

Orange County Board of Commissioners

Location: Whitted Building, 300 West Tryon Street, Hillsborough, NC

Annual Retreat Annotated Agenda

January 30, 2015/9:00 a.m. – 4:00 p.m.

Breakfast at 8:30 a.m.

Meeting Objectives

- To review progress on Orange County's goals and priorities.
- Relationship Building between Commissioners and Staff
- Discuss how Orange County should fund school and county capital projects.
- Initiate a discussion about BOCC Actions related to petitions, boards and commissions.

Time	Agenda Item	Activities	Notes
8:30 – 9:00	Welcome/Continental Breakfast		
9:00 - 9:15	Facilitator – Introductions/Ground Rules/Agenda Review	<ul style="list-style-type: none"> • Introductions of all guests present and the facilitator. (Not the Commissioners or staff) • Ground Rules/Group Agreements • As a part of the agenda review, facilitator will inform Commissioners that there may not be adequate time to complete the agenda item "Process for BOCC Actions." To ensure adequate time for this item, the section of this item that is incomplete will be addressed in a Board of Commissioners' work session on Feb. 10th. 	
9:15 – 11:00	2015 Update to 2009 Goals and Priorities	<ul style="list-style-type: none"> • The County Manager will provide an overview of the progress for each of the goals and priorities. She will introduce the Department Heads and call on staff as needed during her presentation. <ul style="list-style-type: none"> ○ Start with the financial report from Clarence Grier ○ A written document with the 2014 Goal and Priorities Update will be provided. 	<ul style="list-style-type: none"> • Need updated Goal and Priorities document
11:00 – 11:15	BREAK		

11:15 – 12:00	Team Building Exercises (DSI Comedy Club)	<ol style="list-style-type: none"> 1. Zach Ward will facilitate a relationship building process with Commissioners and Department Directors 2. Everyone in the audience is invited to observe the team building process but they also have the opportunity to leave until lunch is over and return at 1:00. 	
12:00 – 1:00	LUNCH		
1:00 – 2:15	Bond Referendum	<p style="text-align: center;">HOW SHOULD ORANGE COUNTY FUND SCHOOL AND COUNTY CAPITAL PROJECTS?</p> <p>The County Commissioners will explore a range of questions to determine if these projects should be funded within the existing tax rate versus sponsoring a bond referendum. (See attached)</p>	
2:15 – 2:30	BREAK		
2:30 – 3:00	Bond Referendum cont'd		
3:00 – 3:45	Process for BOCC Actions	<p>A) Petitions by the BOCC and Petitions by the Public (Review the existing process)</p> <p>B) Boards and Commissions Discussion</p> <ul style="list-style-type: none"> • Diverse pool of candidates – do we need to use paid advertising? • Filling all positions- is this realistic? • Do boards and commissions need to vet applications prior to submission to BOCC? • Service on multiple boards--which currently allows service up to two boards and task forces? • Process for nominations for applicants (who are not recommended) at Board meetings? 	<p>A. Background material will consist of abstracts when current processes were adopted</p> <p>B. Current Advisory Board Policy will be provided as background material</p>
3:45 – 4:00	Open Discussion/Wrap Up	The county manager will discuss how the BOCC Retreat will inform the budget priorities.	

Ground Rules/Group Agreements

1. **Limit Electronic Device Use** – to retreat agenda items. Focus on interacting with each other rather than text, emails or social media.
2. **Speak Your Truth**– Speak from the “I” position, rather than detaching from your perspective (“you”) or universalizing your perspective (“we”).
3. **Accept other’s truth** – Which doesn’t require your agreement but acknowledges the fact that for people their perception is 100% of reality.
4. **Lean into Discomfort and Lean into Each Other** - By design, authentic dialogue challenges participants. Discomfort signals that you are being challenged and perhaps even growing from the experience. Support each other to participate fully. Step up and practice asserting if you tend to be reserved or quiet. Step back and practice listening if you tend to be talkative.
5. **Expect and Be Willing to Accept Non closure** - Embrace the process as the task. While this process might be designed to resolve an immediate question, it will raise far more questions than answers about the larger issues uncovered through the dialogue. Engaging in the dialogue and process of working together will reap far greater rewards than simply making a decision about what “to do.”
6. **Speak one at a time/Listen for Understanding**
7. **Leave your Ego at the Door** – *Ego* That part of us that continues to worry, live in doubt, is afraid, judges people, is afraid to trust, needs proof, believes only when it is convenient, fails to follow-up, refuses to practice what it preaches, needs to be rescued, wants to be a victim, beats up on "self", needs to be right all the time and continues to hold on to what does not work. *Taken from the Introduction of “One Day My Soul Just Opened Up: 40 Days & 40 Nights Towards Spiritual Strength & Personal Growth” by Iyanla*

**BOARD OF ORANGE COUNTY COMMISSIONERS (BOCC)
GOALS – 2015 UPDATE
FOR DISCUSSIONS PURPOSES**

GOALS/PRIORITIES	ONGOING EFFORTS	SPECIFIC ACCOMPLISHMENTS
<p>Goal One: Ensure a community network of basic human services and infrastructure that maintains, protects and promotes the well-being of all County residents.</p>	<p><u>Animal Services</u></p> <ul style="list-style-type: none"> • Maintains, protects and promotes the wellbeing of all County Residents. • Responsible for rabies control (public health), dangerous animals (public safety), the abatement of public nuisances adversely affecting residents quality of life, • As well as the protection of animals from neglect and abuse (animal welfare). 	<p><u>Animal Services</u></p> <ul style="list-style-type: none"> • Provide a public notice on each rabies incident in cooperation with Public Health.
	<p><u>Board of Elections</u></p> <ul style="list-style-type: none"> • Experienced, dedicated staff to assist residents • Provide safe, convenient voting sites to all residents 	<p><u>Board of Elections</u></p> <ul style="list-style-type: none"> • Established additional one-stop voting sites with extended voting hours to enhance accessibility
	<p><u>Tax Administration</u></p> <ul style="list-style-type: none"> • Manage EMS billing and collection. Through that service, staff is able to work with residents to setup amicable payment arrangements to cover the services used. • Staff also works closely with the Orange County EMS staff for quality control as staff members often work first hand with residents that have received service from the County. • Conducts community presentations and other outreach initiatives to educate elderly, disabled and low-income residents on tax relief programs that may be available. Ensuring that non-profits are accurately assessed by state statutes also is in line with this initiative. • Works with the Towns and Orange County Finance in qualifying residents for assistance with fees such as storm water and 3R. • Orange County Community Land Trust (CLT) 	<p><u>Tax Administration</u></p> <ul style="list-style-type: none"> • With the County’s new Address Ordinance that promotes identifiable and easy-to-read signs for structures, the Tax Office is working closely with volunteer fire departments and EMS staff to promote and implement this safety measure adopted by the BOCC in 2011.

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	<p>and the Tax Office work very closely in assessing properties in accordance with the CLT statute, 105-277.17. These properties are covered by local ordinances of Chapel Hill and Carrboro for affordable housing, and the tax office collaboratively works with stakeholders to ensure these properties are assessed at the low-income level as defined by statute.</p>	
	<p><u>Information Technologies</u></p> <ul style="list-style-type: none"> • Provide network, wireless, voice, application and data services to all departmental customers. 	
	<p><u>Human Resources</u></p> <ul style="list-style-type: none"> • Facilitate a recruitment and selection process that yields qualified employees to carry out the duties and services in support of the above referenced goal. • Ensure that workforce planning and employment activities are compliant with applicable federal and state laws and regulations and the Orange County Code of Ordinances. • Conduct job analyses to create and/or update job descriptions and identify job competencies as essential criteria for hiring, retaining and promoting County employees. • Develop, implement and evaluate recruitment, hiring, orientation, succession planning, retention and organizational exit programs necessary to ensure a workforce's ability to achieve Orange County's organizational goals and objectives. • Develop, implement and evaluate activities and programs that address employee training and 	<p><u>Human Resources</u></p> <ul style="list-style-type: none"> • Evaluating the current compensation polices/programs including pay structures; performance based pay, internal and external equity and benefit programs. • Evaluating the effectiveness of the current Work Planning and Performance Review System.

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	<p>development, talent acquisition and performance management to ensure that the knowledge, skills, abilities and performance of the workforce meet current and future county and individual needs.</p> <ul style="list-style-type: none"> • Ensure that compensation and benefits programs are compliant with applicable federal and state laws and regulations and the Orange County Code of Ordinances. • Establish, update and communicate workplace policies and procedures including the Employee Handbook. 	
	<p><u>Aging Services</u></p> <ul style="list-style-type: none"> • Objective 2.6: Protect and increase the provision of meal assistance services in Orange County. • Objective 2.7: Expand in-home and community respite support services that enable Orange County residents to age in place. • Objective 2.8: Ensure that older adults in Orange County are able to maintain, modify, and afford their homes. • Objective 3.2: Ensure that older adults and their families can access appropriate care for their health needs. • Objective 3.4: Collaborate with faith-based groups and other chaplaincy organizations to provide for the psychological, emotional, and spiritual needs of older adults. • Objective 4.1: Collaborate with Orange County Emergency Management Services (EMS) to improve services for older residents in Orange County. 	<ul style="list-style-type: none"> • Developed the Stay Up and Active program with EMS. 1,000+ persons have screened positive for falls through this program.

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	<ul style="list-style-type: none"> • Objective 4.2: Improve the quality of programs and services provided to residents of long-term care facilities, nursing homes, assisted living facilities, and family care homes in Orange County. • Strategy 4.3.2: Help older adults’ access needed social service programs. • Objective 6.1: Promote aging preparedness so that the Orange County community and its residents may be better able to transition to senior living. 	
		<ul style="list-style-type: none"> • The Long Term Care (LTC) Learning Collaborative was created with a focus on implementing person centered care in our LTC facilities. • Seminars have been developed and offered to LTC staff and administrators. • Conducted a survey of LTC administrators about the barriers and incentives for implementing person-centered practices. • The Long Term Care Quality Service Awards were developed and were awarded at a BOCC meeting. • The Music in My Mind program is being implemented in nine LTC facilities in our county. • Our DSS/Aging Social Workers are available at both of the senior centers and we pride ourselves in being the “One Stop Shop” for aging services in the county. • The county’s Veteran Affairs Officer is now offering regular office hours at both of

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		<p>the Centers.</p> <ul style="list-style-type: none"> • Aging In Community series that attendees have begun to think about how and where they want to age. • The Aging Board is discussing how we might do a formal community media campaign to address aging preparedness.
	<p><u>Social Services</u></p> <ul style="list-style-type: none"> • Provide basic necessities to eligible families through Food and Nutrition Services, Work First cash assistance, Medicaid and Health Choice medical coverage, energy payments and emergency assistance. • Provide employment and training services to both agency clients and the general public. The job fairs, Skills Development Center and the job club at Social Services are available to anyone seeking employment. • Additionally the agency continues to run the Work First employment program and two new programs supported through grant and state funds, the Food and Nutrition Services employment program and the Workforce Investment Act (WIA) youth employment program. • Social Services developed a coordinated child care subsidy program by integrating Smart Start, federal funds provided through the state, and county funds to provide services to children. Staff worked with county officials to address issues related to child care funding and the needs of low-income families. • The agency continued to protect vulnerable 	<p><u>Social Services</u></p> <ul style="list-style-type: none"> • Agency staff took and processed large numbers of applications for the Affordable Care Act. Many of these applications were denied due to the federal requirement that persons be determined ineligible for Medicaid or Health Choice before they could be approved for coverage under the Affordable Care Act, and therefore are not reflected in caseload increases. • The number of participants in most benefit programs has increased significantly since FY2008-2009. From December 2008 to December 2014 the number of people receiving Food and Nutrition Services benefits in Orange County has increased by nearly 66% to a current high of 12,048 recipients. • The number of Medicaid recipients during that time frame has increased by approximately 26% to 13,575 recipients. • Over the last two years the agency has migrated to the state’s new case management system for most public assistance programs, NC FAST. This system continues to present challenges but

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	<p>children and adults from abuse and neglect and assisted them to live safely in family settings when possible.</p> <ul style="list-style-type: none"> • Staff provides access to other services such as foster care, group care or in-home aide services. • Social Services has developed and enhanced partnerships to support innovative programming; staff work with the Second Family Foundation to support older youth in foster care and with the Orange County Partnership for Young Children on prevention of child abuse and neglect through intervention with at-risk families. • After a legal change several years ago, the Social Services Director became the only available public guardian. • Cases from other agencies such as mental health were transferred to DSS and those individuals are now being served by agency staff. Any new cases requiring guardianship are now the responsibility of DSS. • Provides preventive services for high-risk families and individuals (homelessness prevention, school social work, adolescent parenting). • The Adolescent Parenting Program continues to operate in each school system and helped approximately forty teens per year to stay in school and delay additional pregnancies. • The agency administers federal and county funds to alleviate crises for all low income populations. These funds are mostly used for utilities and rent to prevent homelessness and to 	<p>staff has worked hard to minimally impact clients during this transition.</p> <ul style="list-style-type: none"> • In 2013 staff managed the provision of services to persons impacted by flooding in the southern part of the county. This involved providing emergency support immediately after the flood and assisting with long term needs for housing and social work services. The agency was the fiscal agent for funds provided by the state. • A series of job fairs resulted in employment opportunities for more than 600 people. • When the state provided additional funding after the recession occurred, Social Services operated a very effective subsidized employment program until those funds ended. All of these employment programs are now coordinated which allows for sharing of resources and more effective programming. • Until the recent funding change, the agency provided social work services in the Orange County schools. • DSS was chosen to administer \$1 million over three years to prevent homelessness and to rehouse those who were homeless. Although those funds have now ended, the agency continues to administer the Emergency Solutions Grant for rapid rehousing, although this is a much smaller amount of funding. • Management at the agency reworked the

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	<p>assure safety for vulnerable families.</p> <ul style="list-style-type: none"> • Social Services continues to partner with other agencies to provide more effective and comprehensive services including outreach workers located at senior centers and staff at UNC hospital. The agency provides office space to non-profit organizations serving the same clients in an effort to provide a one-stop location for services. 	<p>Veterans Service Officer position to now include social work services if needed and provided services at several locations in the county to support county veterans and their families.</p>
	<p><u>Public Health</u> Infrastructure:</p> <ul style="list-style-type: none"> • On-site comprehensive medical and dental services • Home-based services for communicable disease, family support and environmental assessment • Community partnerships to provide environmental and policy changes to improve the community's health 	<p><u>Public Health</u></p> <ul style="list-style-type: none"> • Health Department has been accredited for the last 7 years, one of the first in the state. • Increase in all of our services and programs provided. • Increase in county funds a percent of our total Health Department budget • Increase in the percent of “zero-pay” individuals in our clinics and a decrease in the percent of patients with insurance. • Significant increase the percent of bi-lingual staff, now 25% of HD staff are bi-lingual.
	<p><u>Solid Waste</u></p> <ul style="list-style-type: none"> • Provide hazardous household waste drop-off locations for county residents • Established and maintains emergency storm debris management sites to be used for all debris generated within the county from severe weather events. 	<p><u>Solid Waste</u></p> <ul style="list-style-type: none"> • Established second hazardous household waste drop-off location at modernized Walnut Grove Church Road Solid Waste Convenience Center to enable northern County residents to more conveniently dispose hazardous household wastes for

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		<p>safer homes and less toxic landfills.</p> <ul style="list-style-type: none"> • Coordinated emergency storm debris management planning and operations with Towns and NC-DOT.
	<p><u>Emergency Services</u></p> <ul style="list-style-type: none"> • Provides prompt competent response to medical and traumatic emergencies for all County Residents and visitors, and supports public safety responders during significant incidents. • The Fire Marshal Division promotes the wellbeing of all county residents by preserving life, property, and environmental resources through education, prevention, investigation and fire code enforcement. • The 9-1-1 Communications Division provides the vital link between our community and all emergency service/public safety personnel by receiving and dispatching calls for service. • The Emergency Management Division coordinates with partner agencies to ensure that Orange County is prepared to respond to and recover from all natural, technological, and man-made emergencies in order to reduce the loss of life and property through an all-hazards emergency management program of prevention, mitigation, preparedness, response, and recovery throughout Orange County. 	<p><u>Emergency Services</u></p> <ul style="list-style-type: none"> • EMS Division worked with the Orange County Health Department and two Municipal Police Departments to initiate the Police Naloxone Initiative to combat increasing numbers of narcotic overdoses in Orange County. • EMS and Health will be teaming up again in 2015 to expand the program to the Sheriff’s Department and the Town of Hillsborough.
<p>Priority 4: Review services to identify and protect ‘safety net’ programs and services.</p>	<p><u>North Carolina State Cooperative Extension</u></p> <ul style="list-style-type: none"> • Expanded Food and Nutrition Education Program 	<p><u>North Carolina State Cooperative Extension</u></p> <ul style="list-style-type: none"> • In 2014, over 4,772 youth and adults were engaged in this program.

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	<ul style="list-style-type: none"> • EFNEP continues to provide Nutrition Education training to Spanish and English Speaking families through the Expanded Food and Nutrition Education Program. 	<ul style="list-style-type: none"> • The impacts of EFNEP programs resulted in <ul style="list-style-type: none"> ○ 80% of participants eating a variety of ○ 88% have increased knowledge of the essentials of nutrition, ○ 91% increased their ability to select low cost, nutritious foods, ○ 35% improved practices in food preparation and safety. • CES staff performed 307 teaching visits with Orange County Work First and Head Start/Early Head Start Program. • Fairview Community Garden – CES has trained 60 Extension Master Gardener Volunteers who in turn have assisted in the development of the Fairview Community garden and provided 6,000 consultations annually with county residents providing them with home gardening information. • Master Gardeners provide 2,800 hours of service annually assisting in the delivery of information on composting, soil testing, plant identification and pest management. • Over the last several years Master Gardeners in Orange County have developed four additional gardens; the Bynum Garden, Friends of CORA (Chatham Outreach Alliance), Carolina Campus Community Garden and the Gold Park Pollinator Garden in Hillsborough. • Carolina Campus Community Garden is run by the North Carolina Botanical Gardens, supported by Orange County Master Gardeners and serves the

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		<p>housekeeping community at UNC Chapel Hill.</p> <ul style="list-style-type: none"> • The Pollinator Garden has more of an environmental focus demonstrating the importance of plant diversity.
	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> • Continue to offer reduced participant rates for County recreation and athletic programs for economically-disadvantaged children/youth (receiving free/reduced lunch through the schools, and DSS clients as referred). 	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> • Worked with community organizers to help facilitate Fairview Live community fair, and coordinate BOCC-approved funding for community “recreation advocate” to help provide recreation equipment and opportunities at Fairview Park in summers of 2013 and 2014.
<p>Priority 5: Encourage for profit investments in affordable housing and review available tools.</p>	<p><u>Aging Services</u></p> <ul style="list-style-type: none"> • In spring 2014 Aging Services hosted a Developers’ Breakfast to begin discussions of how to work together to ensure that older adults’ housing needs will be met in the future. 	<p><u>Aging Services</u></p> <ul style="list-style-type: none"> • Developed a report on “Senior Housing in Orange County: Bridging the Gap between Current and Future Senior Housing.”
	<p><u>Planning Department</u></p> <ul style="list-style-type: none"> • Planning staff has been working with Department of Aging staff to better identify senior housing needs and potential solutions. 	<p><u>Planning Department</u></p> <ul style="list-style-type: none"> • UDO amendments pertaining to “temporary healthcare structures” are scheduled for the February 19, 2015 quarterly public hearing.
<p>Goal Two: Promote an interactive and transparent system of governance that reflects community values.</p>	<p><u>Animal Services</u></p> <ul style="list-style-type: none"> • Promotes an interactive and transparent system of governance that reflects community values. • Staff works closely with the Animal Services Advisory Board to provide a venue for stakeholders to voice their concerns. • Staff reports out on a regular basis on major services; coordinates with Public Affairs to 	

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	<p>communicate on an ongoing basis about not only operations but programs and events and policy considerations; and maintains a strong internet presence.</p>	
	<p><u>Board of Elections</u></p> <ul style="list-style-type: none"> • Maintain good working relationship with municipalities to ensure elections are conducted professionally and efficiently • Provide accurate election information to residents • Maintain open door policy to meetings and election procedures 	<p><u>Board of Elections</u></p> <ul style="list-style-type: none"> • Established Multi-Partisan teams to assist voters in assisted living facilities • Voter Outreach position filled to support public dissemination of various election law changes, assistance in obtaining proper IDs and develop student precinct assistants program
	<p><u>Tax Administration</u></p> <ul style="list-style-type: none"> • Promote an interactive and transparent system of governance that reflects community values. • The Citizen Revaluation programs will an opportunity to educate, and involve county residents in the process. 	<p><u>Tax Administration</u></p> <ul style="list-style-type: none"> • Twitter account has been created to promote an efficient, effective and transparent communication medium with the public and stakeholders. • Enhanced contact information uploaded to website, including an email address whereby the public may contact all tax office managers at once for prompt, courteous service.\ • Live chat has been implemented to enhance the work environment, improve public relations and improve the effectiveness of our public interactions • Staff also is working toward the development of a Citizen Revaluation Officer program to create buy-in from the public for the 2017 countywide revaluation.
	<p><u>Aging Services</u></p> <ul style="list-style-type: none"> • Objective 5.2: Encourage the participation of 	<p><u>Aging Services</u></p> <ul style="list-style-type: none"> • Over 350 persons annually have attended

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	<p>older adults and their advocates in housing and transportation planning efforts in Orange County.</p>	<p>our Aging in Community series for the past two years.</p> <ul style="list-style-type: none"> • Hosted a Developers’ Breakfast to begin a conversation with older adults, builders/developers and key government staff on types of senior housing needed in our community. • Four public hearings were held to discuss bus expansion in the rural areas. • A transportation seminar was offered specifically to Chinese-speaking seniors. • Aging Board are representatives to the OUT Board and the Housing Board.
	<p><u>Emergency Services</u></p> <ul style="list-style-type: none"> • Committed to maintaining excellent working relationships with our partner • Host and attend regularly scheduled meetings and planning sessions with our County, Town, University, and Resident stakeholders. 	<p><u>Emergency Services</u></p> <ul style="list-style-type: none"> • In 2014, established a database for public inquiries/concerns to ensure prompt, appropriate, and consistent response. • In 2015, work on website improvements to include training information, preparedness information, access information, and recruitment information.
	<p><u>Planning Department/OPT</u></p> <ul style="list-style-type: none"> • Coordinates with Triangle Transit to provide annual reports to the BOCC on Bus and Rail Investment Plan Implementation, use of sales tax funds, and financial or service changes to the Plan. 	
	<p><u>Planning Department</u></p> <ul style="list-style-type: none"> • The Department regularly holds ‘open house’ meetings to review development proposals, ordinance amendments, small area plan development, etc. 	<p><u>Planning Department</u></p> <ul style="list-style-type: none"> • Recent amendments to the Unified Development Ordinance (UDO) now require neighborhood information meetings be held 45 days before a public hearing to review a Special Use Permit application.

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	<ul style="list-style-type: none"> Staff holds community meetings with local property owners to address development/land use concerns. Most recently staff has held meetings with interested property owners to address concerns related to the discharge of fire arms and enforcement of impervious surface limitations. 	<p>The purpose of the meeting is to allow adjacent property owners to not only learn about the project but to also learn about the process associated with its review.</p>
	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> Use social media and electronic communications to advise of upcoming events and solicit interactive thoughts about new programs, activities. 	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> Used a variety of outreach techniques to solicit resident input into the new Parks and Recreation Master Plan 2030, including focus groups, youth surveys, random-sample surveys, online surveys, targeted minority group outreach, open houses and “road show” tables set up outside of popular local destinations. The County, towns and both school systems adopted in 2014 a Community Use of School Facilities for Recreation resolution committing to work more closely to meet community recreation needs through the use of school facilities (when not in use by the schools). This led to revisions to schools facility use agreements that should enable more usage by local recreation programs.
<p>Priority 6: Develop plan and tools to improve how County and citizens communicate with each other; foster two-way exchange</p>	<p><u>Animal Services</u></p> <ul style="list-style-type: none"> Staff works closely with the Animal Services Advisory Board to receive process and respond to resident concerns in coordination with the Board of County Commissioners. Staff is receptive and responsive to resident 	

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	<p>concerns in its own right (e.g., concern about contact with coyotes throughout the county) and uses Facebook and the department’s webpage to routinely report on service delivery in all areas of operations.</p>	
	<p><u>Public Health</u></p> <ul style="list-style-type: none"> • Annual surveys of staff and client satisfaction • Regularly solicit input from the community through a variety of methods such as surveys, public forums, live tweets, email, in person interviews and hotlines, etc. • Regularly update website(s) to reflect most up to date and relevant services and public health news 	<p><u>Public Health</u></p> <ul style="list-style-type: none"> • Active social media presence with 892 followers on Twitter and nearly 400 followers on Facebook. • Live tweeting from Board of Health meetings
	<p><u>Solid Waste Management</u></p> <ul style="list-style-type: none"> • Promote and foster two-way communication with Towns and residents • Ongoing: public and school presentations, landfill tours, compost workshops, work with UNC students through Institute for Environment capstone projects, monthly newspaper articles on solid waste, presence at large public events to provide recycling and info table brings dialogue and questions, public input sessions for triennial solid waste plan • Multi-jurisdictional Solid Waste Advisory Board provided public forum for citizens input until June 2013; 	<p><u>Solid Waste Management</u></p> <ul style="list-style-type: none"> • Monthly call-in radio show on WCOM 103.5 FM • Daily responses to incoming emails on ‘public email’ (average about 10 per week) • Monthly e-newsletter now reaches over 6,000 subscribers or the equivalent of over 10% of County residences. Facebook page established. Solid Waste Advisory Group formed in 2014 • New County Public Information Officer and Solid Waste Staff collaborating on various opportunities to improve communication and information dissemination • Lectures and Tours for visiting international groups including Kosovo, China and Kazakhstan
	<p><u>Information Technology</u></p>	<p><u>Information Technology</u></p>

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	<ul style="list-style-type: none"> Continue to offer BOCC meeting support, email, website and VoIP support Provide departmental customers robust transparency in interaction with their customers, e.g., website, social media and online application development 	<ul style="list-style-type: none"> Application development that enhances customer service and transparency, e.g., central permitting.
	<p><u>Emergency Services</u></p> <ul style="list-style-type: none"> OC Alerts enables us to share information with our residents, including our Community Emergency Response Teams (CERT). Regularly engaging our residents and workers utilizing social media for two way communication, especially during severe weather events. Improvements to the department website will offer helpful information and EMS continues to respond to citizen email and telephone inquiries. 	<p><u>Emergency Services</u></p> <ul style="list-style-type: none"> Implemented OC Alerts in collaboration with OWASA, and the Towns of Chapel Hill and Carrboro. Working closely with UNC Hospitals, Department on Aging, and other community partners to establish a Fall Prevention Advisory Board that will incorporate citizen participation.
	<p><u>Aging Services</u></p> <ul style="list-style-type: none"> Objective 1.1.: Increase the accessibility of information about resources, programs and services for older adults in Orange County. 	<p><u>Aging Services</u></p> <ul style="list-style-type: none"> Project EngAGE was launched as a grassroots effort to develop senior leaders throughout the county to provide information resource persons for their communities. 25 persons have completed the 13 week training and are now being organized in to Resource Teams that are project focused. Redesigned the website to be more senior friendly and launched a Facebook site. Dedicated outreach efforts to the Chinese, Latino, and LGBT communities. Opened dialogue with the UNC Health Network to find ways to disseminate

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		<p>information about services to Orange County patients.</p> <ul style="list-style-type: none"> • Implemented a bi-annual satisfaction survey to communicate with the public. • Routine program evaluations; installed suggestion boxes at the senior centers; and each senior center has a program advisory committee. • Participate in community events, including health fairs, information type events and staff are invited to speak at local civic groups and faith organizations. • Hosted groups from England, Japan, and Brazil interesting in learning about best practices in community aging services. • Host a weekly television show called “In Praise of Age.”
	<p><u>Human Resources</u></p> <ul style="list-style-type: none"> • Develop and maintain a diverse workforce that exemplifies a commitment to EEO policies and to ensure compliance with our affirmative action policy, which is to promote equal access to employment by protected groups and to continually evaluate our recruiting practices for potential adverse impact. • Continue to evaluate employee benefits and services to ensure all are compliant with applicable federal and state laws and regulations and the Orange County Code of Ordinances. • Solicit employee feedback on health insurance programs to ensure the appropriate balance of the needs of employees and fiscal 	<p><u>Human Resources</u></p> <ul style="list-style-type: none"> • Administer an online hiring process that provides timely updates to applicants and to ensure equal access to employment by all prospective applicants. • Create an internal Health Advisory Committee to promote employee participation in evaluation and selection.

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	<p>responsibility.</p> <p><u>Planning and Inspections</u></p> <ul style="list-style-type: none"> Orange County Building Inspections partnering with the Home Builders Association of Durham, Orange, and Chatham (HBDOC) initiated the Code Officials & Builders Alliance League of the Triangle (COBALT), a quarterly meeting of building officials and builders from five jurisdictions, that include Durham County, Chatham County, Orange County, Chapel Hill, and Carrboro with the purpose of sharing resources and best practices in an effort to establish and maintain regional consistency as it relates to residential construction. 	<p><u>Planning and Inspections</u></p> <ul style="list-style-type: none"> Our Chief Inspector gave presentation to an Interior Design Class at Cedar Ridge High School talking about the minimum standards for housing, zoning, and building codes as well as the different types of construction types. OC Building Official is serving a one year term as an ex officio member of the Board of Directors of the Home Builders Association of Orange, Durham, and Chatham counties to promote partnerships within the building community. Initiated the “Ask an Inspector” web link that allows citizens to email questions directly to the Orange County Building Official and expect an answer within five working days but typically within two working days on any building code issue. Questions not associated to building code topics are forwarded to internal or external resources as appropriate. When permits are approved systems automatically send an email notification. Additionally, all inspection results, with detail, are emailed to permit applicant and contractor automatically on a daily basis.
	<p><u>Planning Department</u></p> <ul style="list-style-type: none"> Promote and foster positive communication with customers to increase education on processes. 	<p><u>Planning Department</u></p> <ul style="list-style-type: none"> Staff has created several brochures outlining our planning process including, but not limited to: <ul style="list-style-type: none"> How to apply for a minor

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		<ul style="list-style-type: none"> subdivision, ○ How our Special Use permit process works, ○ How to obtain a zoning compliance permit, ○ Importance of our flood damage prevention ordinance program. ● Implemented a current projects section on the Department webpage providing updates on major projects that have been submitted for review (i.e. Major Subdivisions, Special Use Permits, Ordinance amendments, etc.) including the projects status.
	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> ● Continue to explore opportunities to improve communication on programs, outreach and educational initiatives. 	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> ● Implemented departmental Communications Plan for outreach, communicating programs, events and educational initiatives, and soliciting feedback from the public.
<p>Priory 7: Improve intra- and intergovernmental coordination, cooperation and collaboration. (a) <u>Work with Town of Hillsborough</u> on Joint land use planning approaches, policies/ordinances, and annexation, and Economic Development Districts. (b) <u>Work with City of Durham</u> on Economic Development Districts.</p>	<p><u>Animal Services</u></p> <ul style="list-style-type: none"> ● Delivers animal control services to Hillsborough, Chapel Hill, and Carrboro through agreements with each municipality. ● Works closely with the police departments in each municipality to address community concerns, e.g., the presence and increasing contact of residents with coyotes. 	<p><u>Animal Services</u></p> <ul style="list-style-type: none"> ● Coordinated effort with town staff to develop a unified (but not uniform) animal control ordinance for the entire county including the municipalities.
	<p>Solid Waste Management</p> <ul style="list-style-type: none"> ● Periodic staff level discussions with adjacent 	<p>Solid Waste Management</p> <ul style="list-style-type: none"> ● Provided emergency storm debris disposal

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	<p>counties regarding solid waste planning, operational and legislative issues</p> <ul style="list-style-type: none"> Recycling programs are county-wide regardless of jurisdiction; high level of staff cooperation on program operations, bin distribution, public alerts for recycling day changes, complaint resolution and provision of information/outreach, etc. 	<p>management site and coordinated 2014 Ice Storm debris collection and vegetative debris management with Hillsborough and NC-DOT.</p> <ul style="list-style-type: none"> Converted urban curbside recycling from bins to roll carts in the three towns and assist Towns with gaining over \$200,000 in state grants to support purchase of new carts. Increased tonnage by 22%. Conducted door-to-door outreach at over 500 units in student oriented neighborhoods of Chapel Hill to improve understanding of recycling and residential waste management in cooperation with Town of Chapel Hill Solid Waste Management Department. Conducted door-to-door downtown Chapel Hill business outreach and education in conjunction with Chapel Hill storm water and litter control efforts and general individual commercial recycling program site visits to improve and upgrade commercial recycling program performance and information. Enhanced coordination with Chapel Hill Carrboro City Schools new sustainability manager to increase schools food waste diversion to composting and provide over 100 repurposed curbside bins for classroom recycling from roll cart conversion program. Establishment of multi-jurisdictional Solid Waste Advisory Group (SWAG) to create

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		<p>new inter-local agreement on recycling funding and other solid waste management; includes UNC-CH and UNC-Healthcare</p> <ul style="list-style-type: none"> • Cooperated closely with Chapel Hill in revised development review process in newly reorganized Planning and Sustainability Department • Implemented roll carts urban recycling collection that are serviced by fully automated collection vehicles; carts contain RFID chips to assist in gathering inventory and program performance data that is shared with Towns. • Emergency Storm Debris Management Planning with Towns and DOT • Post local landfill planning with Towns and City of Durham, including execution a waste transfer station use agreement • Local event participation and providing recycling services for Hog Day, and Festifall • Programs/services periodically coordinated with UNC Office of Waste Reduction and Recycling • Solid Waste Department and UNC Energy Services Department work closely together with regard to Landfill Gas Recovery Project • Inter-local Agreement for Solid Waste that expired in 2013 integrated various aspects of solid waste and recycling services/programs.
	<u>Information Technology</u>	<u>Information Technology</u>

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	<ul style="list-style-type: none"> Continue to support the delivery of permitting and law enforcement reporting software to the Town of Hillsborough via the Permits Plus program and Computer Aided Dispatch (CAD) reporting software. 	<ul style="list-style-type: none"> Expanding the public wireless Internet footprint in key areas throughout the Town of Hillsborough and has worked with their Board gaining approval for said expansion.
	<p><u>Emergency Services</u></p> <ul style="list-style-type: none"> Continue to partner with multiple fire departments across Orange County and the Towns to co-locate our ambulances and crews. The EMS division continues to work with the Department on Aging on the Stay Up Stay Active program to provide fall prevention services to citizens. 	<p><u>Emergency Services</u></p> <ul style="list-style-type: none"> As of January 2015 over thirty citizens have received fall prevention services from the coordinated effort of EMS and Aging departments. Expansion of the fall prevention program in 2015 is planned to increase the number of citizens who will receive the vital services.
	<p><u>Department of Environmental, Agricultural, Parks, and Recreation</u></p> <ul style="list-style-type: none"> DEAPR and the Orange County Historic Preservation Commission (HPC) continue to work with the Town of Hillsborough Historic District Commission (HDC) on the designation of historic landmarks located in the Town's ETJ but outside of the Town's designated Historic District. 	<p><u>Department of Environmental, Agricultural, Parks, and Recreation</u></p> <ul style="list-style-type: none"> Orange County and the Town of Hillsborough signed a 2014 Memorandum of Agreement for the preservation of cultural resources on public lands within Hillsborough town limits. Orange County worked with the Town of Hillsborough to incorporate the Town's River Walk project and signage/emergency markers through the County River Park.
	<p><u>Planning & Inspections/OPT</u></p> <ul style="list-style-type: none"> In accordance with the Joint Planning Land Use Plan and Agreement, Joint Planning Area (JPA) coordination and courtesy review with the Towns of Chapel Hill and Carrboro is on-going. 	<p><u>Planning & Inspections/OPT</u></p> <ul style="list-style-type: none"> Hillsborough - An Inter-local Agreement with the Town of Hillsborough was signed in December 2009 and amended in May 2014 to end the Town's Extraterritorial Jurisdiction (ETJ) expansion process and proceed with ETJ relinquishment which has been completed. A Joint Land Use

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		<p>Plan with the Town was completed March 2013. Additionally, an Inter-local Agreement for Plans Review, Permitting, Inspections and related Services between Orange County and Town of Hillsborough was signed in January 2011.</p> <ul style="list-style-type: none"> • <u>Durham</u> - An Inter-local Agreement with the City of Durham regarding water and sewer services was approved by Orange County on September 20, 2011 and by the City of Durham in early 2012. Future Land Use Map changes and zoning changes in the Eno EDD area were adopted by the BOCC in September 2012. The Eno EDD Access Management Plan was adopted November 2013. Water and Sewer Agreement amendment occurred in December 2014. • <u>Mebane</u> - A modification to the City of Mebane Utility Service Agreement was brought before the BOCC in June 2012 which expanded the area Mebane agreed to serve with water and sewer service to include the Efland Sewer System service area and additional areas to be served by a pending water and sewer expansion into the Buckhorn EDD area. Orange County has completed over \$4 million of infrastructure and transferred to Mebane including the backbone system that serves Morinaga. Presently, consultants are being utilized to conduct environmental analysis and fine tune transportation plans in the

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		Efland-Buckhorn-Mebane access management planning area.
		<p><u>Planning and Inspections</u></p> <ul style="list-style-type: none"> • Worked with Orange County Attorney’s Office and the Town of Chapel Hill to create a Mutual Aid Agreement, where in the case of an emergency or other extenuating circumstances Orange County Inspections will off assistance with manpower, supplies, or equipment so Chapel Hill Inspections can continue operations. This agreement similarly allows the Town of Chapel Hill Inspections staff to assist Orange County if the need is required. • Assisted the Town of Chapel Hill during the summer and fall of 2014 with residential and commercial plans review as Chapel Hill was experiencing an unexpected reduction of staff. Orange County Inspections completed approximately fifty residential reviews and forty commercial plan reviews constituting several hundred employee hours.
	<p><u>Planning Department</u></p> <ul style="list-style-type: none"> • Planning staff is working with Emergency Services on the location/development of telecommunication facilities to expand and augment our emergency communications network. • Coordinating the development of a regional water impoundment policy for eventual review by the elected officials concerning provision of 	

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	<p>water supplies (i.e. ponds) to aid firefighting capabilities.</p> <ul style="list-style-type: none"> • Planning staff is holding meetings with the County Attorney’s office and the Sheriff to review/discuss issues associated with the discharge of firearms within the County • Staff provides support to the Library Director with respect to the potential citing of new library services including working on the Southern Branch of the County library project. This support has includes creation of numerous maps and mapping data, attendance at various meetings, preparation of development applications for the project ultimately reviewed and acted upon by the Town of Carrboro, assisting with the creation of a development agreement for the project, and providing periodic updates to local elected officials on the merits of the project. 	
<p>Priority 8: Examine advisory boards and commissions to: (a) Ensure they are meeting their missions; (b) Determine how boards relate to each other and how their work can best be integrated with the BOCC; (c) Ensure sustainability goals; (d) Ensure fit with overall County vision; and (e) Recognize (and be sensitive to) consistencies represented by boards, commissions when framing this review</p>	<p><u>Animal Services</u></p> <ul style="list-style-type: none"> • Advisory Board (ASAB) has worked closely with staff and the County Commissioners within the context of the new framework for boards and commissions in Orange County governance. • ASAB serves as a sounding board for residents and stakeholders regarding various issues and concerns; • Relates to the Health Board through a joint appointment; and coordinates with other boards such as the Agricultural Preservation Board as needed as well as with the Board of County Commissioners. 	

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	<ul style="list-style-type: none"> The ASAB fulfills its role in orienting new board members and it has also become self-supporting in many respects. 	
	<p><u>Public Health</u></p> <ul style="list-style-type: none"> Board of Health and BOCC meet jointly on an annual basis Boards of Health members are active on other boards such as the OUT Board, the Family Success Alliance Council and Animal Services Board. 	
	<p><u>Solid Waste Management</u></p> <ul style="list-style-type: none"> Solid Waste Advisory Board dissolved as part of dissolution of former Inter-local Agreement on Solid. Composition and role new successor advisory board will be pending SWAG decisions on solid waste and recycling funding mechanism. 	<p><u>Solid Waste Management</u></p> <ul style="list-style-type: none"> Solid Waste Advisory Group (SWAG) created to consider inter-local agreement for solid waste between three Towns, UNC-CH, UNC-Healthcare and County.
	<p><u>Information Technology</u></p> <ul style="list-style-type: none"> The Information Technologies Governance Council offers upper management level project oversight and guidance though monthly meetings. The members include the following department heads and elected officials: 	<p><u>Information Technology</u></p> <ul style="list-style-type: none"> The public advisory board for Information Technologies was disbanded prior to 2013. The 2012 Information Technology Strategic Plan recommendations included an internal governance board. The IT Governance Council has been active since January 2013.
	<p><u>Economic Development</u></p> <ul style="list-style-type: none"> The Orange County Economic Development Advisory Board, was inactive for 2 years, was reactivated in October 2012, with 10 members. The advisory board members represent a variety of relevant economic development skills and expertise in the areas of business, agriculture, 	<p><u>Economic Development</u></p> <ul style="list-style-type: none"> During 2014, the advisory board formed several subcommittees to draft a recommended set of Applications, Guidelines and Procedures regarding how to administer the (1) Agriculture Investment Grant, and (2) Business

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	<p>non-profits, entrepreneurial start-ups, UNC, and the arts/tourism sectors.</p>	<p>Investment Grant programs which are funded by Article 46’s quarter cent sales tax to support economic development.</p> <ul style="list-style-type: none"> • This information will be presented to the BOCC in a work session on 1/27/15, with a goal to receive the BOCC’s comments and approval for the two grant programs to become operational and financially support Orange County’s small businesses and agricultural ventures. • The Orange County Economic Development Advisory Board has offered to manage the grant programs, receive and review applications, and make grant award decisions, subject to BOCC approval.
	<p><u>Aging Services</u></p> <ul style="list-style-type: none"> • The Advisory Board on Aging provides the BOCC monthly meeting agendas, minutes and MAP quarterly status reports. • The Aging Board members also serve on the Housing and Transportation Boards, as well as serving on several non-profit boards that offer aging related services. 	
	<p>Planning/OPT</p> <ul style="list-style-type: none"> • Beginning in 2015, increased Orange Unified Transportation Board (OUTBoard) role in planning for public transit (consistent with previous BOCC action consolidating the former Transportation Services Advisory Board) to meet legal requirements as a recipient of Federal Section 5311 funds. • In collaboration with other County departments 	

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	<p>(i.e. Aging, DSS, Library, Health, Child Support Enforcement, and Housing), OUTBoard to include Transportation Services/Orange Public Transit (OPT) on its agenda quarterly. Departments mentioned have been asked to provide supplemental staff representation at OUTBoard meetings when transit is to be discussed.</p> <ul style="list-style-type: none"> • In December 2014, the Planning Director conveyed this heightened approach to transit planning to the OUTBoard and communicated how staff support of OUTBoard meetings would be met in the upcoming year. • The Planning Director has begun a series of orientation meetings with BOCC appointments to municipal planning boards. 	
	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> • Commission for the Environment held joint meeting with the Board of Commissioners in fall 2014. • Chairs and vice-chairs from the DEAPR-staffed boards (Commission for Environment, Agricultural Preservation Board, Historic Preservation Commission and Parks and Recreation Council) met annually in most years 2009-15 with staff to discuss matters of mutual interest such as sustainability, coordinate on certain projects, or share information about activities. One joint meeting of all the above boards was held in 2010. 	
<p>Priority 26: Clarify and communicate to public how and why County budget funding</p>	<p><u>Aging Services</u></p> <ul style="list-style-type: none"> • Allocation of County funds is shared with 	<p><u>Aging Services</u></p> <ul style="list-style-type: none"> • County budgeting is one of the areas

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is allocated.	residents that participate in the Aging Services programs.	included in the Project EngAGE leadership training.
	<u>Solid Waste Management</u> <ul style="list-style-type: none"> Implementing a public process to evaluate alternative recycling and convenience center funding mechanisms. 	<u>Solid Waste Management</u> <ul style="list-style-type: none"> Annual newsletter in 2013 described in detail on front page the solid waste 3-R Fees that support the County recycling program work.
Goal Three: Implement planning and economic development policies which create a balanced, dynamic local economy, and which promote diversity, sustainable growth and enhanced revenue while embracing community values.	<u>North Carolina State Cooperative Extension</u> <ul style="list-style-type: none"> Maintain Orange County ranking in the state as #2 for food grown and sold directly to consumers, only behind Henderson County. Since a majority of Henderson County’s sales are related to apple production, Orange County ranks number one in the state in sales to consumers of diversified produce, poultry, and livestock products. Profitable and Sustainable Agriculture Program in Cooperative Extension has provided the farming community with a number of farming alternatives that have been successful in maintaining this \$30 million industry. 	<u>North Carolina State Cooperative Extension</u> <ul style="list-style-type: none"> Breeze Farm Enterprise Incubator Program and Sustainable Agriculture direct, retail food sales by Orange County farmers jumped from \$26,000 in 1997 to \$1.44 million in 2012, (5.4% increase over fifteen years). Average retail food sales per farm rose from \$1,300 in 1997 to \$11,850 in 2012. Farms growing vegetables roses from 11 in 1997 to 77 in 2012, increasing vegetable production acreage from 26 acres to 146 acres. Extension provided over approximately 3,500 consultations, calls and emails per year for the agriculture community with information on livestock, agricultural production techniques, pest identification or safe pesticide. The Annual Agricultural Summit is a part of this program that sets the stage to introduce to new and innovative ideas.
	<u>Human Resources</u>	<u>Human Resources</u>

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	<ul style="list-style-type: none"> • Maintain a competitive salary structure that encourages employees and their families to live and work in Orange County. • Develop and maintain a diverse workforce that exemplifies a commitment to EEO policies and to ensure compliance with our affirmative action policy, which is to promote equal access to employment by protected groups and to continually evaluate our recruiting practices for potential adverse impact. • Develop, implement and evaluate recruitment, hiring, orientation, succession planning, retention and organizational exit programs necessary to ensure a workforce’s ability to achieve Orange County’s organizational goals and objectives. • Develop, implement and evaluate activities and programs that address employee training and development, talent acquisition and performance management to ensure that the knowledge, skills, abilities and performance of the workforce meet current and future county and individual needs. 	<ul style="list-style-type: none"> • Conduct job analyses to create and/or update job descriptions and identify job competencies as essential criteria for hiring, retaining and promoting County employees.
	<p><u>Aging Services</u></p> <ul style="list-style-type: none"> • Objective 2.1: Orange County, with input from the towns of Chapel Hill, Carrboro, and Hillsborough, will develop and adopt a housing plan for Orange County’s increasing older adult population that includes action steps and a plan for implementation and evaluation. • Objective 2.4: Coordinate the navigation and transportation plans between the various 	<p><u>Aging Services</u></p> <ul style="list-style-type: none"> • Developed a report “Senior Housing in Orange County: Bridging the Gap between Current and Future Senior Housing.” This is a starting point in developing a plan with new Housing Director. • Expanded senior centers routes and extended hours are included in the ¼ cent sales tax plan.

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	<p>counties, towns, and other regional bodies that enable community mobility for older adults.</p> <ul style="list-style-type: none"> • Goal 7: Promote an adequate direct care workforce for an aging population and opportunities for older workers. 	<ul style="list-style-type: none"> • Submitted a grant to the NC Department of Transportation and received funding for a mobility manager. This position is responsible to do outreach in the community to assist older adults in connecting with transportation services. • Offer a Long Term Care Quality Services award and are currently in the process of offering a Long Term Care (LTC) Direct Service Worker award to be given in May. • Host many interns interested in the field of aging. Aging Services was recognized as “Outstanding in the Field” by the UNC School of Social Work. Starting a new clinic at the senior centers called the “One Stop Shop Clinic for Community Living.” This is a free clinic staffed by students, UNC Faculty, and our staff. It will be a training ground for young aging professionals.
	<p><u>Economic Development</u></p> <ul style="list-style-type: none"> • Orange County Economic Development seeks to support and improve the local economy for its residents through the thoughtful promotion of tourism and the arts, agriculture, entrepreneurial start-ups, commercial and retail attraction, business retention, and the recruitment of quality business partners that helps diversify the Country’s non-residential tax base. • The County seeks desirable light manufacturing firms which will provide health care and related benefits and pay a living wage or higher for 	<p><u>Economic Development</u></p> <ul style="list-style-type: none"> • Article 46 – Economic Development Funding Orange County’s voters successfully passed a referendum in November 2011 to levy a one-quarter (1/4) cent sales tax that provides additional annual funding for education and economic development purposes. • The BOCC adopted a Resolution in December 2011 authorizing the new one-quarter cent sales tax. • Debt service 60% - \$750,000 - Economic Development Districts (Eno, Hillsborough

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	<p>employees, are environmentally clean and follow sustainable business practices, are not large water consumers, offer high-technology job skills, and take a role in community leadership.</p> <ul style="list-style-type: none"> • The Arts Commission helps create the artistic product – concerts, exhibits, performances, etc. - that drives entertainment dollars spent by both residents and tourists in Orange County: • The Arts Commission helps local artists and arts organizations make money and grow their art businesses with free grant-writing and professional development workshops such as marketing, legal issues, social media, contracts, copyrights, accounting, tax issues, crowd funding, tourism, time management, grants, etc. • Through arts program development helping to create vibrant Orange County communities, such as FRANK Gallery artists cooperative in downtown Chapel Hill. • The Visitors Bureau embarked on new research study focused on visitors and, gauging attitudes, awareness and purchasing behavior of tourists in order to better understand who the target audience is and how to improve marketing initiatives. Results will be made available in late February. 	<p>and Buckhorn)</p> <ul style="list-style-type: none"> • Orange County’s Small Business Loan Fund 16% - \$200,000 • Entrepreneurial & Incubator Support 8% - \$100,000 • Business Investment Grants 8% - \$100,000 • Agriculture Investment Grants 5% - \$60,000 • Marketing & Collaborative Outreach 1.5% - \$20,000 • Advertising, Publishing & Collateral Materials 1.5% - \$20,000 In September 2013, Morinaga announced its decision to select Orange County to create nearly 100 new manufacturing jobs, build an initial 100,000 sq. ft. facility and invest an initial \$48 million for Phase One. One or two plant expansions of similar size are anticipated in coming years. • Through our two annual grant cycles (Spring & Fall) distributing \$190,254 in state funds and \$162,500 in county funds from FY10-FY15 to nonprofits sponsoring art projects, arts organizations, schools and artists; • Through arts economic impact studies sponsored by Americans for the Arts. Nonprofit arts & culture in Orange County is an \$85.4 million industry supporting 3,352 full-time equivalent jobs and generating \$8 million in government revenue. Nonprofit arts and culture organizations in Orange County, which

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		<p>spent \$63.9 million in FY10, leveraged \$21.5 million in additional spending by arts and culture audiences – spending that pumped vital revenue into local restaurants, hotels, retail stores, parking garages and other businesses (Arts & Economic Prosperity IV study, released June 2012).</p> <ul style="list-style-type: none"> • Through our local efforts helping the arts play a substantial role in the nation’s economy. Nationally, the for-profit and nonprofit arts and culture sectors combined – movies, painting, publishing, cable and more – are worth at least half a trillion dollars (3 percent of the gross domestic product in 2011). • Through on-going advertising via our free arts, culture and entertainment online calendar – ExploreChapelHillARTS.com. Artists, schools and organizations can post and showcase their events and artist portfolios free of charge. The affordable online arts calendar created by the EverWondr Network is in use by multiple arts councils across this state, HandMade in America, the N.C. Dept. of Cultural Resources, and the N.C. Arts Council. • The Chapel Hill/Orange County Visitors Bureau introduced a new marketing campaign focused on attracting mid-week business, themed “The Edge of the Triangle”. The campaign has reached 26 million people in target markets on the

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		<p>Atlantic Coast, through digital, print and radio platforms. The North Carolina Department of Commerce issued an announcement in August 2012 that spending by domestic U.S. travelers totaled \$144.07 million in Orange County during 2010. This was a 5.7 percent increase over 2009 figures and ranks Orange County 24th out of North Carolina’s 100 counties in travel expenditures.</p> <ul style="list-style-type: none"> • This visitors bureau responded to 1603 requests for information from meeting planners; generated 76 sales leads for area hotels; confirmed 51 conference bookings that will bring 6,809 delegates to Orange County who will spend \$2.4 million using an estimated 4,000 room nights. As a result of this outreach, the Visitors Bureau saw an increase in visitors, conferences, media coverage and demand for rooms, restaurants and information. • The Visitors Bureau generated national publicity on Orange County and Chapel Hill in key travel and lifestyle publications, newspapers and on-line resources by hosting 21 travel journalists who secured story placement on the area in publications such as New York Times, Southern Living, Garden and Gunn magazine and more. • The Visitors Bureau created 8-page campaign promoting local food, farmers and agriculture for readers of Chapel Hill magazine in the March-April 2012 issue.

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		<p>Additionally, the Bureau created the 2012 Visitor’s Guide to Orange County, the 2012 Official Visitors Map and “Top 12 Things to Do in 2012” flier.</p> <ul style="list-style-type: none"> • The Visitors Bureau received three Destination Marketing Achievement Awards at the 2012 N.C. Tourism Leadership Conference Banquet. Gold Awards went to the 2010– 2011 Annual Report and Strategic Plan Overview for “Best Local Constituents Communications” and the Visitor’s Bureau E-newsletter for “Best Local Constituents Communications — Newsletter”. A Platinum Award for “Best Publications— Niche Marketing” went to the Sales Department’s piece “Good Meetings Start with Good Preparation” geared toward meeting planners.
	<p><u>Department of environmental, Agricultural, Parks, and Recreation</u></p> <ul style="list-style-type: none"> • Staff reviewed potential for hosting soccer and other sports tournaments at the Soccer.com Center. • Staff working on possible expansion and enhancement of the Soccer.com Center, which would increase revenue-generation and spinoff economic benefit. 	<p><u>Department of environmental, Agricultural, Parks, and Recreation</u></p> <ul style="list-style-type: none"> • In 2011, Soccer.com has significantly increased number of tournaments, which has enhanced revenue generation and provided substantial tourism and economic benefit. • Beginning in Fall 2012, the Center became one of the host sites for the nationally-renowned College Soccer Showcase Series, bringing teams, parents, coaches and collegiate recruiters from across the nation to Orange County for two weekends in the late-fall.

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		<ul style="list-style-type: none"> • Worked with the Visitors Bureau to help develop agricultural and local foods campaign in 2012. • Gained approval of the 10% Campaign by BOCC, and worked to survey County departments about food purchases, continuing to participate in implementing 10% Campaign and local food purchases within County government (consistent with the Environmental Responsibility Goal).
<p>Priority 2: Implement Comprehensive Plan (a) Rewrite zoning and subdivision regulations (Unified Development Ordinance).</p>	<p><u>Planning Department</u></p> <ul style="list-style-type: none"> • Many small area plan implementation measures have been completed, including Future Land Use Map changes, zoning changes, UDO text changes, and sewer construction in the Efland-Mebane area. Completion of other small area plan implementation measures are on-going, such as the Efland zoning overlay districts. 	<p><u>Planning Department</u></p> <ul style="list-style-type: none"> • The Comprehensive Plan was adopted in November 2008 and implementation has been occurring through UDO amendments and other County actions. • The Unified Development Ordinance (UDO) was adopted in April 2011 and numerous amendments, especially related to encouraging economic development activity in the County’s urban-designated areas, have been made to the UDO since its adoption.
	<p><u>Planning and Inspections</u></p> <ul style="list-style-type: none"> • Staff has initiated several text amendments to implement policies and goals as embodied in the Comprehensive Plan. This includes the proactive rezoning of areas to expand, and aid, economic development opportunities. 	<p><u>Planning and Inspections</u></p> <ul style="list-style-type: none"> • Updated the Unified Development Ordinance (by adding Section 6.20) to require new uses on a property to connect to sewer infrastructure already in place or installed by the County as part of economic development projects, provided sewer is reasonably available as defined by the ordinance.
		<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p>

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		<ul style="list-style-type: none"> Completed the Parks and Recreation Master Plan 2030 (adopted 11/18/14), consistent with the objectives identified in the 2030 Comprehensive Plan.
<p>Priority 3: Develop economic plans for three (3) districts.</p>	<p><u>Economic Development</u></p> <ul style="list-style-type: none"> Continue to generate business investment inquiries in the County’s 3 business districts along the interstate. Oversee the Capital Investment Plan (CIP) projects that are underway to improve the availability and reach of present utilities in designated economic development land use areas. The Orange County Economic Development office will work diligently to market the County’s three Economic Development Districts to prospective investors. 	<p><u>Economic Development</u></p> <ul style="list-style-type: none"> Multiple on-site visits were made by Fortune 1000 companies seeking a location, recommended by the State of North Carolina’s industrial recruiting staff, and key site selection consultants that have toured the Economic Development Districts’ commercial and industrial properties. The Buckhorn Economic Development District has received significant improvement in this area’s zoning amendments encompassing several hundred acres of land, the actual completion of over \$4 million in water and sewer line infrastructure (funded by Article 46’s quarter cent sales tax for economic development). Coordinated infrastructure partnership between the County and the City of Mebane linking these utility achievements and joint industrial recruitment efforts, and new road work installed by the N.C. Department of Transportation. This \$4 million project, initiated in late 2012, has created a series of ‘backbone’ sewer and water systems to service or augment over 1,000 acres of economic development lands, stretching from the

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		<p>Cheeks and Efland areas westward toward the City of Mebane.</p> <ul style="list-style-type: none"> The ED project included 2 miles of gravity sewer (18” gravity in western zone and 12” gravity in eastern zone), and 3 miles of 16” water system. Besides adding to the inventory of additional utility serviceable acres, the 16” water system created a large loop to increase pressures, water capacity and fire flow to many existing industrial businesses in Orange County’s western economic development zone.
	<p><u>Economic Development -Small Business Loan Program</u></p> <ul style="list-style-type: none"> Small Business Loan Program has successfully supported new and existing small businesses located in Hillsborough, Carrboro, Chapel Hill and the rural area by awarding of loans to applicants. <p><u>Business Retention & Expansion Efforts</u></p> <ul style="list-style-type: none"> Ongoing company visits continue with large and smaller existing firms in Orange County. <p><u>Agriculture Economic Development</u></p> <ul style="list-style-type: none"> Ongoing efforts to nurture agricultural related economic development, to include linking locally grown foods with local consumers, <p><u>Entrepreneurial Support</u></p> <ul style="list-style-type: none"> Ongoing effort to support and retain entrepreneurial start-up talent that originates in the County, such as student talent at UNC Chapel Hill. <p><u>Marketing Efforts</u></p> <ul style="list-style-type: none"> Regular updates to the County’s promotional 	<p><u>Economic Development -Small Business Loan Program</u></p> <ul style="list-style-type: none"> There are eight current borrowers, and all loans are current, with no defaults. Current loan activity by prospective borrowers includes approximately a dozen individuals and/or small businesses that have either received an application, have submitted all or parts of the required documentation, or have reached the final review stage with the loan committee. BOCC comments made during the April 15th, 2014 report presentation included a request for (a) clarification of the loan committee’s approval process, (b) a desire to see the Program increase its lending activity to Orange County’s small businesses, and (c) concern that certain credit considerations to approve loans (such as a current prohibition to lend to non-profits, or to applicants with pending

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	<p>marketing materials are ongoing, to include compiling, updating and publishing a list of available sites and buildings for prospects, designing illustrative site maps and diagrams.</p> <ul style="list-style-type: none"> • Continue to work with Planning & Inspections department to assist Economic Development in cooperation to provide GIS-based mapping assistance. These marketing documents are generated in-house at low cost, and distributed to prospective business investors and site selection consultants in printed form and via the Economic Development office’s web site. 	<p>criminal issues) were unwarranted and should be eased.</p> <ul style="list-style-type: none"> • The loan program’s board of directors responded by amending the loan program’s Policies & Procedures to incorporate the BOCC’s proposed amendments to the loan program’s current Policies & Procedures. Orange County Economic Development aggressively markets the loan program with a goal to increase overall loan activity, and expand the diversity of applicants and borrowers. • In early 2011, that included the County’s financial assistance to successfully retain the on-site facility expansion (90 new jobs and \$3 million in new investment) for the local German-owned heavy earthmoving equipment parts industry in Mebane, Orange County named “AKG North America”. • This project was the BOCC’s first awarding of a “performance-based” incentive agreement (\$100,000.00 total, to be paid over a 5-year period to AKG) to encourage industrial economic development retention and expansion. • In 2013-2014, The County used Article 46 funds to financially participate with the Town of Carrboro to repair a failing sewer line. The recent repair of that sewer line has since removed the threat of a shutdown that could have negatively impacted over 20 downtown businesses employing over

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		<p>100 jobs.</p> <ul style="list-style-type: none"> • In 2014, the BOCC approved the creation of a new full-time “Business Retention” staff position in Economic Development to allow the County to specifically focus on existing businesses, to include our larger companies as well as the smaller, locally owned independent firms. • A highly qualified and enthusiastic individual has been selected to fill the new position and implement their new business retention plan. • The successful start-up of the Piedmont Food & Agricultural Processing Center (PFAP) was established in Hillsborough in 2011. PFAP, which is a joint partnership between Orange, Alamance, Chatham and Durham county governments, has now evolved into a non-profit with nearly two dozen active tenants, has its own advisory board, and is now a successful stand-alone organization. • The BOCC voted in 2014 to allow PFAP to have access to the Cedar Grove Community Center and utilize excess warehouse space there in support of PFAP customers’ short-term pallet storage needs. • Agricultural-themed economic development has gained in momentum with the annual hosting of the Farm to Fork event, the annual farm tour program, the promotion of ‘agri-tourism’ by the Orange County Visitors Bureau, and the County’s

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		<p>annual hosting of the well-attended Agriculture Summit.</p> <ul style="list-style-type: none"> • Agricultural-themed economic development has gained in momentum with the annual hosting of the Farm to Fork event, the annual farm tour program, the promotion of ‘agri-tourism’ by the Orange County Visitors Bureau, and the County’s annual hosting of the well-attended Agriculture Summit. • In 2012, Article 46 funds began to fund an Inter-local Agreement between Orange County and the Town of Chapel Hill to support the monthly lease requirements of the “LaUNCH Chapel Hill” innovation center, located on Rosemary Street. • Over the initial 3 1/2 year lease period, the County will provide a total of \$140,000 in economic development funding to support “LaUNCH Chapel Hill”. This new incubator, with over 20 full-time promising firms, has received significant financial support and financial backing from the University and key private donors. Several successful tenants have since expanded into their own office locations and hired additional staff. In 2014, the BOCC approved the combination of two part-time, County-funded and vacant staff positions in Agriculture (tied to Cooperative Extension, and Economic Development), to form a new full-time “Agriculture Economic Development” specialist

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		<p>position.</p> <ul style="list-style-type: none"> • Reporting to the Economic Development office, a highly qualified individual has since been hired and is beginning to make a positive contribution to the County’s efforts to support and elevate agriculture’s contribution to the local economy. • Orange County Economic Development designed and launched a new web site, and Facebook page, in January 2012 oriented toward business recruitment and retention, and the diversification of the County’s tax base. www.GrowInOrangeNC.com, won a prestigious “Silver” award in the international “W3” web site development competition.
	<p><u>Planning Department</u></p> <ul style="list-style-type: none"> • The Economic Development Department was identified as the lead department for this priority with Planning as a supporting department. Since the UDO was adopted, Planning has brought forward several rezoning (over 400 acres) in urban-designated areas and UDO text changes intended to better encourage economic development activities. • Planning has worked on water and sewer issues and access management in the Buckhorn and Eno. Presently, consultants are being utilized to conduct environmental analysis and fine tune transportation plans in the Efland-Buckhorn-Mebane access management planning area. 	
<p>Priority 10: Develop an energy plan that includes economic development strategies</p>	<p><u>Economic Development</u></p> <ul style="list-style-type: none"> • Monitor and develop strategies to attract clean, 	<p><u>Economic Development</u></p> <ul style="list-style-type: none"> • In September, 2012 BOCC approved to

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to attract, retain, and grown 'green' business	sustainable technologies to Orange County.	<p>grant a Special Use Permit allowing local firm Strata Solar to develop a 5-megawatt solar farm on a 50-acre site in the White Cross community.</p> <ul style="list-style-type: none"> • In 2014, Strata Solar received BOCC approval to build a similarly sized 5-megawatt solar farm in the eastern edge of the Buckhorn Economic Development District, and that operation is also now completed and operating.
	<p><u>Asset Management Services</u></p> <ul style="list-style-type: none"> • Focus on the energy plan development, sustainable energy policies, energy conservation, and energy education. 	<p><u>Asset Management Services</u></p> <ul style="list-style-type: none"> • Recruited and hired a County Sustainability Coordinator to collaborate within County departments as well as outside agencies on energy issues • The position will also work with the DEAPR to assist in staffing the Orange County Commission for the Environment with regard to its work and priorities.
		<p><u>Planning Department</u></p> <ul style="list-style-type: none"> • Planning staff oversaw and coordinated the successful processing of 2 solar public utility projects through the Special Use Permitting process.
	<p><u>Department on Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> • UNC intern with DEAPR in winter 2010-11 evaluated Orange County government's energy usage trends from 2009 – 2011, and provided strategic recommendations for Asset Management Services and DEAPR consideration. This information was used in FY 2013-14 budget preparation and annual energy 	

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	<p>and conservation policy updates.</p> <ul style="list-style-type: none"> The Commission for the Environment (consistent with its 2013-14 goals and discussion at the fall 2014 joint meeting with the BOCC) is researching strategies and initiatives for energy efficiency, renewable energy, and related sustainable development – including incentives such as reduced building permit fees for energy-efficient construction and renovation in Orange County. DEAPR is also working on energy use reduction strategies at park facilities, as sports and other lighting increases. LED lighting and “green lighting” measures will be part of future lighting projects to reduce energy use and reduce “spillage” of illumination. 	
<p>Priority 19: Be actively involved and informed about UNC-CH decisions and intentions</p>	<p><u>Public Health</u></p> <ul style="list-style-type: none"> Staff is involved with university research projects. Staff precept students from university. Provides annual orientation to UNC public health students through the Practice Pathways Public Health PHield Trip. 	<p><u>Public Health</u></p> <ul style="list-style-type: none"> Orange County Public Health Director is Adjunct Faculty in the School of Public Health
	<p><u>Aging Department</u></p> <ul style="list-style-type: none"> Department Director serves on the UNC Healthcare Community Advisory Committee UNC Allied Health Faculty serves on the Wellness Advisory Board. Staff serves as preceptors to students for internships/projects. Support is given to aging related research projects. 	<p><u>Aging Department</u></p> <ul style="list-style-type: none"> UNC Healthcare financially supports the Wellness Coordinator position and In Praise of Age television show.
	<p><u>Solid Waste Management</u></p>	<p><u>Solid Waste Management</u></p>

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	<ul style="list-style-type: none"> • Solid Waste Management works in cooperation with UNC Office of Waste Reduction and Recycling to determine when to provide commercial recycling services to off-campus UNC facilities. • UNC Energy Services and County Solid Waste Management are in regular and ongoing communication regarding operation and maintenance of landfill gas recovery system. 	<ul style="list-style-type: none"> • UNC-CH participates in Solid Waste Advisory Group regarding solid waste and recycling services and facilities planning.
	<p><u>Economic Development</u></p> <ul style="list-style-type: none"> • The County’s Economic Development office regularly networks with various UNC programs such as World View, Carolina Asia Center, the Working Group on Economic Development (WGED), and hosting summer internships for Masters of Public Administration graduate students. 	<p><u>Economic Development</u></p> <ul style="list-style-type: none"> • The County’s 50/50 partnership funding partnership with the Town of Chapel Hill supports the “LaUNCH Chapel Hill” innovation center, with the University of North Carolina being a third partner.
	<p><u>Emergency Services</u></p> <ul style="list-style-type: none"> • Emergency Services attends regular meetings of the UNC Emergency Response Group (ERG) for public safety/student safety initiatives. • Partner with the Dean of Students to share information about personal safety and accountability. • Partner with the UNC Athletic Department to plan for mass gatherings at the football and basketball games, to include being present at the Command Post for all home games. 	
	<p><u>Planning Department</u></p> <ul style="list-style-type: none"> • Planning staff and director communicate regularly with UNC officials concerning the use and/or expansion of an existing research facility off of Orange Glover Garden Chapel Road in 	

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	the Bingham Township of the County.	
	<u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u> <ul style="list-style-type: none"> • Included UNC intramurals recreation staff in Intergovernmental Parks Work Group, to help address mutual issues for look for possible collaborations. 	
Priority 20: Support transit, pedestrian, and bicycle facilities and other alternatives to the single passenger automobile.	<u>Asset Management Services (AMS)</u> <ul style="list-style-type: none"> • Through the County Sustainability Coordinator, AMS is exploring opportunities to collaborate with County departments and outside agencies to increase commuting options and to promote alternative modes of transportation within the County. • Planned initiatives include the creation of a commuter benefits package with Human Resources, assisting Planning in publicizing and promoting Orange Public Transportation. 	<u>Asset Management Services (AMS)</u> <ul style="list-style-type: none"> • AMS has integrated and constructed public transit, bicycle and pedestrian friendly infrastructure in all of its new and renovated construction as well as the future planned projects. • AMS recruited a Fleet Automotive Technician with a specialization in bus platforms to better serve Orange County’s bus and large vehicle fleet.
	<u>Public Health</u> <ul style="list-style-type: none"> • Board of Health has had multiple speakers on a variety of topics from complete streets to healthier transportation alternatives. • Board of Health Member on OUT Board. 	<u>Public Health</u> <ul style="list-style-type: none"> • Staff and Board members provided input on the County’s Transportation Plan
	<u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u> <ul style="list-style-type: none"> • The adopted Parks and Recreation Master Plan 2030 places a high priority on the creation of biking, hiking and walking trails. All park concept plans include trails and, where possible, potential connections to future offsite trails are shown (such as Jones Creek Greenway at Twin Creeks). The state Mountains to Sea Trail, which will traverse Orange County, will help 	<u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u> <ul style="list-style-type: none"> • The State of the Environment 2014 report included data on resident commuting patterns and daily vehicle miles traveled, and provided recommendations for how Orange County can reduce residents’ reliance on personal automobiles through land-use planning and by increasing public transit alternatives.

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	<p>support alternatives to the automobile in and around Hillsborough.</p>	
	<p><u>Planning Department/OPT</u></p> <ul style="list-style-type: none"> • Planning Staff, in coordination with the County Manager, has developed a framework for the OUTBoard’s study of bicycle safety which will be included as a February 2015 information item on a BOCC agenda. 	<p><u>Planning Department/OPT</u></p> <ul style="list-style-type: none"> • The Orange County Bus and Rail Investment Plan and associated inter-local agreements were completed in 2012, as well as a successful voter referendum for a ½ cent transit sales tax to serve as a funding source. • Two important plans have been completed: 1) Safe Routes to Schools Action Plan (April 2014); and 2) Comprehensive Transportation Plan (September 2013). • In 2012, Orange County expanded its role in regional transportation planning becoming a voting member of the Burlington-Graham Metropolitan Planning Organization and continued on a regular basis to submit projects to its Planning Organizations for funding consideration by NCDOT.
<p>Priority 21: Amend County zoning to address and modernize airport and related issues.</p>	<p><u>Planning Department</u></p> <ul style="list-style-type: none"> • This topic has not been addressed because the level of urgency dropped when UNC decided not to pursue a potential airport in Bingham Township. 	
<p>Goal Four: Invest in quality County facilities, a diverse work force, and technology to achieve a high performing County government.</p>	<p><u>Animal Services</u></p> <ul style="list-style-type: none"> • Involved in the investment in quality facilities and technology to achieve a high performing government. • Training and professional development continue to be a priority in the context of the current legal requirements and social 	<p><u>Animal Services</u></p> <ul style="list-style-type: none"> • Implemented on-line pet licensing, web-based resources for finding lost pets, as well as a Facebook page and webpage.

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	<p>expectations of animal services operations.</p>	
	<p><u>Board of Elections</u></p> <ul style="list-style-type: none"> • Strive to achieve diversity with precinct officials • Maintain accurate and up-to-date website • Maintain and update election night reporting software for efficient reporting. 	<p><u>Board of Elections</u></p> <ul style="list-style-type: none"> • Developed system to electronically process voters at one-stop voting sites • In process of implementing updated voting equipment in 2015 • In process of implementing electronic poll books to more efficiently process voters
	<p><u>Tax Administration</u></p> <ul style="list-style-type: none"> • Continue to strive for a representative, diverse work force in recruitment selection. • Tax office is striving to reduce paper and improve efficiency in the office by using apps such as Dropbox, DocuSign and Citrix Receiver on its iPad, desktop and laptops. 	<p><u>Tax Administration</u></p> <ul style="list-style-type: none"> • In process, create a YouTube channel to record educational videos for the public. Videos may be linked back to mailed documents via Quick Response Code (bar code that can be scanned with a smartphone) or via direct links. • The YouTube channel will be the hub of the Citizen Revaluation Officer program as well.
	<p><u>Asset Management Services</u></p> <ul style="list-style-type: none"> • AMS has worked with County Management and Departments to develop new and renovated state-of-the-art administrative, operations, and park facilities • AMS leads BOCC initiatives to develop sustainable facilities infrastructure • Ongoing facility planning <ul style="list-style-type: none"> ○ County Jail Facility ○ Southern Orange Government Services Master Plan ○ Cedar Grove Community Center (formerly Northern Human Services Center) ○ Southern Branch Library 	<p><u>Asset Management Services</u></p> <ul style="list-style-type: none"> • Since 2006; the majority of which were completed and occupied after 2009: <ul style="list-style-type: none"> ○ Seymour Senior Center ○ EMS Headquarters (510 Meadowlands) ○ Justice Facility Expansion ○ Animal Services Facility ○ Solid Waste Operations Center ○ Central Orange Senior Center/SportsPlex ○ Hillsborough Commons (DSS) Gateway Center (Tax Admin, Register of Deeds) ○ West Campus Office Building

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	<ul style="list-style-type: none"> ○ Triangle Sportsplex Pool Mezzanine ● AMS is participating in the Space Study Work Group initiative. 	<ul style="list-style-type: none"> (Planning, Inspections, Economic Development, IT, AMS, Child Support Enforcement, Public Meeting Rooms ○ Orange County Library ○ Health and Dental Consolidation – Whitted Center ○ Public Defender Renovation (129 King) ○ District Attorney Renovation ○ Cedar Grove Park ○ Fairview Park ○ Soccer.com Center ○ Twin Creeks Greenway ○ Whitted Meeting Facilities ○ Rogers Road Community Center ● AMS has also assisted in developing new sanitary sewer and water systems within the Efland, Buckhorn, and Economic Development District; ● Divestiture of inefficient and uneconomical facilities: <ul style="list-style-type: none"> ○ Northern Human Services Center ○ Sawyer Building ○ Graham Building ○ Moody Building ○ Carr Mill Dental Clinic ○ 1914 New Hope Church Road ● Installation of geothermal HVAC, digital control systems for HVAC and lighting, water reclamation, electric vehicle charging stations. ● Acquisition of the Eno River Parking

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		Deck.
	<u>Emergency Services</u> <ul style="list-style-type: none"> • EMS continues to partner with the IT Department to build IT infrastructure to all EMS stations. • The Fire Marshal Division invests in maintaining fire safe county facilities through annual fire inspections, fire drills and utilizing technologies that streamline our work and potentially reduce our carbon footprint. 	<u>Emergency Services</u> <ul style="list-style-type: none"> • EMS Stations were upgraded with appropriate furnishings to accommodate around the clock operations. • In 2015 EMS partnered with the Department of Social Services to recruit an outstanding work first graduate. • Partnering with Social Services to assist the graduate in completing the Durham Technical Community College Emergency Medical Technician Program and obtain vital EMS work experience in the EMS Apprentice Program.
	<u>Aging Services</u> <ul style="list-style-type: none"> • Objective 1.1: Increase the accessibility of information about resources, programs, and services for older adults in Orange County. • Maintain a bi-weekly listserv reaching almost 2,000 persons and Senior Times access on the web has been improved. 	<u>Aging Services</u> <ul style="list-style-type: none"> • Project EngAGE was launched as a grassroots effort to develop senior leaders throughout the county that would be information resource persons for their individual communities as an extension of the Aging Department. • Updated the Community Resource Guide for distribution hard copy and electronically. • Expanded our Seymour Tech class offerings and have developed a department Facebook page. • Re-designed program materials and have utilized billboard advertising. • In the final editing stages for a departmental information video.
	<u>Social Services</u>	Social Services

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	<ul style="list-style-type: none"> • Utilize current and emerging technologies to deliver services efficiently and effectively. • Staff continues to use an electronic document management system to streamline processes for clients. • Several DSS staff is serving or has served on statewide committees or task forces focusing on improving technology across human services. 	<ul style="list-style-type: none"> • Orange County Social Services served as a pilot county to test and implement the Medicaid phase of NC FAST, the state’s new case management system in public assistance.
	<p><u>Public Health</u></p> <ul style="list-style-type: none"> • Public Health Department Informatics Manager regularly collaborates and shares data with other departments such as Housing and Social Services. • Public Health Department invests \$20,000 of non-county funding each year in the “Innovation Grant” Program 	<p><u>Public Health</u></p> <ul style="list-style-type: none"> • Renovation at SHSC complete resulting in a fresher, more modern, professional, health clinic. • 25% of Orange County Public Health staff are bi-lingual • 25% of Orange County Public Health staff have stand-up/sit-down desks in their offices
	<p><u>Solid Waste Management</u></p> <ul style="list-style-type: none"> • Maintain efforts for safe, and efficient handling of solid waste and recycling 	<p><u>Solid Waste Management</u></p> <ul style="list-style-type: none"> • Renovation of Walnut Grove Church Road Solid Waste Convenience Center • Replaced open top dumpsters with compactors and segregating large • County collection truck traffic from residential traffic in two tiered system. • Site renovations also improved storm water management, customer traffic flow and usability by the elderly or handicapped. • Renovation of Eubanks Road Solid Waste Convenience Center currently under design and permitting. • Implemented roll carts urban recycling collection that are serviced by fully

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		<p>automated collection vehicles; carts contain RFID chips to assist in gathering inventory and program performance data that is shared with Towns.</p>
	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> • Facility improvements have been/are being made at the Soccer.com (formerly Eurosport) Soccer Center, and Blackwood Farm Park is being readied for opening on a limited basis in spring 2015. • Work toward the opening of the Hollow Rock Natural Area (part of New Hope Creek Preserve, with Durham County and Chapel Hill) and trails at the Seven-Mile Creek Natural Area (Upper Eno Preserve) are also underway. 	<ul style="list-style-type: none"> • <u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u> • New park facilities have been developed and are open at Cedar Grove Park, Fairview Park, and the Jones Creek Greenway segment at Twin Creeks (Moniese Nomp) Park since 2009. A Little Free Library has also been installed at Cedar Grove Park, in conjunction with the Library.
<p>Priority 11: Invest in technology to increase work efficiencies; e.g. web streaming, paperless agendas, integrated tracking systems between field and office.</p>	<p><u>Animal Services</u></p> <ul style="list-style-type: none"> • Animal Services continues to tap its specialized software (Chameleon) to improve overall efficiency and effectiveness. • One of the next steps will be to begin to use a “postmaster” function for electronic notifications. 	<p><u>Animal Services</u></p> <ul style="list-style-type: none"> • Web-licensing accounts for upwards of one third of all pet licenses. • Animal Services recently introduced a volunteer management program that tracks hours of service by various tracks as well as the total number of hours.
	<p><u>Public Health</u></p> <ul style="list-style-type: none"> • Maintain medical and dental services use of electronic health records (EHR) • Continue to use GIS mapping and data drilling to identify target areas for intensive and/or new services. 	<p><u>Public Health</u></p> <ul style="list-style-type: none"> • Field staff has portable technology to improve work efficiencies, customer service, reporting, and billing. • Virtual orientation and virtual job shadowing now being done through HD video. • Collaborating with the Planning Department on a new central permitting process-- utilizing new technology to

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		<p>improve the user’s interface and experience. “One Project, One Permit” philosophy.</p> <ul style="list-style-type: none"> • Shared access to UNC hospital’s “EPIC” EHR.
	<p><u>Emergency Services</u></p> <ul style="list-style-type: none"> • The EMS division utilizes technology for daily EMS activity, to track citizen inquiries, to track logistic work orders, and to maintain employee information. • Technology called “Marvelous” will be implemented to place available units closer to the next “anticipated” call for service, enabling us to further reduce response times. 	<p><u>Emergency Services</u></p> <ul style="list-style-type: none"> • EMS will be expanding the webEOC system to incorporate ambulance checkout processes and field training evaluation processes. • The Communications Division is implementing new technology that will enable the closest unit to respond to the call, which will reduce response times. The Emergency Management Division implemented a technology called “Salamander” that tracks responders at planned and unplanned events; this was recently used during the Active Shooter trainings and the Halloween event on Franklin Street.
	<p><u>Information Technology</u></p> <ul style="list-style-type: none"> • Facilitate public records request via email archiving, document scanning and electronic backup retention policies 	<p><u>Information Technology</u></p> <ul style="list-style-type: none"> • Implementation of updated technology to improve internal effectiveness for service to County residents. <ul style="list-style-type: none"> ○ Electronic Agendas ○ Electronic contract routing ○ Expansion of BOCC meeting facilities ○ Document scanning project ○ Consistent PC replacement implementation ○ Embracing mobile technology

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		<ul style="list-style-type: none"> ○ Laptops - ultraportable laptops ○ Tablets - handheld technologies
	<p><u>Planning and Inspections</u></p> <ul style="list-style-type: none"> • Electronic monitoring/operation has enabled Engineering to more closely match releases to targets, leading to more effective management of this water resource and maintenance of water quality in the Eno River, especially the East Fork of the Eno River to which Lake orange is the sole source downstream to the confluence. • The Planning Board and OUTBoard have largely transitioned to paperless agendas (some members request paper copies). Agendas and minutes for both advisory boards are posted on the Planning Department’s website. • Staff electronically stores and maintains approved development projects. • The Planning Department webpage now provides links to electronic copies of development projects that have either been approved or are still under review. • Two GIS public assistance terminals are used regularly for customer service at the front counter. 	<p><u>Planning and Inspections</u></p> <ul style="list-style-type: none"> • Orange County Engineering staff completed a project to allow remote operation of the release gate at Lake Orange, as well as remote monitoring of the lake level, the flow from the gate and readings from an electronic rain gauge. This has vastly improved the efficiency of operation of the Lake as well as significantly increasing the amount and quality of data recorded and available regarding day to day conditions at Lake Orange. • The Buildings Inspections Division of the Planning Department accomplished the following: <ul style="list-style-type: none"> ○ Transitioned from \$3,500 ruggedized laptops, purchased in 2006, to County standard Lenovo laptops, saving \$2,500 per unit in 2012. ○ Implemented auto-email updates to the public on inspection results and permit approvals. ○ Assisted with data migration strategies between Permits Plus (permitting software) and Patriot (Land Records and Tax software) in 2011. ○ Purchased a scanner to scan copies of building plans and all documents

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		<p>associated with permits; significantly reducing paper work to be stored by County and reduced applicant’s submittals to one set of plans from three sets in 2010.</p> <ul style="list-style-type: none"> • Partnering with OC Information Technologies and OC Environmental Health identifying all workflows, business rules, and processes to be analyzed and mapped for selection, support, and implementation of a new Land Management Central Permitting System that will replace our current twelve year old permitting and field inspection software in 2013 and 2014. • Now accepting commercial building plans in electronic format for required plans review. 2014.
	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> • Majority of recreation and athletics program registration, and facility reservation, is now accomplished through WebTrac automated system on web site. 	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> • Advisory board agendas and materials are now transmitted by email. Some meetings and business conducted by teleconference.
<p>Priority 22: Review and update County personnel and operational policies and procedures.</p>	<p><u>Human Resources</u></p> <ul style="list-style-type: none"> • Provide a strong training commitment to all employees. • Develop and implement a Supervisor Training Certificate Program for all current supervisors mentor and enhance the growth of potential supervisors and to provide a leadership program for management executives. • Develop, implement and evaluate recruitment, 	<p><u>Human Resources</u></p> <ul style="list-style-type: none"> • Implemented and expanded activities and programs that address employee training and development, talent acquisition and performance management to ensure that the knowledge, skills, abilities and performance of the workforce meet current and future county and individual needs.

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	<p>hiring, orientation, succession planning, retention and organizational exit programs necessary to ensure a workforce’s ability to achieve Orange County’s organizational goals and objectives.</p>	<ul style="list-style-type: none"> • Conducted leadership training with departments on the FISH Philosophy with plans to train leaders and employees appropriately.
	<p><u>Emergency Services</u></p> <ul style="list-style-type: none"> • Maintain and revise as needed the Emergency Operations Plan (EOP) for emergency/disaster response and recovery. 	<p><u>Emergency Services</u></p> <ul style="list-style-type: none"> • Collaborated with Human Resources, Risk Management, and the County Managers Office to revise the Personnel Ordinance regarding Administrative Leave when the Severe Weather Policy is activated. In addition, we revised the Severe Weather Plan to include the use of new technology to contact our employees. • Collaborated with AMS and the Sheriff’s Office, we helped develop the County’s first Emergency Action Plan (EAP) that is specific to each facility. The EAP covers workplace violence, fire, EMS, and a wide range of other hazards.
<p>Priority 23: Design and fund space for County Attorney Offices. Manager and BOCC to discuss concept and staffing</p>	<p><u>Asset Management Services (AMS)</u></p> <ul style="list-style-type: none"> • Assisted with the planning for the Link Center renovation. 	<p><u>Asset Management Services (AMS)</u></p> <ul style="list-style-type: none"> • Lead the renovation of the Link Government Services Center to accommodate the in-house County Attorney offices and the BOCC office as well as the refurbished County Manager wing.
<p>Goal Five: Create, preserve, and protect a natural environment that includes clean water, clean air, wildlife, important natural lands and sustainable energy for present and future generations.</p>	<p><u>Board of Election</u></p> <ul style="list-style-type: none"> • Continue to explore and utilize opportunities to re-use materials in an effort to protect the environment. 	<p><u>Board of Elections</u></p> <ul style="list-style-type: none"> • Recycle election material whenever possible • Re-use training manuals and voting instructions • Implementation of electronic poll books

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		<p>eliminates the need to print paper poll books</p>
	<p>Emergency Services</p> <ul style="list-style-type: none"> • The EM Division continues to respond to all hazardous materials releases, including hydrocarbons (gasoline, kerosene, diesel) when they are released and have the potential of reaching ground or surface water to ensure a qualified contractor cleans up the spill. • The Fire Marshal Division works closely with the North Carolina Forest Service, North Carolina Wildlife and we strive to educate citizens on proper management of lands to protect county infrastructure from conflagrations through prescribed fires and regulated burning with consideration of air quality initiatives through the Division of Air Quality in North Carolina. 	<p>Emergency Services</p> <ul style="list-style-type: none"> • Installed seven idle reduction systems for ambulances that will reduce emissions in 2015. • The Emergency Management Division has revised and reinvigorated the Local Emergency Planning Committee (LEPC) that is responsible for reviewing facility hazardous materials plans and receiving facility reports of the hazardous materials that they store each year.
<p>Priority 1: Conserve high priority natural areas, wildlife habitat, and prime forests.</p>	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> • The Soil and Water Conservation District offers many federal and State programs to assist in wildlife habitat protection and creation, and in creating forested areas, especially along stream corridors. • The Commission for the Environment is collaborating with the N.C. Botanical Garden and others to identify and protect significant roadside habitat for native plants (as authorized by BOCC). 	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> • The County, through its Lands Legacy program, has acquired over 1,000 acres for parks and nature preserves, and protected an additional 2,080 acres of prime farmland and significant natural areas with permanent conservation easements. Other federal and state cost-share programs have been leveraged to this end. Sixty-five percent of the County’s 10,234 acres of significant Natural Heritage Areas (identified natural areas and prime forests) have been protected by the County and various conservation organizations, as

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		reported in the State of the Environment 2014.
	<p><u>Planning and Inspections</u></p> <ul style="list-style-type: none"> • The Erosion Control/Storm water (EC/SW) Division is delegated by the North Carolina Division of Water Resources to conduct surface water determinations for subjectivity to buffer regulations here in Orange County. • Through field visits and updates to the Orange County GIS system, allow County staff to build an accurate, up-to-date database of all surface waters within the County. • Allow County staff to add previously un-mapped surface waters subject to buffer regulations to the Orange County GIS system, in order to further protect water quality in the County as a whole. • Provide an efficient alternative for Orange County citizens to determine if surface waters of a property in question are subject to buffer regulations. • Through our subdivision regulations, the County encourages the preservation of environmental sensitive areas by having them designated as protected open space. • County stream buffer regulations, requiring the preservation of the natural area in and around the banks of a stream, are some of the most restrictive in the State and serve as a model for progressive water quality management. 	
<p>Priority 12: Implement County’s Environmental Responsibility goals</p>	<p><u>Solid Waste Management</u></p> <ul style="list-style-type: none"> • The Solid Waste Department provides a wide variety of convenient, effective, high-quality 	<p><u>Solid Waste Management</u></p> <ul style="list-style-type: none"> • County surpassed its 61% waste reduction goal achieving 64% waste reduction rate in

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	<p>recycling services and waste reduction education to foster environmental protection by conserving resources, properly managing hazardous materials, meeting or exceeding all landfill regulations/standards, and reducing pollution through use of recycled materials and composting.</p>	<p>FY 13-14 thus further reducing resource consumption by promoting and developing more waste reduction and recycling efforts.</p>
	<p><u>Aging Services</u></p> <ul style="list-style-type: none"> • Work with other county departments to implement a countywide process of using bio-degradable plates and utensils for events as well. 	<p><u>Aging Services</u></p> <ul style="list-style-type: none"> • Implemented the use of ceramic dishes, glassware and cloth napkins in the daily lunch program at the senior centers over 5 years ago.
	<p>Asset Management Services (AMS)</p> <ul style="list-style-type: none"> • Worked closely with DEAPR & Solid Waste to begin implementing the approved Environmental Responsibility Goals. • The Orange County Sustainability Coordinator will collaborate between County departments and outside agencies to ensure the implementation and education of the goal sets. 	<p>Asset Management Services (AMS)</p> <ul style="list-style-type: none"> • AMS has developed utility, fuel and water conservation goals and a related “scorecard” system to measure results that are easily communicated to the BOCC each year; these goals are related to the Utility, Fuel and Water Conservation Policies approved by the BOCC in 2006. • AMS is updated the Utility, Fuel & Water policies for action by the BOCC during the spring of 2013.
	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> • With the help of the new Sustainability Coordinator, the Environmental Stewardship Action Committee and Environmental Resource Steering Committee will have additional support to help implement the Environmental Responsibility Goal and to institutionalize environmentally-responsible and sustainable practices within County government. 	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> • The Commission for the Environment has presented findings and recommendations to BOCC on selected environmental issues (e.g., incentives for energy-efficient construction and renovation; diverting more food waste from the solid waste stream; increase efforts to collect data about surface and groundwater quality and

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	<ul style="list-style-type: none"> DEAPR continues to implement administrative policies for sustainable forestry practices and sustainable landscaping on County grounds. 	groundwater quantity in the county.
	<p><u>Planning and Inspections Department</u></p> <ul style="list-style-type: none"> The Erosion Control/Storm water (EC/SW) Division operates an erosion control program delegated by the NC Sedimentation Control Commission (SCC), administered by the NC Department of Environment and Natural Resources (NCDENR). This is performed under a structure documented in a formal Memorandum of Agreement (MOA). The water quality aspect of those State responsibilities are expanded under current Orange County UDO regulations designed to protect both the nutrient sensitive Jordan Lake and Neuse River/Falls Lake tributary drainage basins. Under that combined authority, the EC/SW Division... Enforces Orange County’s buffer requirements and storm water water-quality mitigation strategies with respect to improving water quality in storm water runoff to the county’s streams. Their efforts apply to proposed development, as well as existing maintenance incursions by residents performing or wishing to perform maintenance activities in the required buffers. Educational outreaches into the public schools focused on environmental stewardship are a regular emphasis of this Division, as well. 	
Priority 15: Complete stewardship and management plans for Lands Legacy.	<u>Department of Environmental, Agricultural, Parks, and Recreation</u>	<u>Department of Environmental, Agricultural, Parks, and Recreation</u>

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	<ul style="list-style-type: none"> Additional stewardship and management activity has been focused on Blackwood Farm, where repairs to farm outbuildings, the farmhouse, and the pond and storm water culverts have been accomplished. Scheduled management activities such as boundary signage and water body maintenance, continue to occur open County parks and at future nature preserves. 	<ul style="list-style-type: none"> Stewardship plans have been completed for three future parks, nature preserves and open space sites, with plans to complete two additional sites in 2015. A program to encourage public volunteer assistance (VPS, or Volunteer Park Stewards) has been implemented, with three such stewards trained to date.
<p>Priority 16: Develop an accounting and assessment system of water and air pollution: (a) In conjunction with ICLEI; Set emissions reduction target for 2030; Conduct public education campaign; and Link public with opportunities to improve energy efficiency and use sustainable energy sources; (b) Begin multi-year implementation of Observable Well Network.</p>	<p><u>Department of Environmental, Agricultural, Parks, and Recreation</u></p> <ul style="list-style-type: none"> The Commission for the Environment and BOCC discussed their mutual interest in updating the Greenhouse Gas Emissions Inventory and Forecast (setting of reduction targets, public education campaign), as was recommended in the State of the Environment 2014 report. The Air and Energy Resources Committee of the CFE is working with the County’s new Sustainability Coordinator to identify potential actions and follow-up on the greenhouse gas emissions inventory and forecast. This effort will be coordinated with the towns 	<p><u>Department of Environmental, Agricultural, Parks, and Recreation</u></p> <ul style="list-style-type: none"> The Orange Well Net, a network of groundwater monitoring wells across the county, helps monitor impact of drought on groundwater levels across the county. Three new wells were installed in 2014, and another will be added in 2015. The State of the Environment 2014 report updated the status and trends for various air and water quality parameters, and included recommendations for improvements by County government, and the general public as well. The Board of Commissioners adopted a resolution in late 2014 acknowledging climate change issues and pledging to take steps to address global climate change and help reduce carbon footprints.
	<p><u>Planning and Inspections</u></p> <ul style="list-style-type: none"> County-funded sampling of the Eno River, where Cardno Entrix is under contract with the UNRBA to perform some monitoring of the Eno River. The County is a participant in the 	<p><u>Planning and Inspections</u></p> <ul style="list-style-type: none"> Orange County sponsored several delegates to the 2010 International Codes Council’s Energy Codes Conference in Charlotte, North Carolina. Delegates

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	<p>Upper Neuse River Basin Association (UNRBA) (\$86K/Yr. for 3 to 5 yrs. + \$10K/yr. last and this fiscal yr. to fund BMP evaluations for nutrient reduction credits). The proposed sampling locations are upstream and downstream of each jurisdiction to determine “contribution” to the nutrient problem(s).</p>	<p>represented the building industry: architect and engineering firms, general contractors, product manufacturers, inspections departments, city planners, utilities representatives, energy consultants and raters. Participates in preparation of Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (MPO) Metropolitan Transportation Plans (MTP) and related Air Quality (AQ) Analysis and Conformity Determination reports. The MTP identifies the highway, transit and other transportation facilities to be implemented in the MPO over the next thirty years. The AQ Conformity report demonstrates that the air pollutant emissions from the transportation sector represented in the MTP will not exceed established limits.</p>
<p>Priority 24: Plan to acquire/land bank for future park development.</p>	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> • Acquisition and land-banking of identified future park sites is one of the priorities of the Lands Legacy Program. • Additional lands for expansion of the soccer center and the Upper Eno Nature Preserve remain a priority as well, and the potential for a joint school/park site with the City of Mebane is also a possibility. • The acquisition of future parks and nature preserves will continue to be accomplished by the leveraging of state and federal grants and outside funding, using existing County funds. 	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> • As of January 2015, all but one identified future park site (Bingham District Park) has been acquired.

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	<u>Planning and Inspections</u> <ul style="list-style-type: none"> Potential lands for a joint school and park in the Mebane area have been identified. Further coordination with Orange County Schools and the Board of Education should occur. 	
<p>Priority 25: Develop a policy/update current plan about how parks will be developed, appropriate ratio of parks to population, length of time to develop, and incorporation of such into the Capital Investment Plan (CIP).</p>	<u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u> <ul style="list-style-type: none"> As noted in the Master Plan, population-based standards for parkland and acquisition have been superseded in recent years by more of a community needs-based assessment methodology. Population-based standards are now used as a benchmark and measuring stick for community-based standards. This approach is used in the new Master Plan. The Master Plan recommendations were developed consistent with the adopted CIP, and the Master Plan is used as a source document for annual updates to the CIP. 	<u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u> <ul style="list-style-type: none"> In November 2014, the Board of Commissioners adopted a new 2030 Parks and Recreation Master Plan. This plan, along with the County’s annual Capital Investment Plans (CIP), includes a planned schedule of park construction and improvements over the next 10-15 years.
	<u>Planning and Inspections</u> <ul style="list-style-type: none"> The Parks and Recreation Master Plan has recommended further study of two issues (System Level of Service and Subdivision Land Dedication/Payment-in-Lieu System) that could affect the parks payment-in-lieu fee the County collects on new residential development. The plan recommended that a consultant be engaged in the next year to conduct a thorough analysis and recommend possible changes. 	
<p>Goal Six: Ensure a high quality of life and lifelong learning that champions diversity, education at all levels, libraries, parks, recreation, and animal welfare.</p>	<u>Animal Services</u> <ul style="list-style-type: none"> Promotes a high quality of life and lifelong learning that champions animal welfare, among other values. 	<u>Animal Services</u> <ul style="list-style-type: none"> Especially notable is the development of a more positive approach to animal services on the basis of an award winning

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	<ul style="list-style-type: none"> County Animal Services help to ensure a high quality of life, not only because animal welfare is a fundamental community value in Orange County, but because of its effective regulation and management of companion (and other) animals in our communities. 	<p>community spay and neuter program oriented toward controlling animal intakes by the shelter, reducing the number of euthanized animals, and thereby controlling the County’s medium and long-term costs for “animal services.</p> <ul style="list-style-type: none"> Worked closely with the Animal Services Advisory Board to develop a multimodal plan to manage free-roaming cats in Orange County. Plan implementation begins in 2015.
	<p><u>Board of Elections</u></p> <ul style="list-style-type: none"> Coordinate voter registration drives in high schools Attend various group meetings such as Services for the Blind, Ruritan, High School Civics classes, etc... as requested to provide information and promote voting in Orange County. 	
	<p><u>Human Resources</u></p> <ul style="list-style-type: none"> Enhance the culture of well-being through wellness initiatives and education. Continue to provide employee recognition programs to ensure the Orange County employees are recognized for the value they bring and have within Orange County government. Maintain a competitive salary structure that encourages employees and their families to live and work in Orange County. Develop, implement and evaluate recruitment, hiring, orientation, succession planning, retention and organizational exit programs 	<p><u>Human Resources</u></p> <ul style="list-style-type: none"> Facilitate the recently formed internal committee that is charged with the evaluation and recommendation for an employee recognition program.

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	<p>necessary to ensure a workforce’s ability to achieve Orange County’s organizational goals and objectives.</p> <ul style="list-style-type: none"> • Develop, implement and evaluate activities and programs that address employee training and development, talent acquisition and performance management to ensure that the knowledge, skills, abilities and performance of the workforce meet current and future county and individual needs. 	
	<p>Aging Services</p> <ul style="list-style-type: none"> • Objective 1.3: Ensure the attention to diversity in Department on Aging programs and information sharing efforts. • There are a large number of Chinese speaking participants at the Seymour Center; programming is offered in both languages. • Objective 3.1: Promote wellbeing and the prevention and maintenance of chronic disease for all older adults in Orange County through increased access to evidence-based programs. • Maintain 4-6 evidence based programs on a regular basis. These include Chronic Disease Self-Management, A Matter of Balance, Arthritis, Diabetes Self- Management, and Yoga. • Objective 4.3: Increase older adults’ ability to protect themselves from exploitation, abuse, and neglect. • During May-June is Elder Abuse Awareness Month. Materials are distributed materials on elder abuse subject as well as purple ribbons in honor of those who have been exploited, abused 	<p>Aging Services</p> <ul style="list-style-type: none"> • Grant funded bi-lingual social worker for to assist the Chinese speaking seniors. • Food Services Coordinator is a native Spanish speaker. • Instituted a Chinese Advisory Committee as well as recruiting Chinese speaking volunteer interpreters. • Two off-site pilot exercise programs at New Hope Presbyterian Church and Schley Grange Hall. We are hoping to further develop off-site exercise programs in the faith based community by training volunteer leaders.

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GOALS/PRIORITIES	ONGOING EFFORTS	SPECIFIC ACCOMPLISHMENTS
	<p>or neglected.</p> <ul style="list-style-type: none"> • Training is offered to Project EngAGE participants to educate them on the subject and to be able to assist community members when these types of issues arise. • Objective 5.1: Promote lifelong learning of older adults through increased access to continuing education classes and programs throughout the county. • Lifelong learning is the cornerstone of Senior Center programming. Hundreds of programs are offered annually. The Senior Center Program Advisory Committees play a key role in helping develop the programs. • Objective 6.4: Increase the capacity of the Department on Aging to expand activities available to older adults living in Orange County. 	
	<p><u>North Carolina State Cooperative Extension</u></p> <ul style="list-style-type: none"> • Numerous 4-H youth programs were implemented that included NC 4-H Citizenship Focus and 4H Congress, which provide leadership development skills. 4-H continues to work with Scruggs Elementary School and Cameron Park Elementary School in the implementation of a comprehensive program surrounding community gardens and local foods. • Teachers were enabled to reach the students in their class as well as serve as teacher leaders for their colleagues who were interested in participating in the program next year. 	<p><u>North Carolina State Cooperative Extension</u></p> <ul style="list-style-type: none"> • Each year, over 9,200 youth are engaged in after school programs supported by CES, 4H staff. This is the time of day when unattended youth most often commit juvenile crime. 4H engaged 7,500 youth in local schools, clubs, community, and special interest groups here in Orange County. • Family and Consumer Science has developed the “Healthy Eating, Physical Activity and Chronic Disease Risk Reduction Program” which includes Serosae Food Safety Certification, Canning College, Eat Smart Move More Weigh

**BOARD OF ORANGE COUNTY COMMISSIONERS (BOCC)
GOALS – 2015 UPDATE
FOR DISCUSSIONS PURPOSES**

GOALS/PRIORITIES	ONGOING EFFORTS	SPECIFIC ACCOMPLISHMENTS
		<p>Less, Healthy Holidays, Good Farmers Market Practices, Energy Conservation Education, Technology and You, and Estate Planning. FCS agents engaged approximately 2,000 Orange County residents annually.</p>
	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> Recreational program offerings also offer both athletic and skill and artistic development components within regularly-scheduled seasonal activity. 	<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p> <ul style="list-style-type: none"> Environmental education and nature programming (including events such as Arbor Day, Earth Evening, Earth walk, Farm-to-Table, and National Trails Day and National Public Lands Day) have been implemented and expanded to enhance educational opportunities since 2009. These events occur annually and provide new educational venues (the Farm-to-Table event at Blackwood Farm saw 400 school children from both school systems learn about agriculture and related topics, and Earth Evening promotes awareness of an environmental ethic and issues).
	<p><u>Economic Development</u></p> <ul style="list-style-type: none"> The Arts Commission enriches the quality of life of Orange County citizens by helping to develop the arts at all levels; Through arts education for children in our public schools via grants for artist performances, workshops and residencies; Through on-going arts information distribution via press releases, online newsletters, website, online searchable artist database, online arts 	<p><u>Economic Development</u></p> <ul style="list-style-type: none"> Through annual participation in 4th U.S. Congressional District High School Arts Competition for high school visual arts students; Through annual co-sponsorship of Emerging Artists Program awarding funds and recognition to highly qualified artists in a variety of arts disciplines; Through annual co-sponsorship of

**BOARD OF ORANGE COUNTY COMMISSIONERS (BOCC)
GOALS – 2015 UPDATE
FOR DISCUSSIONS PURPOSES**

GOALS/PRIORITIES	ONGOING EFFORTS	SPECIFIC ACCOMPLISHMENTS
	calendar, printed publications, email, direct mail, etc.	Piedmont Laureate Program awarding funds and recognition to local writers while promoting awareness/appreciation for excellence in the literary arts throughout the Piedmont region.
<p>Priority 13: Plan to provide ‘equitable’ library services for Orange County residents.</p>	<p><u>Library</u></p> <ul style="list-style-type: none"> • As part of the approved Memorandum of Understanding (MOU) between the Board of Orange County Commissioners and the Chapel Hill Town Council, the libraries will actively seek opportunities for the collaboration to improve services in the areas of collection development, staff training, policies and programming. Interoperability between the libraries was discussed at the Library MOU meeting in November 2014. • Strengthen Partnership with Orange County Schools - the Library and the leadership of the Orange County schools continue to explore opportunities to develop a mutually beneficial partnership that further the stated goals/initiatives of K-12 education. These activities have included library participation in after-school program/events, teacher and media specialist workshops on various library services, especially our new TUTOR.com databases which provides 24/7 homework assistance on all subjects. 	<p><u>Library</u></p> <ul style="list-style-type: none"> • The Library, in collaboration with other County Departments, developed site selection criteria for a future Southern Branch. The BOCC, after feedback from the Town of Carrboro Board of Alderman, adopted the criteria on September 18, 2012 and requested that the Town of Carrboro initiate a public solicitation process and review of properties based on the approved criteria. The Town of Carrboro voted on November 18, 2012 to send onto the County three (3) properties located in the Carrboro for review as possible library sites. The BOCC directed staff to negotiate with the developer of the Brewer Lane site. • Library Strategic Plan for 2013-2016 - Due to the dissolution of the Hyconeechee Regional Library system in June 2012, the Library received a grant from the State Library of North Carolina to hire a consultant to conduct a Community Needs Assessment (CNA) and develop a Strategic Plan for future library services based on the CNA. The plan was presented to the BOCC in August 2013.
<p>Priority 14: Fulfill remainder of bond issuance approved by voters in 2001 for</p>		<p><u>Department of Environmental, Agricultural, Parks, and Recreation (DEAPR)</u></p>

**BOARD OF ORANGE COUNTY COMMISSIONERS (BOCC)
GOALS – 2015 UPDATE
FOR DISCUSSIONS PURPOSES**

GOALS/PRIORITIES	ONGOING EFFORTS	SPECIFIC ACCOMPLISHMENTS
<p>soccer and Twin Creeks.</p>		<ul style="list-style-type: none"> • The 2001 Parks and Open Space bond funds for Twin Creeks Park and the Soccer Superfund have been issued and appropriated. Soccer Superfund monies went to the Eurosport Soccer Center and to Twin Creeks Park (the funds allocated to Twin Creeks from Soccer Superfund were later shifted to the new Town of Chapel Hill Cedar Falls Park Artificial Turf Field project, which opened in early 2014). • Phase I of Twin Creeks Park was opened in 2011, a segment of the Jones Creek Greenway from Morris Grove Elementary School to the future park’s southern boundary. This was accomplished in part with federal funding. Some of the residual funds for Twin Creeks were reassigned in FY 2014-15 to other projects, such as Blackwood Farm Park, while some funding (approximately \$250,000) remains at Twin Creeks for future planned site management activity.
<p>Priority 17: Review the Schools and Adequate Public Facilities Ordinance: (a) Is it doing what it was originally intended to do? (b) Does it have application for Durham and Mebane?</p>	<p><u>Planning and Inspections</u></p> <ul style="list-style-type: none"> • Although Durham has a designated “Urban Growth Area” with Orange County in the vicinity of the Eno Economic Development District, the City has less than 17 acres of incorporated area within Orange County and no ETJ. • Only four single-family residential lots are undeveloped. Therefore, SAPFO and the CAPS (Certificate of Adequate Public Schools) system have limited applicability to Durham at the 	

**BOARD OF ORANGE COUNTY COMMISSIONERS (BOCC)
GOALS – 2015 UPDATE
FOR DISCUSSIONS PURPOSES**

GOALS/PRIORITIES	ONGOING EFFORTS	SPECIFIC ACCOMPLISHMENTS
	<p>present time. If the City were to extend its ETJ or municipal limits within Orange County, the applicability of SAPFO/CAPS would increase.</p> <ul style="list-style-type: none"> • The City of Mebane has approximately 2,633 acres of city limits or ETJ within Orange County and has experienced somewhat considerable residential growth in the past decade (with a substantial lull during the recent recessionary period). The City has been approached about becoming a signatory party to SAPFO in the past but has declined to do so. Although CAPS are not issued prior to housing development within Mebane’s jurisdiction, the students generated from Mebane are counted in enrollment once they are enrolled in schools and become part of the historical enrollment figures that are used to project future school membership and, therefore, future capacity needs. • It should be noted that if capacity is not available in schools (in accordance with the stipulations in SAPFO), CAPS for residential development cannot be issued, which would stop new residential development in the impacted school system until capacity is available. The possibility of this scenario happening in the past has caused much concern among the possibly-affected local governments. 	
<p>Priority 18: Address inequities between old and new schools. Older schools are in need of capital improvements. Building new schools has been the funding priority.</p>	<p><u>Planning and Inspections</u></p> <ul style="list-style-type: none"> • Ensuring capacity is available in accordance with SAPFO and the School Construction Standards has been the funding priority partially because if adequate student membership 	

**BOARD OF ORANGE COUNTY COMMISSIONERS (BOCC)
GOALS – 2015 UPDATE
FOR DISCUSSIONS PURPOSES**

GOALS/PRIORITIES	ONGOING EFFORTS	SPECIFIC ACCOMPLISHMENTS
	capacity is not available in a particular school district, CAPS (Certificate of Adequate Public Schools) cannot be issued. The inability to issue CAPS would have the effect of halting new residential development/redevelopment (including for a single home on an infill lot) within the impacted school system until capacity is available.	

ORANGE COUNTY

BOARD OF ORANGE COUNTY COMMISSIONERS (BOCC)
2015 BOCC RETREAT
SUGGESTED GOAL-SETTING PROCESS
For Discussion Purposes Only

Objective: Establish framework for setting, implementing and evaluating multi-year goals and annual objectives as part of the annual budgeting process.

Participants:

- A. BOCC - in conjunction with Manager and department directors set goals and objectives and formally approve them as part of the budget process.
- B. Department directors – identify possible goals and objectives; develop strategies for implementation once goals and objectives are adopted.
- C. Staff – assist with developing goals, objectives and strategies and take lead with department directors in implementation and evaluate progress and report on results periodically.

Definitions:

- A. Goals – outcomes or results that organization hopes to achieve over several years.

Example: To maintain the County's Aaa bond rating.

- B. Strategies – approach or methods that the organization will adopt to implement goals. Strategies will help with the development of specific objectives.

Example: To manage fund balance to ensure levels adequate to meet rating agency expectations.

- C. Objectives – Intermittent achievements that need to be attained in one or more budget years to meet specific goals.

Example: To review the current financial policies for reserves to determine whether it is consistent with credit rating expectations by September 2015.

- D. Performance Measures – outcome, output, efficiency or effectiveness indicators that the organization uses to determine if it is meeting its goals and objectives.

Process and Timeline:

1. Hold a total of three (3) four (4) hour sessions with department directors and BOCC separately and together to refine goals and set objectives for the next budget cycle. The sessions will include a review and update of results (including latest performance data) and issues with current goals and objectives. **(September)**
2. Directors and staff develop strategies and budget proposals for the following fiscal year. **(October and November)**
3. Brief Board on strategies and budget proposals in advance of budget preparation and make modifications if necessary. **(January)**
4. Managers and directors set priorities for goals and objectives that will be included in the following proposed budget. **(February and March)**
5. As part of the regular budget process, the Board reviews budget proposals related to goals and objectives and makes final decisions in conjunction with budget adoption as well as reviewing progress on goals from prior years. **(May and June)**
6. Results from the preceding year(s), including most recently available performance data is compiled for next year's goal setting work sessions with directors and Board. **(July and August)**



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- 
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- 
Problem Solving
 Brainstorming, Resolving Conflict, Creatively Generating Solutions
- 
Team Building
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ORANGE COUNTY
NORTH CAROLINA
FINANCE AND ADMINISTRATIVE SERVICES

200 South Cameron Street
 Post Office Box 8181
 Hillsborough, North Carolina 27278

Phone (919) 245-2151
 Fax (919) 644-3324

TO: Orange County Board of Commissioners

FROM: Paul Laughton, Deputy Director

DATE: January 22, 2015

RE: BOCC Retreat Information on Possible 2016 Bond Referendum and Historical Information on the 2001 Bond Referendum

Over the past fiscal year, the Board of County Commissioners has discussed the need for a future bond referendum to fund some County and school long-range capital needs. As recently discussed by the Board of County Commissioners and both school districts (Chapel Hill – Carrboro City Schools and Orange County Schools), part of the incentive for going forward with a potential general obligation bond referendum is the repair, renovation, and upgrading of existing and older school facilities.

The County maintains excellent bond ratings.

S&P – AAA

Fitch - AAA

Moody's - AAA

The issuance of debt for two of the County's largest projects most recently discussed – New County Jail Facility and Middle School #5 for the Chapel Hill - Carrboro City School District – total a combined \$73.2 million dollars, and both projects are included in the current County Capital Investment Plan for the fiscal years 2015 – 2020. Orange County Schools has indicated the need for a new Elementary #8. Currently, that project is listed in Years 6-10 in the Capital Investment Plan, but could be a potential project for inclusion in a potential bond referendum.

Additionally, as previously mentioned, both school districts have older facility needs totaling approximately \$330 million that could potentially be addressed in part with a general obligation bond referendum.

Additionally, in order to afford additional debt, the County would potentially have to increase the property tax rate 2.82 cents for the new debt service. This projected tax increase would not

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include 1) any future other operating expenditure increases or 2) any future operating expenditure increases related directly to the new facilities and schools being built.

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

It is currently expected that projects totaling \$100 million will be financed with the issuance of general obligation or limited obligation bonds over a period not to exceed 20 years. At current municipal bond interest rates, the total combined debt service is estimated to be \$6.1 million annually. This would represent a tax rate equivalent of 4.00 cents on the current property tax rate. Based on the County current budget and budgeted revenues, the County could afford an additional \$25,000,000 of additional general obligation debt capacity for a potential bond referendum if General Fund revenues remain consistent. At current municipal bond interest rates, the total combined debt service for \$125 million is estimated to be \$7.6 million annually. This would represent a tax rate equivalent of 4.67 cents on the current property tax rate.

Attached to this memo is historical information related to the November 2001 Bond Referendum. *Attachment A* shows the project breakdown by each component (Schools, Parks, Recreation, and Open Space, Senior Centers, and Affordable Housing) which made up the total \$75 million Bond Referendum. *Attachment B* includes the Ballot question for each component, as approved by the Board of Commissioners on September 4, 2001. *Attachment C* represents a copy of the Sample Ballot as it appeared for the November 6, 2001 Election. *Attachment D* reflects the voting results by each Ballot question, as well as information on voter turnout.

Let me know if you have any questions, or need additional information.

Final November 2001 Bond Package

As Approved By Board of County Commissioners on August 30, 2001

Component		Approved Amounts
Low and Moderate Income Housing		4,000,000
Senior Centers		4,000,000
Schools	CHCCS - Renovations to Older Schools and Facilities to address health/safety issues	2,000,000
	CHCCS - New Elementary School #9	12,800,000
	CHCCS - New Elementary School #10	12,800,000
	OCS - New Middle School	18,500,000
	OCS - Renovations to address health/safety issues	900,000
	Total Schools	47,000,000
Parks, Recreation and Open Space	Joint County/Carrboro/Chapel Hill Greenway Development	1,750,000
	Smith Middle School Park	250,000
	Homestead Park Aquatics Center	3,500,000
	Southern Community Park	2,000,000
	Cedar Grove District Park	1,200,000
	Efland-Cheeks Park (Phase II)	250,000
	Fairview Park	850,000
	Soccer Super Fund	2,000,000
	Eubanks Road/Old 86 Park Development	1,200,000
	Lands Legacy	7,000,000
Total Parkland and Open Space	20,000,000	
Total		\$75,000,000

NOVEMBER 2001 BALLOT QUESTIONS
Approved by Orange County Board of Commissioners
September 4, 2001

ORANGE COUNTY SCHOOL BONDS

Shall the order authorizing up to \$47,000,000 of Orange County general obligation bonds to pay capital costs of providing school facilities and paying related costs, as adopted by the County's Board of Commissioners on September 4, 2001, be approved?

**ORANGE COUNTY BONDS FOR PARKS,
RECREATION AND OPEN SPACE**

Shall the order authorizing up to \$20,000,000 of Orange County general obligation bonds to pay capital costs of providing parks, open space and recreational facilities and paying related costs, as adopted by the County's Board of Commissioners on September 4, 2001, be approved?

ORANGE COUNTY BONDS FOR SENIOR CENTERS

Shall the order authorizing up to \$4,000,000 of Orange County general obligation bonds to pay capital costs of providing senior centers and paying related costs, as adopted by the County's Board of Commissioners on September 4, 2001, be approved?

**ORANGE COUNTY BONDS FOR
LOW AND MODERATE INCOME HOUSING**

Shall the order authorizing up to \$4,000,000 of Orange County general obligation bonds to pay capital costs of providing housing for the benefit of persons of low and moderate income and paying related costs, as adopted by the County's Board of Commissioners on September 4, 2001, be approved?

BS-1
OFFICIAL BALLOT
FOR BOND REFERENDUM
COUNTY OF ORANGE
NOVEMBER 6, 2001

INSTRUCTIONS TO VOTER

- a. TO VOTE IN FAVOR of the order, complete the arrow to the right of the word "YES".
- b. TO VOTE AGAINST the order, complete the arrow to the right of the word "NO".
- c. Mark only with pen or pencil provided by election official.
- d. If you tear, deface or wrongly mark this ballot, return it and get another.

TO VOTE, COMPLETE THE ARROW(S)



POINTING TO YOUR CHOICE(S) LIKE THIS:



ORANGE COUNTY
SCHOOL BONDS

Shall the order authorizing up to \$47,000,000 of Orange County general obligation bonds to pay capital costs of providing school facilities and paying related costs, as adopted by the County's Board of Commissioners on September 4, 2001, be approved?

YES

NO

ORANGE COUNTY BONDS FOR
PARKS, RECREATION AND
OPEN SPACE

Shall the order authorizing up to \$20,000,000 of Orange County general obligation bonds to pay capital costs of providing parks, open space and recreational facilities and paying related costs, as adopted by the County's Board of Commissioners on September 4, 2001, be approved?

YES

NO

ORANGE COUNTY BONDS
FOR SENIOR CENTERS

Shall the order authorizing up to \$4,000,000 of Orange County general obligation bonds to pay capital costs of providing senior centers and paying related costs, as adopted by the County's Board of Commissioners on September 4, 2001, be approved?

YES

NO

ORANGE COUNTY BONDS FOR
LOW AND MODERATE
INCOME HOUSING

Shall the order authorizing up to \$4,000,000 of Orange County general obligation bonds to pay capital costs of providing housing for the benefit of persons of low and moderate income and paying related costs, as adopted by the County's Board of Commissioners on September 4, 2001, be approved?

YES

NO

COUNTY OF ORANGE
BOND REFERENDUM
NOVEMBER 6, 2001

SAMPLE

November 2001 Bond Referendum Results by Ballot Question

	Yes	No	Total	Yes %	No %
Schools	11,868	8,179	20,047	59.2%	40.8%
Parks and Open Space	10,915	8,988	19,903	54.8%	45.2%
Senior Centers	10,762	9,080	19,842	54.2%	45.8%
Housing Bonds	10,441	9,482	19,923	52.4%	47.6%
Total Active Registered Voters	77,224				
Voters	20,539				
Voter Turnout	26.6%				

HOW SHOULD ORANGE COUNTY FUND SCHOOL AND COUNTY CAPITAL PROJECTS?	
BOND REFERENDUM	FUND WITHIN EXISTING TAX RATE
<p>What are the challenges facing this option?</p> <ul style="list-style-type: none"> ▪ Bond referenda are allowed only in even election years for counties (i.e.2016, 2018, etc.) ▪ General Assembly potential actions ▪ Affordability and Capacity impact ▪ Voter fatigue in wake of possible Chapel Hill bond package ▪ Interest rate fluctuations ▪ Impact on current operations ▪ Advantages and Disadvantages 	<p>What are the challenges facing this option?</p> <ul style="list-style-type: none"> ▪ Affordability and Capacity impact ▪ Fiscally sustainable ▪ Impact on current operations ▪ Advantages and Disadvantages
<p>When should the bond referendum happen?</p> <ul style="list-style-type: none"> ▪ May 2016 or November 2016 <ul style="list-style-type: none"> ○ Staff will present schedule impacts 	
<p>What process will be followed?</p> <ul style="list-style-type: none"> ▪ Overview of the last referendum process as well as voting results will be presented by staff <ul style="list-style-type: none"> ○ Determine process parameters for funding eligibility ○ Cost in ad dollars and time to promote previously 	<p>What process will be followed?</p> <ul style="list-style-type: none"> ▪ Included in the traditional Capital Investment Plan (CIP) process <ul style="list-style-type: none"> ○ Determine process parameters for funding eligibility ○ Community Input during the Budget Public Hearings
<p>Will there be a Bond Referendum Advisory Committee? If yes:</p> <ul style="list-style-type: none"> ▪ Composition ▪ Appointment process for Advisory Committee members ▪ Process for interest groups to request funds ▪ Community Input ▪ Public outreach responsibility 	
<p>Board of Orange County Commissioners (BOCC) capital projects?</p> <ul style="list-style-type: none"> ▪ List priorities 	<p>Board of Orange County Commissioners (BOCC) capital projects?</p> <ul style="list-style-type: none"> ▪ List priorities (same or different with bond)

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**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: March 15, 2011

Action Agenda

Item No. 4 - 1

SUBJECT: Process for a Member of the Board of Commissioners to Place an Item on a Meeting Agenda

DEPARTMENT: Board of Commissioners

PUBLIC HEARING: (Y/N)

No

ATTACHMENT(S):

Excerpt from February 8, 2011 Draft BOCC Minutes

INFORMATION CONTACT:

Clerk's Office, 245-2130

PURPOSE: To approve the process for a member of the Board of Commissioners to place an item on a Board meeting agenda.

BACKGROUND: The Rules of Procedures for the Board of County Commissioners currently address the process for a commissioner to request an item be placed on a Board meeting agenda. Section V reads as follows:

V. Agenda

Rule 9. Agenda. (a) The county manager shall prepare the agenda for each regular, special and emergency meeting subject to review and approval by the chair and vice-chair. A request to have an item of business placed on the agenda must be received by 12 noon, Monday of the week prior to the meeting. Any board member may, by a timely request, have an item placed on the agenda.

At its February 8, 2011 work session, the Board discussed changes to this process and agreed by consensus *"that petitions by the Commissioners would be after Public Comments. The Board agreed that the petition could be either stated orally or in written form and there is not a vote but it just goes through the process of review by the Chair/Vice Chair/Manager. Each Board member will be given three minutes total for petitions."*

The full text excerpt from the February 8, 2011 draft minutes is attached.

FINANCIAL IMPACT: None.

RECOMMENDATION(S): The Manager recommends the Board approve the change to the process for a member of the Board of Commissioners to place an item on a Board meeting agenda as outlined above and direct staff to incorporate the necessary changes into the Board's Rules of Procedure and the agenda facesheets for regular Board meetings.

EXCERPT FROM February 8, 2011 BOCC MEETING – DRAFT MINUTES

3. Discussion on the Process for a Member of the Board of Commissioners to Place an Item on a Board Meeting Agenda

Chair Pelissier said that there is a Board of County Commissioners' procedure that addresses this already, but it is not followed regularly. The normal procedure is to petition each other during County Commissioners' comments and ask to have an item placed on an agenda. She does not think that this is a perfect process. She said that only one Commissioner should not be able to put something on the agenda because it requires a lot of staff time.

Commissioner Hemminger said that she does not like the prior policy because it is not a public arena and if you bring it up at meeting, then Board members can weigh in and then follow the same process as above. She said that this needs to be public and it should go through the process as items brought forth by the public.

Chair Pelissier asked if everyone agreed that these items should be brought up at public meetings. Everyone but Commissioner Gordon agreed.

Commissioner Gordon said that she would like to have some kind of balance between being hit with something at a meeting and having it submitted in a timely process for agenda review. A lot of times the County Commissioners' comments are late at night.

Commissioner Jacobs said that he does have a strong feeling on how a Commissioner puts an item on the agenda. He said that a Commissioner should not be put to a higher standard than the public.

Commissioner McKee agreed with Commissioner Jacobs. He said that if there was an item that was not necessarily popular with the rest of the Board, then it would never be on an agenda if there was a vote.

Frank Clifton said that his career has not always been with a Board such as this that is very cooperative and works together. He said that you have to be careful with saying that any Board member can bring an agenda item because a future Board could be more divisive.

Chair Pelissier said that her concern is that there would be items that two County Commissioners want that would take up an enormous amount of staff time. It was noted that perhaps there should be a consideration of whether the request would take more than two hours of staff time.

Commissioner Jacobs said that he has no problem going to the Chair, Vice-Chair, and Manager for review, but he feels very strongly about anything that puts the County Commissioners to a higher standard than the public.

Commissioner Hemminger suggested having County Commissioners bring up these items during public comment.

Commissioner Foushee said that it would be helpful to institute a section in the meetings for the County Commissioners to bring forth petitions as does the public. It would follow the same process.

Commissioner Yuhasz agreed with Commissioner Foushee and Commissioner Jacobs, but he thinks that the number of petitions that any individual Commissioner can bring at any one meeting should be limited. He thinks that it should come immediately after the public comments.

Chair Pelissier asked if there was consensus to create a new item on the agenda that would be called "Petitions by the Board of County Commissioners", and the same process would be used that is used for requests from the public, which is to refer it to the Chair, Vice-Chair, and Manager for review.

Commissioner Gordon asked about the form that the County Commissioners would bring these items forward. She asked when it would be appropriate for a Commissioner to ask about something that had already been brought up before. She would think that in that case it would be under Board Comments.

The consensus is that petitions by the Commissioners would be after Public Comments. The Board agreed that the petition could be either stated orally or in written form and there is not a vote but it just goes through the process of review by the Chair/Vice Chair/Manager. Each Board member will be given three minutes total for petitions.

Commissioner Yuhasz said that he does not want this process to preclude the possibility of asking for more information on an item.

This new standard will be brought forth in writing to the Board, for the Board's review and approval.

COPY

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: March 15, 2011

Action Agenda

Item No. 4-K

SUBJECT: Process Regarding the Board Addressing a Request from the Public to Place an Item on a Regular Board Meeting Agenda

DEPARTMENT: Board of Commissioners**PUBLIC HEARING:** (Y/N)**ATTACHMENT(S):**

Excerpt from February 8, 2011 Draft BOCC Minutes

INFORMATION CONTACT:

Clerk's Office, 245-2130

PURPOSE: To approve a process regarding the Board addressing a request from the public to place an item on a regular Board meeting agenda.

BACKGROUND: At its February 8, 2011 work session, the Board discussed a process regarding the Board addressing a request from the public to place an item on a regular Board meeting agenda. The excerpt from February 8, 2011 DRAFT minutes is attached.

Based on Board discussion at the meeting, staff proposes that the following language be incorporated into the agenda facesheet for regular Board meetings and into the Board's Rules of Procedure as appropriate:

Public Comments - Matters Not on the Printed Agenda

Petitions/Resolutions/Proclamations and other similar requests submitted by the public will not be acted upon by the Board of Commissioners at the time presented. All such requests will be referred for Chair/Vice Chair/Manager review and for recommendations to the full Board at a later date regarding a) consideration of the request at a future regular Board meeting; or b) receipt of the request as information only. Submittal of information to the Board or receipt of information by the Board does not constitute approval, endorsement, or consent.

FINANCIAL IMPACT: None.

RECOMMENDATION(S): The Manager recommends the Board approve the incorporation of the language above into the agenda facesheet for regular Board meetings and into the Board's Rules of Procedure as appropriate.

Excerpt from the February 8, 2001 DRAFT BOCC Meeting Minutes

Discussion on the Process for the Public to Place an Item on a Regular Board Meeting

Agenda

Chair Pelissier said that several times individuals have petitioned the Board to put an item on the regular agenda. The Board needs to discuss how to respond to the public about these types of requests.

Commissioner Yuhasz agreed that there needs to be a process. He suggested having a standard policy with a subcommittee of this Board to evaluate these proposals.

Commissioner Hemminger said that this came up on the school board, and there were guidelines that a board member would have to champion the item and there would have to be a majority vote to pursue the item. She thinks that the subcommittee would require a lot of staff time.

Commissioner Jacobs said that he appreciated Commissioner Yuhasz's attempt to organize this. He tends to support all public requests just because they are asking, except for Confederate Memorial Day. He said that he would be willing to have a process to refer it to staff and the Chair and Vice-Chair to discuss at agenda review, and report back whether there is sufficient information to move forward or decline.

Commissioner McKee said he feels like one of the reasons the County Commissioners are here is that the public can bring these items to the Board. He supported Commissioner Hemminger's suggestion to refer to staff by a vote at a meeting. If the Board chose not to refer it to staff, then so be it.

Frank Clifton said that one of the difficulties they find with this issue is that whoever brings the Board of County Commissioners an item has already made up their mind about something, or the information is erroneous and out of context. To verify or do the research does take some time in these cases.

Commissioner Gordon said that currently there is a subcommittee of the Chair, Vice-Chair, and Manager. She suggested that items be voted to refer to this subcommittee to work through the process.

Chair Pelissier said that these citizens need a response back from the Board in some way or another. She would like to include a way to communicate back to the individual.

Commissioner Hemminger said that this is what she likes about taking the vote to refer it to the staff because the public hears a response.

Commissioner Yuhasz agreed with having a clear process. He does not think that there necessarily needs to be a motion and a second to refer to staff. His concern is that some of the motions that the Board has made has included a motion to study the issue and bring it back to the Board at a specific date. He does not necessarily want this. Some responses can be made in a letter. He would rather have a specific process.

Commissioner Jacobs said that he personally agreed with Commissioner McKee about the importance of listening to the citizens. He said that Matters Not on the Printed Agenda is one of the few places that are unstructured and he likes this. He recognizes the need for order. He said that almost always the Chair refers these items to staff with the understanding that it will come back to the Board with a recommendation on how to proceed. He said that there ought to be some opportunity for a County Commissioner to bring the issue back up if they do not agree.

Frank Clifton said that when the Board refers an item to the staff, that generally means that there will be some staff time involved to research. This means it will be on an agenda in the future, either as a report or something with further direction.

Commissioner Foushee said that she thinks that all of the County Commissioners recognize their role as listeners and advocates, but there are limited resources to provide for every petition that comes forward. She asked that staff recommend a process of determining how the items go through the process. This might save some time. She said that there would have to be a set of standards that would determine how this item moves forward or not.

Chair Pelissier agreed and said that the County Commissioners need to balance out the requests against how much staff time it would take and the resources available. She said that rather than voting on items that come forward, they could just refer it to the Chair, Vice-Chair, and Manager because if there is a vote, then some people tend to think that something will be an agenda item for sure.

Commissioner Foushee said that it would be easier to put this in writing and then review it as a Board.

The Board agreed to have something in writing about this process and then the Board would review and approve the process.

Frank Clifton said that he could do a quick survey about how other local governments deal with this.

Commissioner Hemminger said that all petitions should be presented at a public meeting and not just mailed in, etc. It needs to be part of the public process.

Chair Pelissier agreed with this.

ORANGE COUNTY BOARD OF COUNTY COMMISSIONERS ADVISORY BOARD POLICY

SECTION I: SCOPE

A. Purpose

1. To establish a policy and procedures whereby the Orange County Board of Commissioners will make appointments to public advisory boards, committees, commissions, and councils (hereinafter "advisory boards").

B. Authority

1. North Carolina General Statute 153A-76 grants boards of county commissioners the authority to establish advisory boards.
2. The Orange County Board of Commissioners may establish rules and regulations in reference to managing the interest and business of the County.
3. The Orange County Board of Commissioners has the responsibility to appoint residents to serve as members of advisory boards established by the Commissioners.
4. Orange County department directors and staff are responsible for providing support to the advisory boards.

C. Policy and Periodic Review

1. This Advisory Board Policy establishes some parameters for:
 - a. Appointments to state-mandated, regional, and/or county-developed advisory boards.
 - b. Removals from such advisory boards.
 - c. Quorum and voting standards.
 - d. A code of general conduct for advisory board members.
 - e. Other aspects of advisory board service the Orange County Board of Commissioners wishes to address.
2. Periodic Review
 - a. Periodic review of this Advisory Board Policy will be conducted every five (5) years by the Orange County Board of Commissioners.
 - b. This Advisory Board Policy may be changed or adjusted as deemed necessary by the Orange County Board of Commissioners regardless of whether it is scheduled for a review.

D. Applicability

1. To the extent it does not conflict with the statute or ordinance creating a specific advisory board, where applicable, this Advisory Board Policy applies to the following Orange County advisory boards, policies, commissions, and councils:
 - a. Adult Care Home Community Advisory Committee
 - b. Advisory Board on Aging
 - c. Affordable Housing Advisory Board
 - d. Agricultural Preservation Board
 - e. Animal Services Advisory Board
 - f. Arts Commission

- g. Commission for the Environment
- h. Economic Development Commission
- i. Board of Equalization and Review
- j. Historic Preservation Commission
- k. Human Relations Commission
- l. Nursing Home Community Advisory Committee
- m. Orange County Board of Adjustment
- n. Orange County Parks and Recreation Council
- o. Orange County Planning Board
- p. Orange Unified Transportation Board
- q. Visitor's Bureau

2. Except as otherwise provided herein or through a specific advisory board policy this Advisory Board Policy shall control the appointment, reporting, operation and other requirements of the advisory boards listed above except to the extent the same are controlled by a specific statute or ordinance. In those cases, as noted above, where a statute or ordinance controls the requirements of the advisory board and the terms of this Advisory Board Policy conflict with the terms of the statute or ordinance the statute or ordinance shall prevail.

SECTION II: DUTIES

A. Community Contact

1. Advisory boards, through their membership and subcommittees, shall maintain contact with stakeholder groups. In this manner, the advisory board is kept apprised of current information related to matters under the jurisdiction of Orange County.

B. Primary Responsibilities

1. Individual advisory boards shall maintain awareness of their goals and objectives as those goals are related to the Orange County Board of Commissioners' adopted overall goals and objectives for Orange County.
2. All actions or recommendations of the advisory board shall be communicated to the Orange County Board of Commissioners as provided herein.

SECTION III: MEMBERSHIP

A. Authority

1. North Carolina General Statute 153A-76 grants boards of county commissioners the authority to establish advisory boards and to appoint members to and remove members from those advisory boards. In acting on this authority the Orange County Board of Commissioners hereby establishes certain general conditions to which applicants and members of advisory boards should conform.
 - a. All members of standing, statutory boards must meet the qualifications for the specific statutory requirements for an appointed position.
 - b. All boards members must be eighteen (18) years of age or older unless applying for a youth-designated position.

- c. All board members shall be residents of Orange County and shall maintain their domicile in Orange County unless they are under eighteen (18) years of age and applying for a youth-designated position. The Clerk shall confirm applicants are residents of Orange County and maintain their domicile in Orange County.
 - i. Domicile is defined as one's permanent established home as distinguished from one's temporary although actual place of residence.
- d. All board members shall have good reputations for integrity and an interest in community service.
- e. No nominee to a board shall be currently employed by Orange County government and serve on a board that directly affects their work.
- f. No nominee may currently be a party to or be the actual legal representative in litigation against Orange County. The Clerk shall confirm nominees are not involved in such litigation.
- g. Each nominee must be prepared and committed to participate in advisory board work in a manner that enhances relationships between the county and the community.
- h. Advisory board members shall owe no outstanding taxes at the time of appointment.
- i. All board members are representatives of the Orange County Board of Commissioners and shall conduct themselves, both in their official actions and personal actions so as to be above reproach in their conduct and shall not bring disrepute to either the County or the Commissioners.
- j. The Orange County Board of Commissioners may waive any of the conditions within this section, with the exception of statutorily imposed conditions.

B. Composition

1. The Orange County Board of Commissioners shall appoint all voting and nonvoting ex officio members to advisory boards. The Orange County Board of Commissioners shall endeavor to appoint members who represent the ethnic, cultural, demographic, and geographic diversity of the community.

C. Selection Criteria

1. Appointed members, except for ex officio members, shall be qualified by the Clerk to the Board of County Commissioners.
2. Members shall be appointed from applicants whose properly filed and submitted applications were submitted to the Clerk to the Board of Orange County.

D. Appointment

1. All members of advisory boards serve at the pleasure of the Orange County Board of Commissioners.
2. Appointments to advisory boards will be initiated with a public application process from individuals, advisory boards, or community and professional organizations.
3. All appointments to advisory boards will be made by the Orange County Board of Commissioners.

- a. The Orange County Board of Commissioners may elect to interview applicants to certain advisory boards.
- b. In the event the Orange County Board of Commissioners conducts such interviews the advisory board to which the applicant seeks appointment may identify and suggest interview questions to the Orange County Board of Commissioners.
4. No person appointed to an Orange County advisory board shall serve on that board for more than two consecutive terms of three years each.
5. The Orange County Board of Commissioners may direct the Clerk to the Board of County Commissioners to establish an orientation program for certain advisory or other boards.
6. Extension of a member's term may be approved by the Orange County Board of Commissioners if it is determined that it is in the best interest of Orange County to allow an individual to continue to serve.

E. Term

1. Each appointed advisory board member shall hold office until the qualification and appointment of his or her successor or until one year has elapsed since the expiration of the term for which the member was appointed, whichever first occurs. No person shall serve as an appointed member of an advisory board for more than two consecutive terms of three years.
2. In order to establish staggered terms the original voting members of the advisory board shall be appointed as follows:
 - a. One- third for a one year term.
 - b. One-third for a two year term.
 - c. One third for a three year term.
 - d. Thereafter, each newly appointed voting member shall serve for a three year term.
3. Advisory board members whose terms are due to expire may request they be appointed to a second term or be asked to accept a second term appointment to the position.
4. Notwithstanding section III(E)(1) above the membership of any advisory board member whom the Orange County Board of Commissioners decline to appoint to a second term shall immediately terminate upon the expiration of their term.
5. Advisory board members may not serve concurrently on more than two (2) Orange County advisory boards. This restriction does not impact an individual's service on boards and commissions that are not Orange County advisory boards or short term task forces or work groups.

F. Resignation

1. If a member wishes to resign, the member shall submit the resignation in writing to the Chair of the advisory board on which the member serves and the Clerk to the Board of Orange County Commissioners, noting the effective date of the resignation.
2. The advisory board Chair will forward a copy of the resignation to the Clerk to the Board of Orange County Commissioners.
3. The Orange County Board of Commissioners may recognize the individual's service via a letter or certificate.

4. An announcement of the open seat will be made at the time the resignation becomes effective.

G. Vacancies

1. Upon the expiration of the term of service of members or should a vacancy otherwise occur, the Orange County Board of Commissioners shall have the responsibility of selecting and appointing new members to the advisory board.

H. Removal

1. Members of Orange County's advisory boards serve at the pleasure of the Orange County Board of Commissioners and may be removed for any reason or no reason with or without cause.
2. Members of Orange County's advisory boards are expected to abide by the highest ethical and professional standards.
3. In addition to Section III(H)(1) above, the Orange County Board of Commissioners shall remove any member of an advisory board for neglect of duty, nonparticipation that becomes problematic to the advisory board's functioning and purpose. Neglect of duty and nonparticipation are defined as follows:
 - a. Missing three (3) consecutive meetings; or
 - b. Missing twenty-five percent (25%) of meetings within any twelve (12) month period.
 - c. For this section III(H)(3) to apply, the missed meetings in question must be unexcused.
4. The advisory board Chair shall notify a member if the member is at risk of being removed pursuant to section III(H)(3).
5. The advisory board Chair shall notify the Clerk to the Board of Orange County Commissioners if a member has violated section III(H)(3).

I. Release from Service

1. When it is deemed necessary by the Orange County Board of Commissioners to release a member from his or her term of appointment on an advisory board, the affected individual shall be notified by the Clerk to the Board of County Commissioners by letter and/or electronic mail.
2. When an advisory board has completed its function, the members shall be informed of the completion of their service and the termination of the advisory board by letter and/or electronic mail.

SECTION IV. ROLES AND RESPONSIBILITIES

A. Members

1. Members shall attend meetings of the advisory board, serve on subcommittees, and perform other functions as assigned by the advisory board chair with the approval of the advisory board.
2. If a member is unable to attend a meeting the member shall contact the Chair or designated staff as much in advance of the scheduled meeting as possible.
3. Ex officio members may be appointed by the Orange County Board of Commissioners for the purpose of meeting subject matter expertise needs. Ex officio members are nonvoting members of the advisory board.

4. Upon review of the above matters, the Orange County advisory board shall address recommendations and concerns, if any, to the Orange County Board of Commissioners in writing.

B. Advisory Board

1. The Orange County Board of Commissioners will consider all advisory board recommendations and/or concerns.
 - a. Should any concerns remain unresolved after a response has been received from the advisory board, the Orange County Board of Commissioners may request that the matter be referred to the County Manager.
2. To enhance trust between Orange County Government and the community, Orange County advisory boards shall:
 - b. Assist the staff of Orange County in achieving a greater understanding of the nature and causes of community issues, with an emphasis on improving relations between the department and the residents.
 - c. Recommend methods to encourage and develop the advisory board's ability to accomplish their work.
 - d. Work throughout the community to gain relevant information about advisory board issues and communicate these to the staff of Orange County and the Orange County Board of Commissioners.
 - e. Promote public awareness of contemporary issues Orange County must address to achieve the Orange County Board of Commissioners' goals and priorities.

C. Chair, Vice Chair, Secretary

1. Selection
 - i. Election
 1. Chair, Vice Chair and Secretary shall be elected by the advisory board unless otherwise specified by the Board of Commissioners.
 2. Chair, Vice Chair and Secretary shall be elected to one-year terms.
 3. Chair, Vice Chair and Secretary shall serve no more than three consecutive one-year terms.
 4. Chair, Vice Chair and Secretary shall assume office on the date of their election. At the first advisory board meeting upon assuming office the advisory board Chair or department staff shall present members with a copy of the advisory board's charge, scope of authority, membership responsibilities, and code of conduct.
2. Responsibilities
 - i. The advisory board Chair:
 1. Calls all meetings.
 2. Serves as the presiding officer and conducts advisory board meetings.
 3. Is the Authorized spokesperson for the advisory board.
 4. Assists staff in developing the advisory board meeting agenda.
 5. Appoints and dissolves subcommittees, and the Chair and members thereof, of the body in consultation and with approval of the advisory board.
 6. Sets goals for the advisory board in consultation with the Orange County Board of Commissioners.

7. Carries out advisory board assignments as required by the Orange County Board of Commissioners.
 8. Reviews all advisory board minutes and proposed recommendations or assigns another member of the advisory board to do so.
 9. May excuse members from attending advisory board meetings up to two (2) times per twelve (12) month period.
- ii. The advisory board Vice Chair:
 1. Serves as the presiding officer and conducts advisory board meetings in the absence of the Chair.
 2. Has all the responsibilities of the Chair in the Chair's absence.
 - iii. The advisory board Secretary:
 1. Takes (or oversees the taking of) minutes for all advisory board meetings.
 2. Submits minutes to the Chair to be distributed to advisory board members in advance of meetings.
 3. Submits approved advisory board minutes to the Clerk to the Orange County Board of Commissioners for retention and distribution to the Orange County Board of Commissioners.
 4. Assures that other records of the advisory board are kept as directed by the Chair or the Orange County Board of Commissioners.
 - iv. Removal:
 1. The Chair, Vice Chair and/or Secretary may be replaced at any time by the Orange County Board of Commissioners.

SECTION V. ORGANIZATION

A. Orientation and Training

1. Orange County will make available for advisory board members and department staff periodic training on state and/or county goals and priorities as well as relevant statutes and policies, including open meetings, public records, conflicts of interest and ethics.
2. Each member shall attend an orientation to familiarize the advisory board members with the operation of County government, applicable department rules, and the operating procedures of the advisory board.
 - a. The Chair and Vice Chair, if newly elected, shall attend an additional orientation to familiarize themselves with the duties and responsibilities of the Chair and Vice Chair and the guidelines for conducting meetings.
3. Each voting member will be encouraged to complete the orientation within the time frame established by the policy of the specific advisory board to which they have been appointed.
4. Advisory board members will be issued a manual and should become familiar with its contents.

B. Operating Expenses

1. Members, when in service on the board, are not employees of Orange County.

2. Members serve in a voluntary capacity and shall receive monetary compensation or reimbursement only per standard county policy and with Orange County Board of Commissioners approval.
3. Members shall receive no financial or employee benefits from the County unless authorized by another section of this policy and specifically approved by the Orange County Board of Commissioners.
4. The County will provide office supplies and assume responsibility for other reasonable expenses necessary for the operation of the board.

C. Confidentiality

1. The Chair shall serve as the spokesperson for the advisory board.
2. Except for the Chair, no member of the advisory board shall make any written or oral statement of any confidential matter to any individual, business, or agency. A violation of this section will result in that member's immediate removal from the advisory board.
3. Members of the advisory board may receive information regarding personnel matters and other information of a sensitive or confidential nature. It shall be the duty and responsibility of each member to respect and maintain the confidentiality of client issues presented before the board. Neither the advisory board nor any individual member shall disseminate confidential information received during advisory board meetings.
4. Advisory board members may be required to sign confidentiality statements as necessary and will be removed from the advisory board upon violation of the confidentiality agreement.

SECTION VI. MEETINGS

A. Regular Meetings

1. All meetings are to be open to the public as required by the applicable North Carolina General Statutes.
2. Unless otherwise specified, public meetings will follow the standard rules of procedure defined by the Orange County Board of Commissioners.
3. The advisory board members shall determine the date, time, and place for each meeting, consistent with the guidelines below.
 - a. Regular advisory board and subcommittee meetings.
 - i. The advisory board convenes upon call of the Chair and meets on schedule as established by the specific advisory board policy.
 - ii. Subcommittee meeting dates shall be set by the subcommittee Chairs and shall be scheduled in conjunction with advisory board meetings.
 - iii. A schedule of all meeting dates, times, and places shall be properly posted in accord with North Carolina Law and delivered to the Clerk to the Board.

B. Special Meetings

1. A majority of advisory board members or the Chair may call special meetings at any time for any specific business. Special meetings shall be convened at a location selected by the Chair.
2. All called special meetings shall be noticed in accord with North Carolina Law and delivered to the Clerk to the Board.

C. Emergency Meetings

1. A majority of advisory board members or the Chair may call a meeting in emergency circumstances by providing telephone notice to media outlets at least one hour prior to the meeting.
2. An emergency situation includes a disaster that severely impairs the public's health or safety. In the event telephone services are not working, notice that the meetings occurred must be given as soon as possible after the meeting in accord with North Carolina Law and by delivery to the Clerk to the Board.

D. Notice of Meetings Generally

1. Notice of advisory board meetings, including public hearings and appeals if applicable, and agendas shall be made available to all members and interested parties, and to any person who requests such notice, at least ten (10) days in advance of the meeting by e-mail and by posting on the Orange County government website.
2. All applicable notice requirements established by North Carolina law shall be followed.
3. Prior to January 5th of each calendar year the Board shall cause a schedule of its meetings to be posted in a readily accessible location. Such schedule shall be delivered to the Clerk to the Board of Commissioners for posting to the Orange County website.

E. Agendas

1. Board members and/or staff members shall submit agenda items to the Chair and staff for consideration at least fifteen (15) days prior to a scheduled meeting.
2. The agenda must provide a description of each item of business to be transacted or discussed so that interested members of the public will be capable of understanding the nature of each agenda item.
3. As a general rule, only those items appearing on the agenda will be discussed or voted on. However, if an item is raised by a member of the public, the advisory board may accept public comment and discuss the item so long as no action is taken until a subsequent meeting.
4. With the Chair's agreement, the designated staff will develop and distribute to each member an agenda listing the matters to be considered at upcoming advisory board meetings. Also, so far as practicable, copies of all written reports that are to be presented to the advisory board for members' review will be included in this package at least ten (10) days before the meeting.
5. All recommendations and reports of the advisory board, approved in the form of motions, shall be conveyed exclusively to the Orange County Board of Commissioners for consideration, approval or denial. Outcomes are reported back to the advisory board.

F. Minutes

1. Minutes shall be taken of all advisory board meetings and submitted to the Clerk to the Board of Orange County Commissioners for retention and distribution to the Orange County Board of Commissioners.

SECTION VII. SUBCOMMITTEES

A. Purpose and Formation

1. Subcommittees may be formed by the advisory board to research and make special recommendations on special issues or areas in order to carry out the duties of the advisory board.
2. All subcommittees shall be reviewed by the appointing body on an annual basis to determine continued need and realignment with the priorities of the advisory board.
3. Approved subcommittees must have documented goals, deliverables, and a timeline. The subcommittee will cease to meet when these are satisfied.
4. The advisory board Chair may request that the Orange County Board of Commissioners change the structure and/or operating procedures of the advisory board if he or she deems it essential for improving the board's productivity and effectiveness.
5. A subcommittee can be formed with the approval of the advisory board chair and majority vote of the advisory board.
6. Subcommittees shall operate as directed by the advisory board.

B. Procedure and Membership

1. A member of the subcommittee shall take responsibility for taking minutes of subcommittee meetings and shall report to the advisory board the subcommittee's progress toward its stated objectives, including dissenting viewpoints.
2. Subcommittees shall operate by majority vote.
3. Subcommittees may request a technical representative be approved by the County Manager.
4. Subcommittees shall operate openly as defined by applicable North Carolina State law and local ordinances and policies.
5. Membership on subcommittees shall be voluntary unless the specific advisory board policy dictates otherwise.

SECTION VIII. QUORUM AND VOTING

A. Quorum

1. A quorum for a meeting of an advisory board and any subcommittee thereof shall consist of a majority of the number of appointed members. Vacant positions are not counted when determining if a quorum is present.
2. Members who teleconference into the meeting may not be counted present for purposes of a quorum.

B. Voting

1. Unless otherwise required by law, all decisions shall be reached by a simple majority vote.

2. All voting will be conducted in open meetings, except when in closed session where such closed session is permitted by North Carolina law.
3. No issues can be voted upon unless a quorum is present.
4. Only appointed members can vote at advisory board meetings.
5. Appointed members shall not delegate their vote to another member.
6. The Chair of the advisory board may participate and vote on all issues.
7. Voting by proxy is not authorized and shall not be allowed.
8. Members may not abstain from voting but where a member has a conflict of interest the member may be excused by majority vote of the advisory board.
9. Members of advisory boards must be physically present to vote.
10. Individuals appointed as ex officio members of the advisory board are not authorized to vote on any issue before the advisory board.

SECTION IX. ETHICS

A. Conflict of Interest

1. During advisory board meetings, a member shall immediately disclose any potential conflict of interest and request to be excused from voting when he or she has a conflict of interest.
2. During appeal proceedings, the applicant has the right to question the interest of any voting member. The advisory board chair should consult with the County Attorney or staff attorney on any potential conflict of interest in appeal matters.
3. In determining from existing facts and circumstances whether a conflict of interest exists the determining party shall consider the facts and circumstances as would an ordinary and reasonable person exercising prudence, discretion, intelligence, and due care.

B. Gifts

1. An advisory board member shall not directly or indirectly ask, accept, demand, exact, solicit, seek, assign, receive, or agree to receive any gift or honorarium for the advisory board member, or for another person, in return for being influenced in the discharge of the advisory board member's official responsibilities.
2. This section shall not apply to gifts or awards authorized by Orange County Policies, Resolutions, or Ordinances.

C. Code of Ethics

1. Advisory board members should act with integrity and with independence from improper influence as they exercise the functions of their offices. Characteristics and behaviors that are consistent with this standard are:
 - a. Adhering firmly to a code of sound values.
 - b. Behaving consistently and with respect towards everyone with whom they interact.
 - c. Exhibiting trustworthiness.
 - d. Living as if they are on duty as appointed officials regardless of where they are or what they are doing.
 - e. Using their best independent judgment to pursue the common good as they see it, presenting their opinions to all in a reasonable, forthright, consistent manner.

- f. Remaining incorruptible, self-governing, and not subject to improper influence, while at the same time being able to consider the opinions and ideas of others.
 - g. Disclosing contacts and information about issues that they receive outside of public meetings, and refraining from seeking or receiving information about quasi-judicial matters outside of the quasi-judicial proceedings themselves.
 - h. Treating other advisory boards and advisory board members and the public with respect, and honoring the opinions of others even when they disagree.
 - i. Being careful not to reach conclusions on issues until all sides have been heard.
 - j. Showing respect for their appointed office and not behaving in ways that reflect badly on the office, the advisory board, Orange County, or the Orange County Board of Commissioners.
 - k. Recognizing that they are part of a larger group and acting accordingly.
 - l. Recognizing that individual board members are not generally allowed to act on behalf of the board, but may only do so if the board specifically so authorizes, and that the board must take official action as a body.
 - m. Being faithful in the performance of the duties of their offices.
 - n. Acting as especially responsible residents whom others can trust and respect.
 - o. Faithfully attending and preparing for meetings.
 - p. Carefully analyzing all credible information that is properly submitted to them, and when applicable, being mindful of the need not to engage in communications outside the meeting in quasi-judicial matters.
 - q. Being willing to bear their fair share of the board's workload.
 - r. To the extent appropriate, they should be willing to put the board's interests ahead of their own and shall avoid the appearance of a conflict of interest and shall, under no circumstances, use their position on any board for personal gain or profit.
2. Members of the Planning Board, Board of Adjustment, Economic Development Commission, and Board of Equalization and Review shall upon initial appointment, and prior to December 31 annually thereafter, disclose:
- a. Any interest he or she or his or her spouse or domestic partner has in real property situated in whole or in part in Orange County and the general description of that property.
 - b. Any legal, equitable, beneficial or contractual interest he or she or his or her spouse or domestic partner has in any business, firm or corporation, which is currently doing business with Orange County pursuant to contracts awarded by Orange County, or which is attempting, or has attempted in the past calendar year, to secure the award of a bid from Orange County or the approval of any Board or Agency of Orange County.
 - c. Failure to file a disclosure statement setting out the above required information shall result in immediate removal of the member from the applicable board.

SECTION X. COMPENSATION AND TRAVEL REIMBURSEMENT

A. Compensation

1. As a general rule advisory board service is voluntary and appointed members shall receive no form of compensation for their services.
2. However, should the Orange County Board of Commissioners determine, in its sole discretion, that an advisory board's members should be compensated, such compensation shall be addressed in that advisory board's specific policy and rules of procedure as adopted by the Commissioners.

B. Travel Expense Reimbursement

1. The Chair shall, to the extent practicable, schedule all hearings and advisory board meetings to minimize travel and per diem costs.
2. Payment of expenses to advisory board members shall occur only when travel has been approved by the County Manager prior to the time the expenses are incurred.
3. Orange County shall reimburse reasonable and necessary travel and incidental business expenses from pre-approved travel to advisory board members
4. Advisory board members shall be reimbursed in accordance with current local and/or state rules and regulations. Expense claims shall be submitted as required pursuant to the Orange County travel policy.
5. Transportation expense claims shall include charges essential for transportation to and from the meeting place. Reimbursement shall be made only for the local government's standard mileage allowance. Travel should be via the shortest, most commonly traveled route.
6. Travel expense does not include hotel/motel expenses.

SECTION XI. LIMITATION OF POWER AND AUTHORITY

- A. Nothing contained in this Advisory Board Policy shall be construed to conflict with any North Carolina law or Orange County ordinance. Should there be an appearance of conflict, the appropriate North Carolina law or Orange County ordinance shall prevail.
- B. The activities of the advisory board shall, at all times, be conducted in accord with applicable Federal law, North Carolina law, and Orange County ordinances.
- C. Advisory Boards and any members thereof shall not (and shall not have the express or implied authority to):
 1. Incur expense or obligate Orange County in any manner.
 - a. Any expense incurred must have been pre-approved either through the department director overseeing the advisory board's budget, the Orange County Board of Commissioners, or the County Manager.
 - b. It is specifically acknowledged that no member of an advisory board has the authority, express or implied, to, contractually or otherwise, bind Orange County.
 2. Identify or release any draft document that has not been approved for release by the Orange County Board of Commissioners or County Manager.
 3. Take positions, in their capacity as an advisory board member, on any political issue or support or oppose any candidate for public office.

4. Independently investigate resident complaints against Orange County, any department or any employee of a department.
5. Conduct any activity that might constitute or be construed as an official governmental review of departmental or employee actions.
6. Conduct any activity that might constitute or be construed as establishment of Orange County or departmental policy.
7. Violate the confidentiality of any information related to matters involving pending or forthcoming civil or criminal litigation.
8. Engage in any act to impose or attempt to impose discipline on any advisory board member, department, or employee.
9. Interfere, attempt to interfere or involve themselves in any way in staff personnel matters regardless of the nature of the matter.