boards/Commissions
Assignments

Attachment B - Boards and Commissions
Listing

INFORMATION CONTACT:

Clerk's Office, 245-2130

PURPOSE: To consider the list of boards and commissions on which the BOCC serve and select those boards on which BOCC members wish to serve.

BACKGROUND: BOCC members serve on various County and County-related boards and commissions. On an annual basis, BOCC members indicate their desire to continue serving on specific boards or commissions or their desire to make changes.

Attachment A - Selection Process

Attachment B - Board and Commissions Listing

FINANCIAL IMPACT: None.

RECOMMENDATION(S): The Board will consider making BOCC advisory board assignments.

Policy Governing the Selection Process of BOCC Boards/Commissions Assignments –Adopted 2011

1. Each BOCC member (veteran) shall chose one board that they currently serve on to keep in perpetuity
2. The junior member will then pick one board first in the first round and then least senior members of the Board will choose one board on which to serve (suggestion is to do this alphabetically - by last name)
3. In the second round, the senior member will pick first, and then the other senior members to the least senior member will pick
4. And then it is back to the junior member.....
5. Round Robin will not include short-term taskforces (limited duration), ex-officio boards, and non-O.C. boards with BOCC in officer/leadership positions (these boards also cannot be taken away by other BOCC members).

- BOARDS AND COMMISSIONS-

BOARD NAME	MEETING DATE	BOCC MEMBER	BOCC Member Currently Serving	Serving 2015
STATUTORY				
ABC Board	Monthly, Third Tues 8:30 AM	Commissioner Not Required (non-voting member)	Commissioner Dorosin	
Board of Health	Monthly, Fourth Wed 7:00 PM	1 Commissioner Required	Commissioner Pelissier - Member	
Board of Social Services	Monthly, Third Mon 4:00 PM	2 appointees Commissioner not required but usually a Commissioner serves	Chair McKee-- Member Citizen-Already appointed	
Community Oversight Board (part of OPC Community Operations Center)		1 Commissioner or designee 1 Consumer/Family member 1 Citizen/ Stakeholder	Chair McKee	
INTERGOVERNMENTAL and OTHER GROUPS WITH BOCC MEMBERS				
Burlington/Graham MPO Transportation Advisory Committee		Requires 1 Commissioner member 1 Alternate Commissioner	Commissioner Jacobs-Member Chair McKee - Alternate	
Communities in Schools	Monthly, Fourth Wed 3:00-5:00 PM	1 Commissioner Required	Commissioner Dorosin	
Community Home Trust BOD	Monthly	1 Commissioner Required	Commissioner Rich- Member	
Durham-Chapel Hill-Carrboro-Metropolitan Planning Organization (MPO)-Transportation Advisory Committee	Monthly-second Wed.	Requires 1 Commissioner Member 1 Alternate Commissioner	OPEN-Member Chair Jacobs-Alternate	

- BOARDS AND COMMISSIONS-

BOARD NAME	MEETING DATE	BOCC MEMBER	BOCC Member Currently Serving	
Durham Tech Board of Trustees	Quarterly	2 Appointees– one can be a Commissioner but doesn't have to be	Commissioner Price – Member Citizen already appointed	
Fire Chief's Association of Orange County	Bi-monthly – first Weds.- 7pm	Commissioner not required as member – but can attend as guest(s)	Chair McKee	
Healthy Carolinians	Meets quarterly (3 rd Thursdays at 8:30am)	Commissioner not required –often same BOCC Member as on the Board of Health	Commissioner Dorosin	
HOME Program Review Committee	Quarterly	1 Commissioner Required	Commissioner Price	
Intergovernmental Parks Work Group	Meets 3 times per year at 5:30pm	1 Commissioner Member 1 Alternate Commissioner	Commissioner Jacobs / OPEN	
JCPC (Orange County Juvenile Crime Prevention Council)		1 Commissioner	Commissioner Pelissier	
Orange County Partnership for Young Children	Bi-Monthly-last Wed of month- at 8:30am	1 Commissioner - Board of Directors	Commissioner Dorosin -Member	
Small Business Loan Program	Meets as needed when a thoroughly vetted application has been received.	1 Commissioner	Commissioner McKee	
Ten Year Plan to End Homelessness Executive Team	Monthly -1 st Wed. at 5:30pm	1 Commissioner member	Commissioner Pelissier	

– BOARDS AND COMMISSIONS-

BOARD NAME	MEETING DATE	BOCC MEMBER	BOCC Member Currently Serving	
Triangle Area Rural Planning Organization (TARPO) Transportation Advisory Committee	Bi-monthly	1 Commissioner Member 1 Alternate Commissioner	Commissioner Price –Member-CHAIR Commissioner Pelissier - Alternate	
Triangle Transit Board of Trustees	Monthly –4 th Wednesday 1:00pm-5:00pm	May appoint a Commissioner or Commissioner-appointed citizen	Commissioner Pelissier - Secretary	
Workforce Development Board – Regional Partnership	Meets monthly in Asheboro	Does not require a Commissioner- usually has been 1 Non-Voting Liaison	Nancy Coston – DSS Director	
Visitor's Bureau	Monthly – Third Wed 8:00 AM	1 Commissioner Required	Commissioner Rich – Member-Finance Officer	
BOARDS TO WHICH BOCC HAS ALREADY MADE APPOINTMENTS for 2015				
NACo Voting Delegate		1 Commissioner Required	Commissioner Price	
NCACC Voting Delegate		1 Commissioner Required	Commissioner Price	
Triangle Transit Special Tax Board		2 Commissioners required	Commissioner Pelissier and open	
LIWG (Legislative Issues Work Group)		2 Commissioners	Commissioner Price and Commissioner Pelissier	

- BOARDS AND COMMISSIONS-

SHORT TERM TASK FORCES/WORKGROUPS			
Alternatives to Jail Assessment Work Group	Meets as needed	2 Commissioners	Commissioner Jacobs and Commissioner Pelissier
Cedar Grove Advisory Board Meeting	Meets as needed	2 Commissioners	Commissioner Jacobs and Commissioner Price
Family Success Alliance	Meets as needed	2 Commissioners	Commissioner Dorosin and Commissioner Pelissier
Strategic Communications Work Group	Meets as needed Discussion of topic to be held at Feb. 10 th work session	2 Commissioners	Commissioner Rich and OPEN
Solid Waste Advisory Group (SWAG)	Meets as needed	2 Commissioners	Commissioner Jacobs and Commissioner Rich
Space Study Work Group	Meets as needed	2 Commissioners	Chair McKee and Commissioner Price

EX-OFFICIO	
Hillsborough/Orange County Chamber of Commerce- does not require a Commissioner	Chair Serves
NC DOT Quarterly Meetings	Chair/Vice Chair
School Collaboration Meetings	Chair/Vice Chair

OFFICERS	
NCACC Board of Directors	Commissioner Price
TARPO	Commissioner Price - Chair
Triangle Transit Board of Trustees	Commissioner Pelissier – Secretary thru September 2015
Visitor's Bureau	Commissioner Rich – Finance Chair –Executive Committee

– BOARDS AND COMMISSIONS-

Boards to be decided on/chosen at future work session

JOCCA- need to decide whether to continue participation	Meets Quarterly in Pittsboro at 5:30pm -	1 Commissioner Or Citizen	Commissioner Price

Boards – Not Meeting at this time

Efland Mebane Small Area Plan Implementation Focus Group	One meeting scheduled for February 2, 2015	1 Commissioner	
Historic Rogers Road Task Force	Not meeting at this time	2 Commissioners	Commissioner Rich and Commissioner Price
Hollow Rock Park Planning Committee	Not meeting at this time- Per conversation with Dave Stancil – the interlocal agreement discussion is scheduled for the 2/17/15 BOCC meeting	2 Commissioners	
Library Services Task Force	Has not met since 2009—suggestion to sunset and re-create, if needed at a later date	2 Commissioners	Commissioner Jacobs Commissioner Rich
Solid Waste Management Plan Work Group	Meets as needed	1 Commissioner	Suspended Until further direction
Solid Waste Interlocal Agreement – Elected Leaders Work Group	How is this different from SWAG?		May be re-constituted at a later date