

ORANGE COUNTY BOARD OF COMMISSIONERS

AGENDA

BOCC Budget Work Session
May 15, 2014
Meeting – 7:00 p.m.
Southern Human Services Center
2501 Homestead Road
Chapel Hill, NC

- | | | |
|----------------|----|---|
| (7:00 – 7:15) | 1. | Presentation on The Chapel Hill Report – The Dollars and Sense of Development Patterns |
| (7:15 – 8:00) | 2. | Ephesus Church Road-Fordham Boulevard Public Improvements |
| (8:00 – 8:15) | 3. | Proposed Satellite Tax Office in Chapel Hill |
| (8:15 – 9:30) | 4. | Continuation of Review and Discussion of the Manager’s Recommended FY 2014-19 Capital Investment Plan (CIP) |
| (9:30 – 10:00) | 5. | Next Steps - Strategic Communications Plan |

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: May 15, 2014

**Action Agenda
Item No. 1**

SUBJECT: Presentation on The Chapel Hill Report – The Dollars and \$ense of Development Patterns

DEPARTMENT: County Manager

PUBLIC HEARING: (Y/N)

No

ATTACHMENT(S):

The Chapel Hill Report – The Dollars and \$ense of Development Patterns

INFORMATION CONTACT:

Aaron Nelson, President/CEO, Chapel Hill Carrboro Chamber of Commerce, 919-967-7077
Michael Talbert, County Manager, 919-245-2300

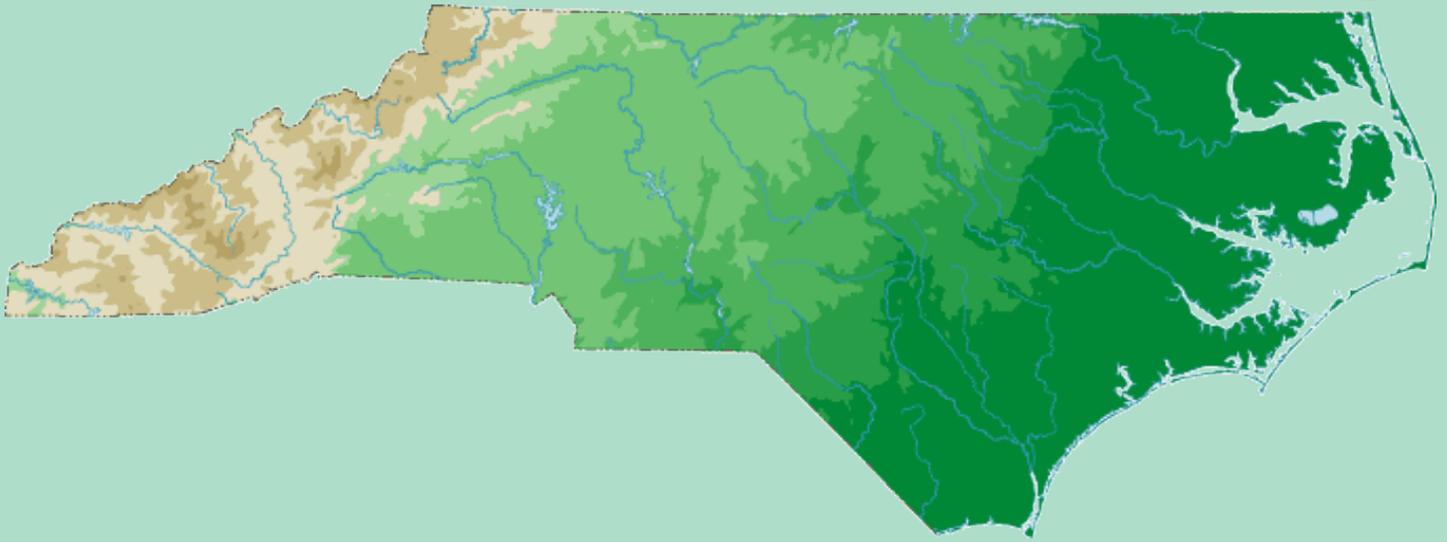
PURPOSE: To receive a brief presentation from Aaron Nelson, President/CEO of the Chapel Hill Carrboro Chamber of Commerce, on The Chapel Hill Report – The Dollars and \$ense of Development Patterns.

BACKGROUND: BOCC Chair Barry Jacobs asked staff to pursue opportunities for Aaron Nelson, President/CEO of the Chapel Hill Carrboro Chamber of Commerce, to make a brief presentation to the Board on The Chapel Hill Report – The Dollars and \$ense of Development Patterns.

Mr. Nelson will make a brief presentation, and Board members will have the opportunity to ask questions and provide feedback.

FINANCIAL IMPACT: There is no financial impact associated with receiving the presentation.

RECOMMENDATION(S): The Manager recommends that the Board receive the presentation and provide questions and feedback.



The Chapel Hill Report

The Dollars and Sense of Development Patterns

Chapel Hill

The Dollars and \$ense of Development Patterns

Chapel Hill and Orange County have long led the state in evaluating community design and patterns of growth. The Asheville based urban design analytics firm, Urban3, was commissioned to perform an economic analysis of land revenue productivity normalized over the entire county. This study utilized existing Assessor's data and land area to determine tax revenue with the "land" as a least common denominator metric. In breaking development patterns with this perspective, it provides new insights as to the relative affect of lot density, height, and even matters of design; and how they affect the community's tax base. Urban3 is a leader in the field in utilizing this method of analysis and the results of the study validate Chapel Hill and Orange County's progressive land-use policies.

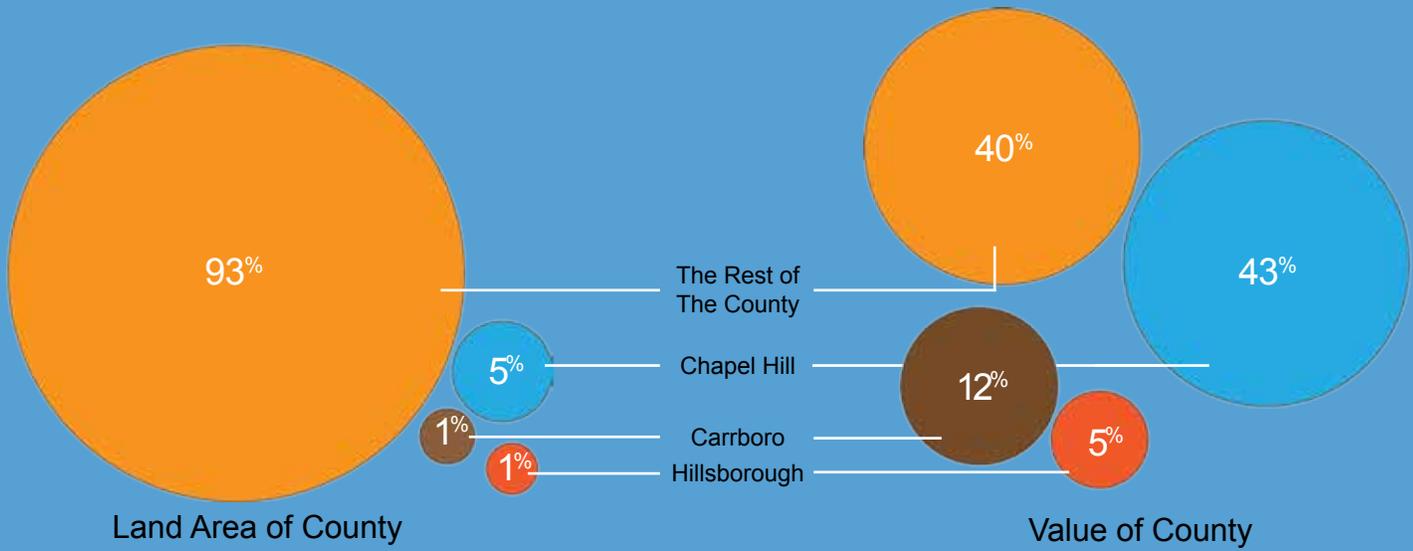
Using property tax assessment rolls from Orange County, the property values with respect to their acreage (i.e. land consumed), Urban3 measured the revenue productivity county-wide. Land is the least common denominator because as an incorporated area, land is all that the community has as a real asset. Indeed, Orange County is an 'incorporated' area of land that will not change, and knowing the productivity of land will help decision makers evaluate development patterns in an "apples to apples" manner to determine the effect on municipal coffers. This is also important in the towns in Orange County as they all maintain the value of a rural buffer, which essentially acts as a boundary to community expansion. Additionally, the act of annexation has been restricted in most communities, so cities and towns are essentially seeing themselves as a fixed boundary for the near future. The 'value per acre' method is a metric that normalizes across the variety of parcels. Viewing property values on a per acre basis, sets the land development

Research Credit:

Urban3

Joseph Minicozzi, AICP
Joshua McCarty
2 Vanderbilt Place
Asheville, NC, 28801

Comparison of Land Area To Property Valuation For Orange County NC

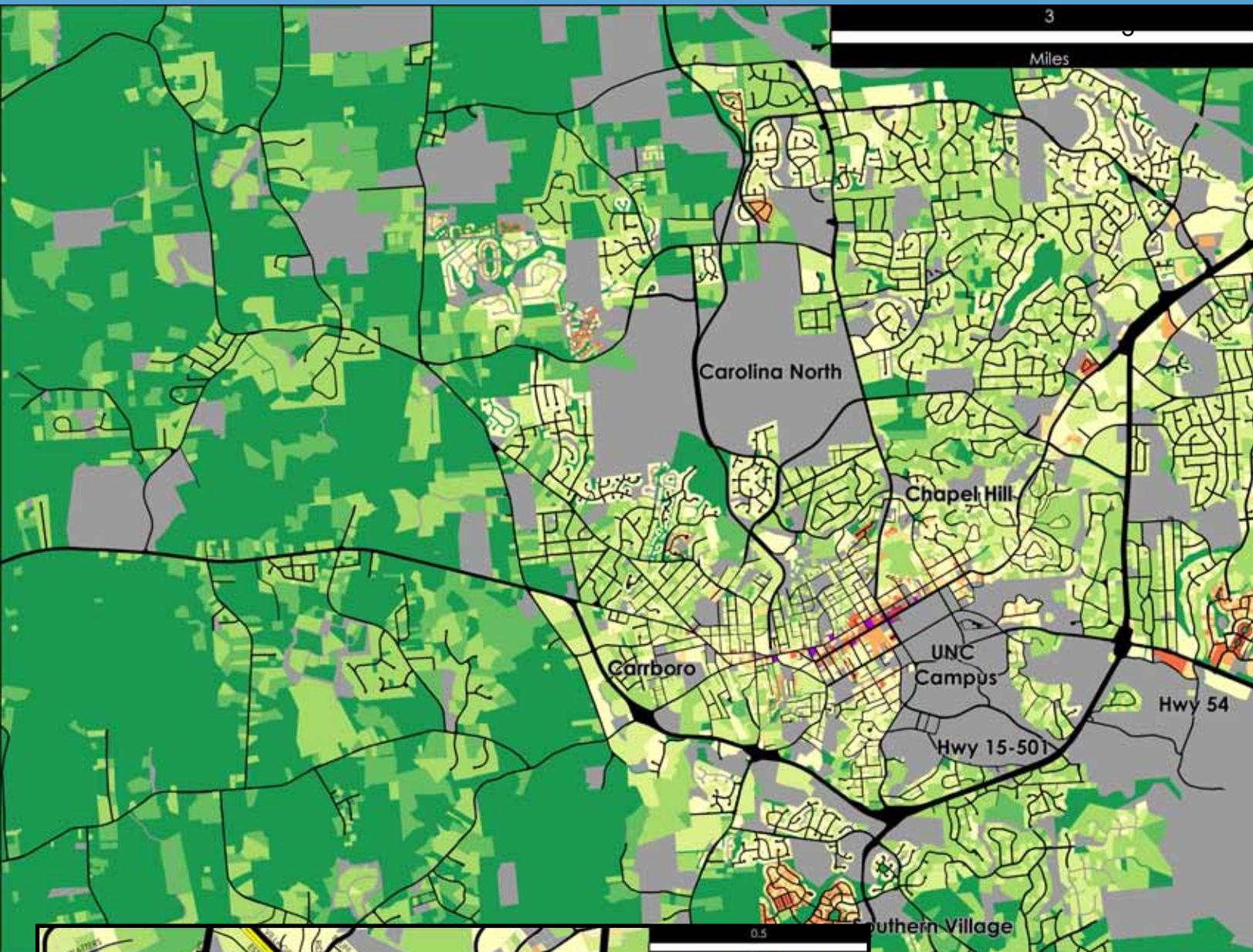


Above: All towns in Orange County produce Orange County property taxes in addition to the property tax levy for their towns. In order to better comprehend the potency of a town, within the County, the above chart demonstrates the area of township within the County charted against the amount of county property tax production. The valuation against the area consumed demonstrates a tax revenue ratio of 12:1 for Carrboro, 8.6:1 for Chapel Hill, and 5:1 for Hillsborough. Though it should be noted that Chapel Hill maintains a considerable volume of non-taxable land within its area.

as the standard. This also correlates with the taxable revenues to better understand the revenue productivity. Just as our evaluation of automobiles on a miles per gallon basis gives a more accurate assessment of the efficient vehicle’s efficiency, evaluating land by the value per acre is an effective measure of municipal benefit. This idea of ‘land efficiency’ is not a new concept, American farmers have long used this approach to consider their cost and crop yield per acre. Indeed, the agricultural industry has adopted technological methods of mapping values, such as mineral density in soil, to better understand distribution of fertilizers in an efficient manner. Urban3 uses similar technology to map the value per acre, to better envision the relative productivity of property taxes across the county.

The Law of Gases: Pressure

We know from Chemistry that the pressure of a gas depends on the volume of the gas and the space in which it is contained. We can think of property development in Chapel Hill along the same terms. In this analogy, Chapel Hill is the container for an ever increasing influx of new residents. As a cornerstone of the Research Triangle with ample employment opportunities and a remarkable level of public services, Chapel Hill will continue to attract new residents. Unlike many communities in the Southeast however, Chapel Hill has demonstrated considerable discipline with regards to its outward expansion. Chapel Hill’s Rural Buffer serves as an effective urban growth boundary which can be clearly seen in the development pattern, property value, and vegetation coverage. The Chapel Hill container is effectively a fixed boundary. The result is a high level of development pressure which has manifested itself in the scale and pace of development as well as in the cost of living.

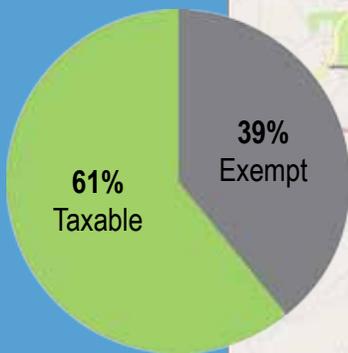
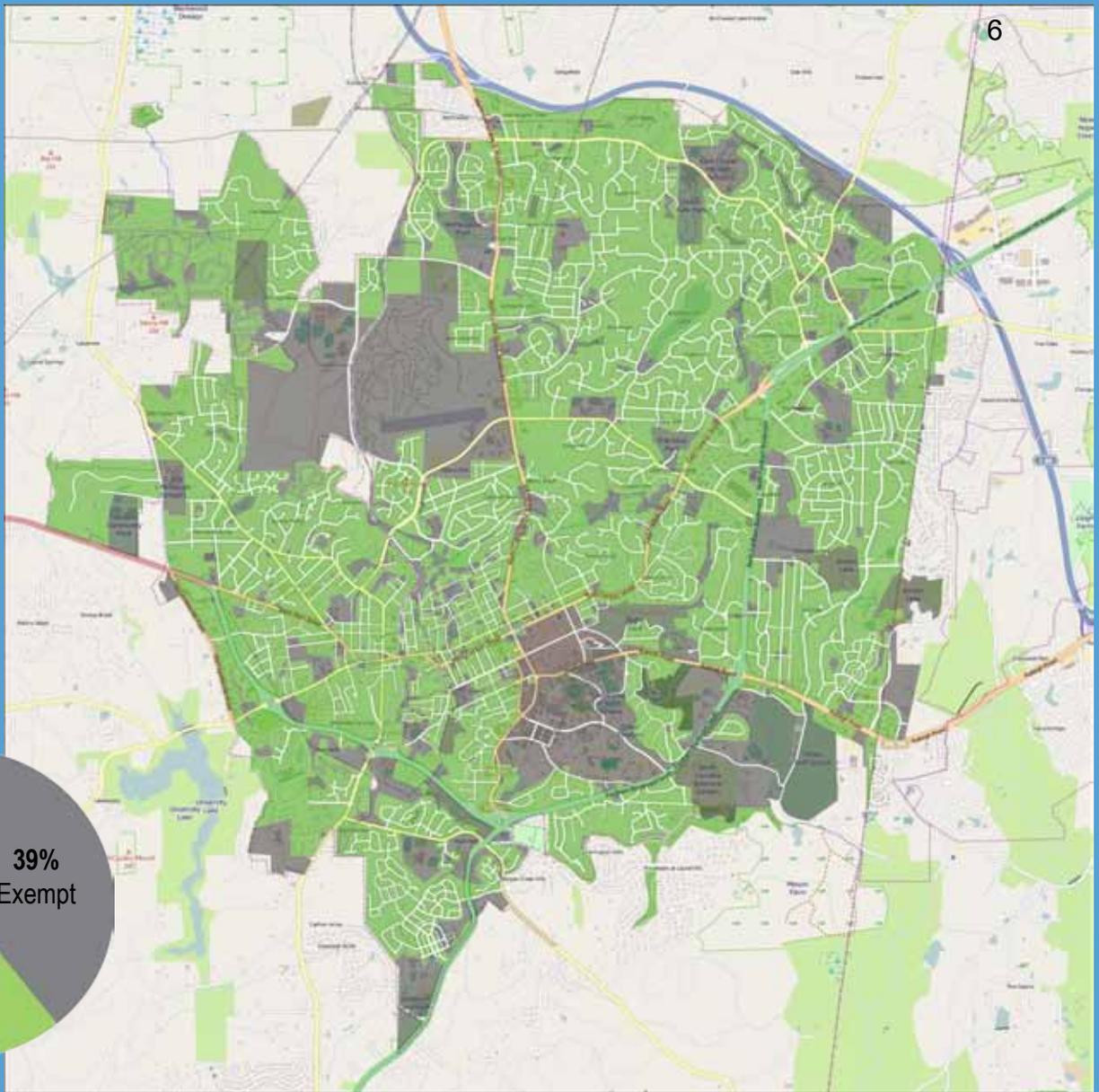


Value per acre maps of the Town of Chapel Hill and Carrboro (above) and a blow-up focused in to the Franklin Street corridor (left). Key for both maps is below.

Total Value Per Acre

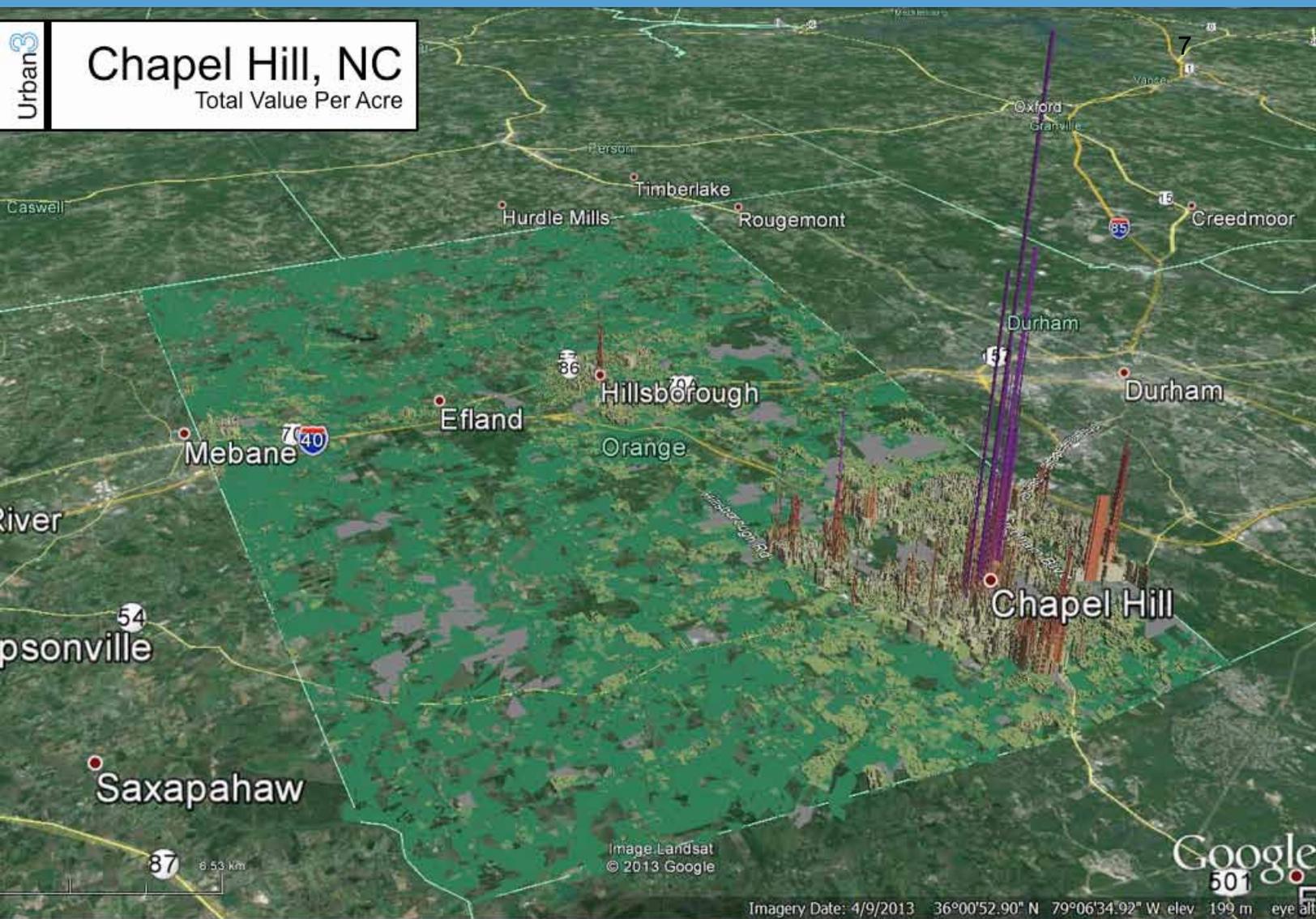
Grey	Exempt
Dark Green	< \$50,000
Medium Green	\$50,000 - \$100,000
Light Green	\$100,000 - \$500,000
Yellow-Green	\$500,000 - \$1,000,000
Yellow	\$1,000,000 - \$2,000,000
Orange	\$2,000,000 - \$3,000,000
Dark Orange	\$3,000,000 - \$4,000,000
Red	\$4,000,000 - \$10,000,000
Dark Red	\$10,000,000 - \$15,000,000
Purple	> \$15,000,000

For Chapel Hill, its greatest strength is also its greatest challenge. Chapel Hill benefits in value and employment from the location of UNC Chapel Hill and the economic impact to the community. Additionally, it has implemented a robust preservation of green space. The challenge is that those areas, also take a tremendous amount of taxable property off the tax base. By comparison, Carboro has only 25% non-taxable within its borders.



Since the Rural Buffer is a boundary to outward expansion, the efficiency of use within that barrier should be carefully considered. The majority of space within the Rural Buffer is already developed or undevelopable. From a financial perspective much of the remaining space is further constrained by the amount of exempt institutional land.

This isn't to challenge the horizontal space available for development or adjust the Rural Buffer, nor is it to contest the high level of public services provided in Chapel Hill. The purpose is instead to recognize that there is a balance sheet that weighs things like the rural buffer, public schools, and free bus system against development choices. Preserving open space, for instance, is admirable, important, and ultimately valuable for the community but means that the space available for development must be maximized. Chapel Hill provides an impressive standard of public services, especially with regards to public transit and education, that outpaces communities of greater size. These services, which ensure the Town's high quality of life, likewise demand a sufficient financial base to remain viable. Put simply, the peaks of high value per acre



Above: 3D model of the 'Value Per Acre' of Orange County. The focus of high property value is the intersection of Franklin St. and Columbia in the heart of Downtown. This value drops off in the lower density residential neighborhoods to the North and South of Franklin St. Beyond this space towards the edge of the Rural Buffer the impact of development pressure becomes evident in the large value and scale of newer projects (Meadowmont, Southern Village, East 54). High profile downtown infill is the most efficient development formats in the county. Greenbridge and 140 West Franklin represent the highest value per acre in Orange County.

development in Chapel Hill are what makes amenities like protected open space and free transportation possible. This study should serve as a guide to the financial impact of development patterns in the community.

Pattern of Development

When we want to understand the medical condition of the body we use a variety of imagery techniques to reveal different information. In much the same way one can examine the pattern of property value with a similar 'scan'. To fully understand this pattern we compare the value of property the space it consumes. Alternately we can look at Chapel Hill in terms of how much property tax each site generates per acre. This gives us a measure of its relative financial productivity. This way of looking at property provides some striking comparisons. For instance, the building which contains the Spotted Dog restaurant in Carrboro is worth \$22 million per acre while the Walmart in Hillsborough is worth \$600 thousand per acre. This shows that the Spotted Dog building is about 37 times more potent from a property tax basis. Another way of looking at this would be that just half an acre of the Spotted Dog buildings would yield the same property taxes as 22 acres of a Walmart.

Reconsidering Value



Granville Towers
\$3,855,850/Acre Value



The Spotted Dog
\$21,265,851 /Acre Value



140 West Franklin
\$34,435,262/Acre Value

It is important to note the difference between land-use efficiency and height alone. The one and two story buildings along Franklin Street or the Commercial portion of Meadowmont outperform much taller buildings such as Granville Towers, because of their relative lack of surface parking and efficient use of land. Height alone does not ensure “value” but when practically all of a site is used and built to several stories such as 140 West Franklin, the ability to produce taxes increases exponentially. Small scale buildings, if built to their full extent of their surrounding space, can produce extraordinarily high value. The list of Chapel Hill’s best performing property contains not only high profile projects but also many one story buildings. Though humble in scale, these buildings are highly efficient tax producers by utilizing space efficiently. This lesson bodes well for the conversion of Granville Towers, as it continues its plans to add density to its site. Any conversation about height should take into account the density and thus revenue that is lost when more open space is required on development sites either as surface parking or open space.

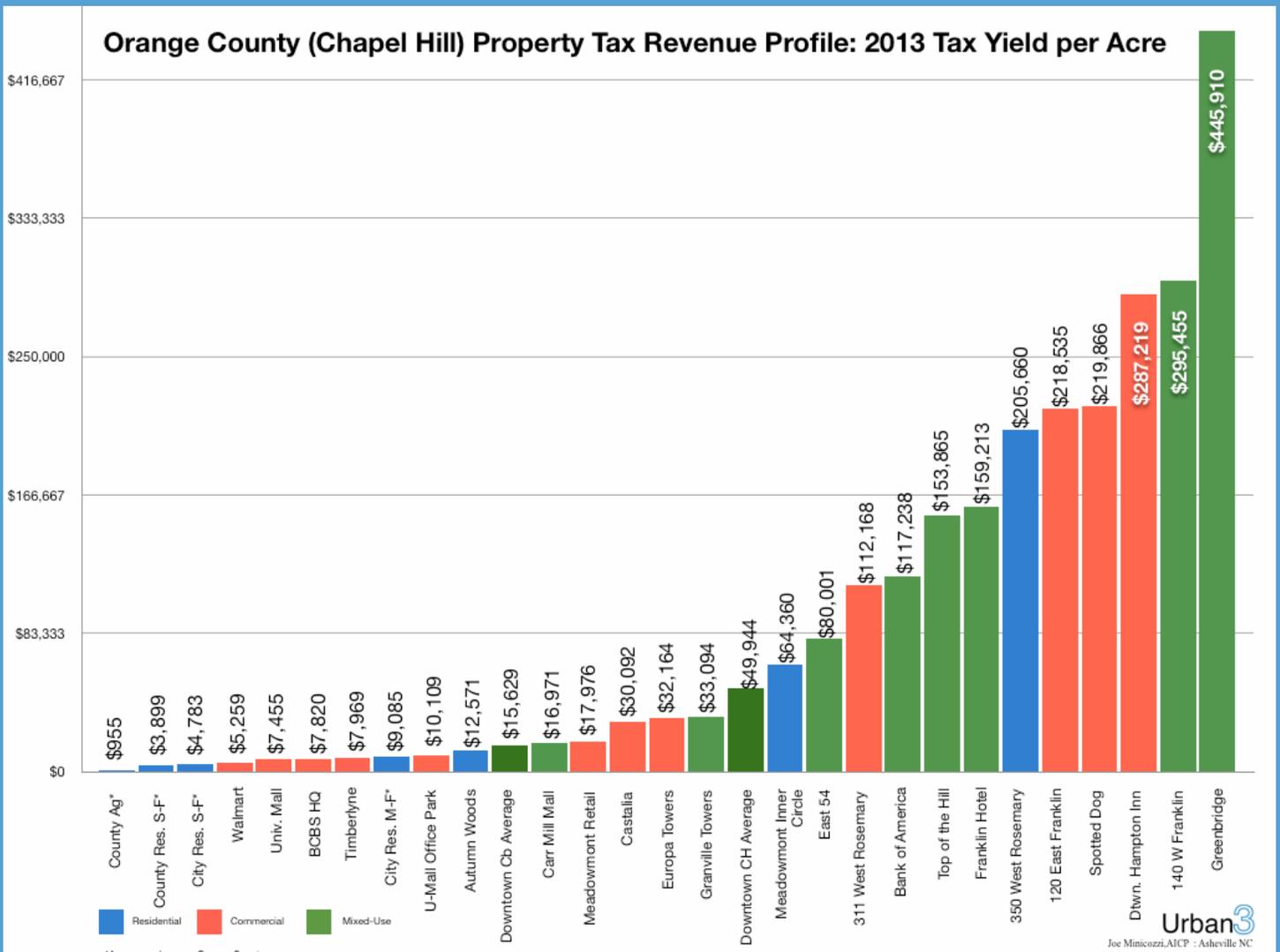
To understand the value of different development patterns Urban3 compared the value per acre of various building formats. The resulting pattern for Orange County is consistent with pattern of towns with a hierarchy based on population. For each town, there are similarities in patterns with a concentrated core, and commercial corridors extending to the edges of the municipality. Commercial development is generally more valuable than residential development, small downtown historic buildings are more valuable than newer auto-oriented development, and new infill residential is by far the most valuable. If Chapel Hill wishes to increase its tax revenue, and in doing so maintain its high standard of services, it should seek opportunities to develop projects that produce revenue productivity to equal the community’s municipal commitment.

A major lesson from this analysis is that tax efficiency, land use efficiency, and parking policy are inexorably linked. For property, larger parcels of land tend to be valued less on a per acre basis, so the bigger the parcel, the less the per unit productivity. Couple that policy with fact that parking is a low level of improvement value on land, than say, a building and it has a direct effect on overall valuation. The amount of off-street surface parking installed at a property directly influences its ability to produce taxes. Another way of thinking about this is to consider the hypothetical difference between two retail sites with and without dedicated parking. When required to include on-site parking the value of the property becomes diluted. If instead the entire site was utilized either for some kind of structured parking or simply as additional built space the Town receives significantly more tax revenue which could be used to support coordinated/shared parking, transit, affordable housing, or other services. Development sites, such as shopping centers and big box retail, which contain a large area of surface parking demonstrate this diluted value. One lesson to consider, however, is that as much as compact downtown development outpaced the older auto-oriented commercial property along East Franklin St. and North MLK St.; those strip properties still outperform the residential development which surrounds it.

Opportunities

Chapel Hill has a finite number of development and infill opportunities. Fortunately its attractiveness and development pressure should make it possible to maximize these sites. To create value the Town should shift its investment from the lower performing property types to higher performing ones. This could be of the type of 140 W. Franklin, or low-rise, high density projects in the core and along commercial corridors. New construction on the parking lots and empty spaces between downtown buildings, replacement of some non-historic structures, and additional floors to current buildings will increase their tax yield. For the few sites available for large scale redevelopment, such as shopping centers, the town should ensure that the resulting use is worth the limited supply of space. In other words, Chapel Hill should expect new development to produce taxes as efficiently as its most efficient development currently does.

The towns within Orange County are doing exceptionally well. And each community has their moments of productivity that should be replicated. The concentration of revenue productivity in the town center can afford



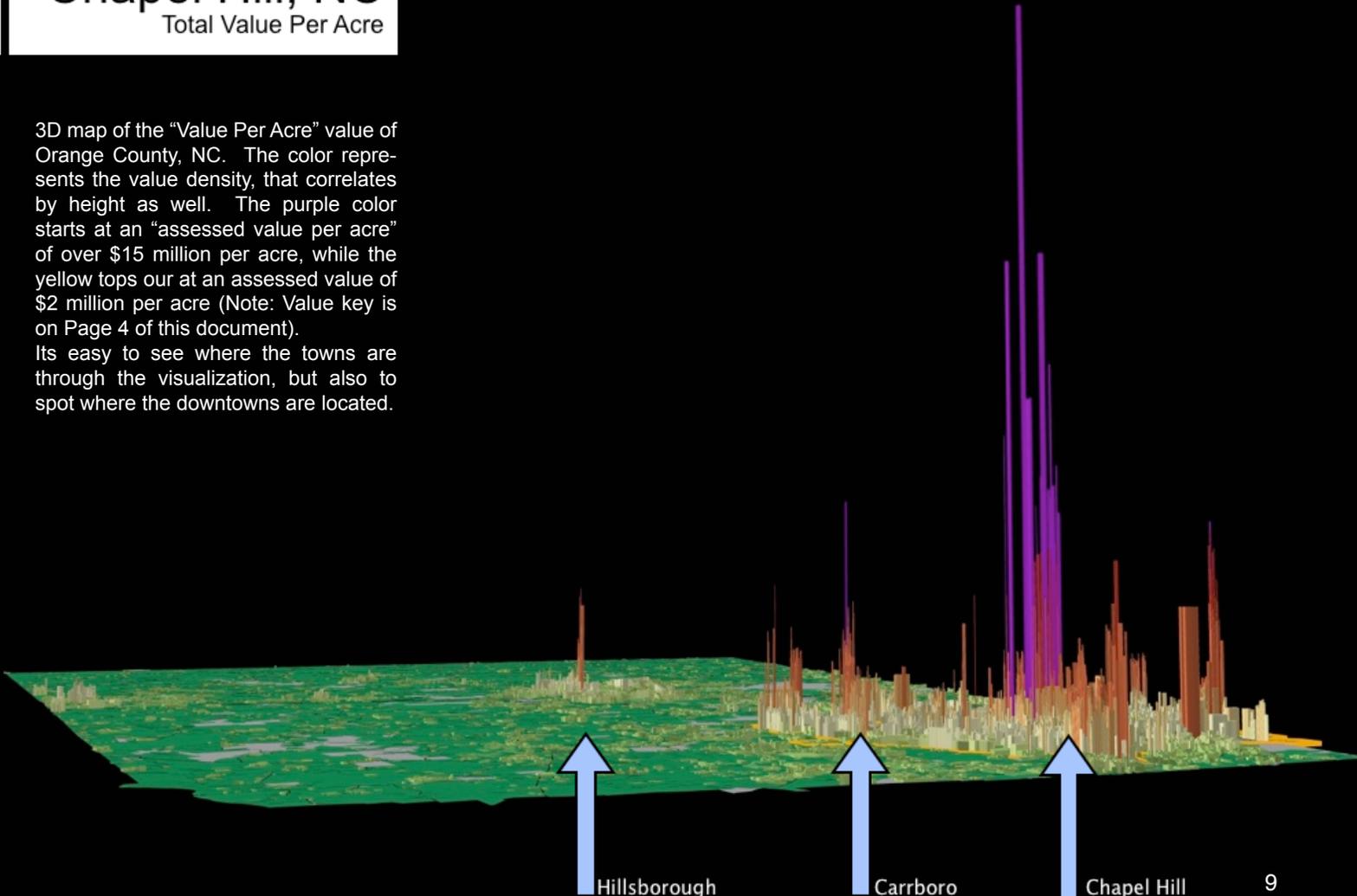
“What is good for the downtown is great for the town, but it is incredible for the County.”

Joe Minicozzi
Principal
Urban3

higher levels of municipal service, though the level of expectation for continued service will require cultivation of new revenues. Additionally, there are examples from each town that can be shared. In all cases, what is clear is that the Main Streets are all areas of ‘over-achievement’ from a tax productivity standpoint. This is clear from the peaking “spikes” in the 3D tax model. The challenge is finding a way to cultivate that growth and add to it. It is clearly possible in Chapel Hill and Carrboro to capture this high yielding growth, but it will need to be compatible with community vision in order to compliment the desires of each community. The challenge is in the best interest of the citizens of the towns, but also the entire County. As noted in the property tax profile chart (bottom, page 8), those revenues are those of Orange County. While the towns see handsome municipal productivity of high-density and mixed-use projects, the County sees a similar productivity. So what is good for downtown is great for the town, but it is incredible for the County. The productivity of the downtowns help the county afford the larger county-wide conservation efforts which add to the quality of life in the towns, and help Orange County to stand out against its peers in the Triangle region.

Urban3
Chapel Hill, NC
Total Value Per Acre

3D map of the “Value Per Acre” value of Orange County, NC. The color represents the value density, that correlates by height as well. The purple color starts at an “assessed value per acre” of over \$15 million per acre, while the yellow tops out at an assessed value of \$2 million per acre (Note: Value key is on Page 4 of this document). Its easy to see where the towns are through the visualization, but also to spot where the downtowns are located.



A Great Experiment

For thousands of years, human settlements were scaled around the predominant transportation technology of the day: walking. This impacted the way streets were scaled, the way buildings were spaced and the way public areas were utilized. The approach to building places for people who walked was established by trial and error over millennia. It was a system that was optimized by experience.

Beginning in the early 20th Century and then accelerating after World War II, America undertook an approach to building places based on the newly predominant mode of transportation: the automobile. New building styles were developed, new ways of locating and separating uses implemented and a new approach to growth adopted. These systems were based largely on the theories of academics and intellectuals, people who had studied how to deploy a new way of thinking to address the perceived deficiencies of the historic development pattern.

Initial results were largely confirming. New growth generated windfall gains for local governments and provided much needed jobs for a generation that had lived through hardship in the Great Depression. As time went on, however, the nature of these financial exchanges started to become evident.

When the federal or state governments, the DOT or a developer pays for new infrastructure, it costs the local government very little to create new growth. The day to day burden of maintenance, however, falls largely on local governments. Since that burden doesn't come due for two decades or more after each new growth project, it creates an illusion of wealth as new tax revenue pours in but distant obligations go unaccounted for.

Today, what seems the normal way of doing things is, in reality, a very young experiment. Just sixty years – two generations – of building in this new style has passed. Local leaders struggle today to make good on those distant and unaccounted for obligations of prior generations. The answer developed during this experiment – induce new growth – is proving insufficient.

What we are now finding is that our cities are not burdened by a lack of growth but by decades of unproductive growth. When the long term service and maintenance obligations from new development exceeds the cumulative amount of revenue that new development generates, an insolvency crisis is unavoidable.

So what do we do now?

Instead of pursuing growth for growth's sake, local governments need to pursue growth that is financially productive, places that generate more revenue than overall expense. It is no coincidence that, as we study the Piedmont Region, we find that the places built in the historic development pattern fit this objective while those shiny, new places we think of as "growth" don't quite measure up. These insights are valuable data to policy makers and the public when they are trying to understand why the current approach is not working and then develop strategies that do.

All of the cities we studied are blessed with areas that are financially strong and productive. These places form the foundation of a healthy, prosperous and productive Piedmont.

Charles L. Marohn, Jr. PE AICP
President and Co-founder
Strong Towns

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: May 15, 2014

**Action Agenda
Item No. 2**

SUBJECT: Ephesus Church Road-Fordham Boulevard Public Improvements

DEPARTMENT: Finance and Administrative
Services

PUBLIC HEARING: (Y/N)

No

ATTACHMENT(S):

- A) Town of Chapel Hill Public Improvements Financing Summary
- B) Town of Chapel Hill Potential Tax Revenue Analysis
- C) County Revenue Analysis

INFORMATION CONTACT:

Michael Talbert, 919-245-2308
Clarence Grier, 919-245-2453

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

BACKGROUND: The Town of Chapel Hill at the March 27, 2014 Joint Meeting with the Board of County Commissioners presented an improvement project for the Ephesus Church Road – Fordham Boulevard area within the Town of Chapel Hill. In order to support the renewal of the Ephesus Fordham area, the Town of Chapel Hill must make investments in much needed traffic and stormwater capital improvements. The project would be financed with the use of Tax Increment Financing or Project Development Financing. Under this method of financing, economic development projects move forward by pledging the anticipated growth in tax base as a source of repayment. The theory is that the project being financed is enabling the tax growth and therefore the project is and will be self-financing because, if not for the project, the tax growth would not have occurred.

The Town of Chapel Hill would like the County to participate in the Ephesus Fordham Renewal Project by pledging the lesser of 50% of the actual increment property tax revenues received or 50% of the actual annual debt service cost. The County could potentially benefit from participating with the Town of Chapel Hill from increased property and sales tax revenues.

The budget impacts for the County would be committing an average of \$385,612 over 18 years for a total of \$6,941,017 for the project (Attachment C). This also takes in account the possible impact of adding approximately 450 new students in the Ephesus Fordham area of the Chapel Hill – Carrboro City Schools District (CHCCS) over an 18-year period that could increase the

need for a new elementary and/or move up the timeline for Elementary #12 and Middle School #5 for CHCCS.

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

FINANCIAL IMPACT: There is not a financial impact with receiving this information. The financial impact will occur if the Board of County Commissioners determines that the County will participate in the project.

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



Financing Ephesus Fordham Public Improvements

In order to support the renewal of the Ephesus Fordham area the Town must make investments in much needed traffic and stormwater capital improvements.

The total cost of these improvements is \$10.0 million (\$8.8 million for traffic improvements and \$1.2 million for stormwater).

The Town plans on issuing debt to finance the capital cost for these public improvements. The most efficient and cost effective way for the Town to finance this project is to coordinate the financing with other projects that can provide collateral for a combined financing.

Financing Plan

The Town is planning on financing the Town Hall Renovation project and other CIP projects with debt. By combining the financing of these projects using two common forms of debt that the Town has used numerous times, the total cost of financing all of these projects will be reduced and can be completed on the timetable established for the Ephesus Fordham Project.



The Projects

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

The Debt

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

Although the forms of debt the Town is planning to use are familiar; the Town Operations Center and the 140 West Parking Garage were built using installment financing and as recently as 2012 the Town used two-thirds bonds for parks facilities and streets, the repayment plan is somewhat unique to the Town because it relies on a “tax increment.”

Repayment Plan

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

“Synthetic Tax Increment Financing (TIF)”:

The portion of the debt used for the Ephesus Fordham public improvements will be repaid by the incremental increase in tax revenues resulting from redevelopment. In other words, the redevelopment we are hoping to generate through the Ephesus Fordham Renewal Project will increase property tax receipts from the area. Those tax receipts, over and above the base level of tax receipts that existed prior to the project, will be dedicated to pay off the debt for the public improvements. Although this method of financing economic development projects is fairly common in North Carolina, it is the first time that the Town has used incremental tax receipts as a primary source of debt repayment.



Synthetic versus “traditional” TIF: In 2004 the State Legislature approved Tax Increment Financing (aka: Project Development Financing) legislation that enabled local governments to finance economic development projects with a pledge of future additional (incremental) tax revenues from an established TIF district. Because of the cost, complexity and length of the process for approval there have only been two traditional TIFs approved in North Carolina in the last 10 years. Part of the reason for the unpopularity of traditional TIFs in North Carolina is the availability of an easier, faster and less expensive alternative. Many local governments in North Carolina have opted for installment financing that uses a physical asset as collateral and repayment from a tax increment to finance economic development projects. This accomplishes the same thing as the traditional TIF, but is less expensive (lower interest rate) and takes less

time to issue. The Ephesus Fordham project does not have an asset that can be used as collateral for an installment financing and therefore we have planned to combine the financing with the Town Hall Renovation Project. By combining the projects in one financing the Town Hall property can be used as collateral for both projects. This practice of sharing collateral among projects is a common way of reducing the cost of borrowing for municipalities by providing the best possible security for installment debt.

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



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

Stormwater Management Costs

In addition to the \$1.2 million of initial investment in stormwater facilities to serve the Ephesus Fordham Area, the Town is planning to establish a Municipal Service District to finance additional improvements and ongoing stormwater management costs. The planned Municipal Service District will impose an annual property tax of 4 cents.

Glossary of Terms

- ❖ **Tax Increment Financing (TIF) aka Project Development Financing** – A method of financing economic development projects by pledging the anticipated growth in tax base as a source of repayment. The theory is that the project being financed is enabling the tax growth and therefore the project is, in some respects, self-financing because if not for the project the tax growth would not have occurred. In North Carolina the enabling legislation is called Project Development Financing.
- ❖ **Synthetic TIF** – The use of an informal pledge of incremental growth in tax revenues to pay debt service for debt secured by other means. Typically, a synthetic TIF uses installment financing that is secured by an asset. This form of financing avoids the statutory requirements of the Project Development Financing and is less expensive.
- ❖ **Two-thirds General Obligation Bonds** - General obligation (GO) bonds are secured by the full faith and credit of the issuer and, with the exception of two-thirds bonds, require a public vote for approval. Under State Law GO bonds can be issued in an amount up to two-thirds of the reduction in prior year outstanding GO bond principal without a public vote.
- ❖ **Installment Financing** – A form of debt financing that is secured by a physical asset, similar to a mortgage or a car loan.
- ❖ **Collateral** – Physical asset that stands as security for a debt obligation. Failure to pay the obligation may result in the forfeiture of the collateral to the debt holder.
- ❖ **Debt Management Fund** – In FY2008-09 the Town established the Debt Management Fund to pay the debt service for the Town’s outstanding debt. The Debt Fund receives a dedicated portion of the Town’s property tax rate. The purpose of the fund is to better manage the Town’s growing debt load by separating the expenses associated with debt from the rest of the Town’s operating expenses.
- ❖ **Backstop** – A secondary means of security should the primary prove to be inadequate. For the financing of the Ephesus Fordham Public Improvements the anticipated tax increment is the primary source of debt repayment and the Debt Fund is the secondary source or **backstop**.
- ❖ **Municipal Service District** – Under North Carolina Law, subject to some restrictions, cities and towns can form Municipal Service Districts to provide specific services to a defined geographic area. A property tax can be levied on the district to fund the cost of providing services.
- ❖ **Capital Improvement Program (CIP)** – Each year the Town Council, as part of the annual budget process, approves a capital improvement plan. The plan lists the Town’s capital needs for the next 15 years.

Ephesus Fordham Renewal 20 year Cash Flow County & Schools

	0	1	2	3	4	5	6	7	8	9	10
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
County Property Taxes											
County Property Tax Increment	0	0	347,345	694,690	1,389,379	1,389,379	1,389,379	1,427,178	1,464,978	1,502,777	1,540,576
County Debt Service Contribution											
50% of Actual Debt Service Cost	0	401,250	401,250	401,250	401,250	401,250	401,250	401,250	401,250	401,250	401,250
50% of Actual Increment	0	0	173,672	347,345	0	0	0	0	0	0	0
Net County Increment	0	0	173,672	347,345	(401,250)	(401,250)	(401,250)	(401,250)	(401,250)	(401,250)	(401,250)
Schools											
Property Taxes	0	0	84,367	168,734	337,467	337,467	337,467	346,648	355,829	365,010	374,191
Impact Fees	0	0	0	0	1,286,000	0	0	0	0	192,900	0

County Participation in Debt Service Cost

The lesser of 50% of the incremental property Tax Increase or 50% of the actual annual debt service expense

County Increment

Phase 1	1,389,379	2019
Phase 2	151,197	2024
Phase 3	710,141	2029

Schools Increment

Phase 1	337,467	2019
Phase 2	36,724	2024
Phase 3	172,486	2029

New Multifamily Housing Units

Phase 1	1,000
Phase 2	150
Phase 3	345

Ephesus Fordham Renewal 20 year Cash Flow

County & Schools

	11	12	13	14	15	16	17	18	19	20
	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034
County Property Taxes										
County Property Tax Increment	1,540,576	1,718,111	1,895,647	2,073,182	2,250,717	2,250,717	2,250,717	2,250,717	2,250,717	2,250,717
County Debt Service Contribution										
50% of Actual Debt Service Cost	401,250	401,250	401,250	401,250	401,250	401,250	401,250	401,250	401,250	401,250
50% of Actual Increment	0	0	0	0	0	0	0	0	0	0
Net County Increment	(401,250)	(401,250)	(401,250)	(401,250)	(401,250)	(401,250)	(401,250)	(401,250)	(401,250)	(401,250)
Schools										
Property Taxes	374,191	417,313	460,434	503,556	546,677	546,677	546,677	546,677	546,677	546,677
Impact Fees	0	0	0	443,670	0	0	0	0	0	0

County Participation in Debt Service

The lesser of 50% of the incremental property Tax

**Ephesus - Fordham Renewal Project Projections
5 Year Summary Projections**

	<u>FY2014-2018</u>	<u>FY2019-2023</u>	<u>FY2024-2028</u>	<u>FY2029-2033</u>	<u>Total</u>
Increase in property tax receipts	\$ 2,431,414	\$ 7,098,092	\$ 8,730,293	\$ 11,253,585	\$ 29,513,384
Impact fees	\$ 1,286,000	\$ 192,900	\$ 443,670	\$ -	\$ 1,922,570
Projected County Contribution	\$ (922,267)	\$ (2,006,250)	\$ (2,006,250)	\$ (2,006,250)	\$ (6,941,017)
Increase funding for Education	\$ (980,700)	\$ (5,050,605)	\$ (5,979,001)	\$ (7,338,905)	\$ (19,349,211) *
Net	<u>\$ 1,814,447</u>	<u>\$ 234,137</u>	<u>\$ 1,188,712</u>	<u>\$ 1,908,430</u>	<u>\$ 5,145,726</u>
 Added new students to CHCCS	 300	 45	 104		 449

* Based on \$3269 per pupil funding

Ephesus - Fordham Project Projections
20 Year Individual Projections

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Increase in property tax receipts	\$ -	\$ -	\$ 347,345.00	\$ 694,690.00	\$ 1,389,379.00	\$ 1,389,379.00
Impact fees	-	-	-	-	1,286,000	-
Projected County Contribution	-	-	(173,672)	(347,345)	(401,250)	(401,250)
Increase funding for Education	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	(980,700)	(980,700)
Net	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 173,673.00</u>	<u>\$ 347,345.00</u>	<u>\$ 1,293,429.00</u>	<u>\$ 7,429.00</u>

Added new students to CHCCS

300

* Based on \$3269 per pupil funding

Ephesus - Fordham Project Projections
20 Year Individual Projections

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Increase in property tax receipts	\$ 1,389,379.00	\$ 1,427,178.00	\$ 1,427,178.00	\$ 1,464,978.00	\$ 1,502,777.00
Impact fees	-	-	-	192,900	-
Projected County Contribution	(401,250)	(401,250)	(401,250)	(401,250)	(401,250)
Increase funding for Education	<u>(980,700)</u>	<u>(980,700)</u>	<u>(980,700)</u>	<u>(1,127,805)</u>	<u>(1,127,805)</u>
Net	<u>\$ 7,429.00</u>	<u>\$ 45,228.00</u>	<u>\$ 45,228.00</u>	<u>\$ 128,823.00</u>	<u>\$ (26,278.00)</u>

Added new students to CHCCS

45

* Based on \$3269 per pupil funding

Ephesus - Fordham Project Projections
20 Year Individual Projections

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>
Increase in property tax receipts	\$ 1,540,576.00	\$ 1,718,111.00	\$ 1,895,647.00	\$ 2,073,182.00	\$ 2,250,717.00
Impact fees	-	-	-	443,670	-
Projected County Contribution	(401,250)	(401,250)	(401,250)	(401,250)	(401,250)
Increase funding for Education	<u>(1,127,805)</u>	<u>(1,127,805)</u>	<u>(1,127,805)</u>	<u>(1,467,781)</u>	<u>(1,467,781)</u>
Net	<u>\$ 11,521.00</u>	<u>\$ 189,056.00</u>	<u>\$ 366,592.00</u>	<u>\$ 647,821.00</u>	<u>\$ 381,686.00</u>

Added new students to CHCCS

103

* Based on \$3269 per pupil funding

Ephesus - Fordham Project Projections
20 Year Individual Projections

	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>	<u>Total</u>
Increase in property tax receipts	\$ 2,250,717.00	\$ 2,250,717.00	\$ 2,250,717.00	\$ 2,250,717.00	\$ 29,513,384.00
Impact fees	-	-	-	-	1,922,570
Projected County Contribution	(401,250)	(401,250)	(401,250)	(401,250)	(6,941,017)
Increase funding for Education	<u>(1,467,781)</u>	<u>(1,467,781)</u>	<u>(1,467,781)</u>	<u>(1,467,781)</u>	<u>(19,349,211)</u> *
Net	<u>\$ 381,686.00</u>	<u>\$ 381,686.00</u>	<u>\$ 381,686.00</u>	<u>\$ 381,686.00</u>	<u>\$ 5,145,726.00</u>

Added new students to CHCCS

148

* Based on \$3269 per pupil funding

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: May 15, 2014

**Action Agenda
Item No. 3**

SUBJECT: Proposed Satellite Tax Office in Chapel Hill

DEPARTMENT: Tax Administration

PUBLIC HEARING: (Y/N)

No

ATTACHMENT(S):
Memorandum

INFORMATION CONTACT:
Dwane Brinson, Tax Administrator,
919-245-2726

PURPOSE: To review and provide comments on a proposal to co-locate Orange County property tax assessment services as a satellite office at Chapel Hill Town Hall.

BACKGROUND: The Orange County Tax Office has a single location in Hillsborough, NC in the County's Gateway Center above Weaver Street Market. The Town of Chapel Hill, at its Town Hall, currently serves as an additional property tax collection point for residents. However, no property tax assessment services are provided at the Chapel Hill location, a demand that has grown over the years. The attached memorandum discusses a proposed co-location agreement at Town Hall between Orange County and the Town of Chapel Hill.

FINANCIAL IMPACT: There is no financial impact associated with reviewing the proposal.

RECOMMENDATION(S): The Manager recommends the Board review the proposal and provide direction to staff regarding potentially moving forward with establishing the co-location for property tax assessment services at Chapel Hill Town Hall.



ORANGE COUNTY TAX ADMINISTRATION
 228 S CHURTON STREET, SUITE 200, PO BOX 8181
 HILLSBOROUGH, NORTH CAROLINA 27278
Telephone (919) 245-2725 **Fax** (919) 644-3332
 T. Dwane Brinson, Director

Memorandum

To: Michael Talbert, Interim County Manager
 From: Dwane Brinson, Tax Administrator
 Date: April 16, 2014
 Re: Chapel Hill Satellite Tax Office

The Orange County Tax Office (hereinafter “tax office”) has a single location in Hillsborough, NC in the County’s Gateway Center above Weaver Street Market. The Town of Chapel Hill, at its Town Hall, currently serves as an additional collection point for residents. However, no property tax assessment services are provided at the Chapel Hill location, a demand that has continued to grow over the years. This memorandum explains the proposal and scope of services to be provided as part of a proposed co-location agreement at Town Hall between Orange County and the Town of Chapel Hill.

BACKGROUND

In early 2013 Ken Pennoyer, Business Management Director for the Town of Chapel Hill, and I began conversations about offering property tax assessment services as a joint effort between the two local governments. At the time these conversations began, the Town had just been displaced from Town Hall and was considering an immediate short-term alternative for its first-floor services, including tax collections. Sites were visited and a rental survey was completed by staff to try and determine the best, suitable location for a full-service tax office in Chapel Hill.

This process began with Mr. Frank Clifton, former Orange County Manager, and it eventually expanded to include all appropriate staff and managers once information had been gathered. As an end result, the Town and County agreed that the best option would be to co-locate at Town Hall in Chapel Hill. At the time this recommendation was made, Town staff was working with

an architect to redesign the first floor of Town Hall. The timing presented an opportunity for the Town and County to provide a proposal that conveniently adds another set of services to the Chapel Hill, Carrboro and surrounding population at little additional cost.

PROPOSAL

With Town Hall having accepted property tax payments for years, we feel that adding property tax assessment services to the same location will create a synergistic affect. Departments to be located within the first floor of Town Hall, such as stormwater management, permitting, etc., already work very closely with the tax office. Co-locating with this core group of departments will only strengthen the accuracy of shared data, reduce transmittal errors and improve efficiency of operations for both organizations.

One of the most important aspects of this proposal is that the tax office, being located at town hall in Chapel Hill, would be conveniently located to assist walk-in and call-in taxpayers with questions and forms. Following are a few examples. We currently do not have a Chapel Hill presence to assist with tax assistance applications. Granted, we typically perform timely presentations at the Seymour Center, but having someone conveniently located in Chapel Hill to assist with filling out and explaining the requirements for tax assistance applications would have a tremendous impact. Another aspect of our business practice that exists only in Hillsborough is in-person property tax assessment explanations and appeals. This includes business property, individual personal property, motor vehicles and real estate. Often taxpayers wish to sit down face to face and discuss the valuation, and a Chapel Hill location would make these services more accessible. Lastly, taxpayers currently can turn in their annual property tax listing form only in Hillsborough. With a Chapel Hill location, staff would be available not only to receive listing forms, but to explain and ensure all needed information is present.

With our impending 2017 countywide revaluation, having real estate appraisers located in Chapel Hill will be incredibly useful. Considering this is a full list and measure revaluation, and that staff is leaving information postcards at each residence, having staff conveniently located to assist is crucial.

Staffing

Providing property tax assessment services in Chapel Hill will require reorganization of responsibilities and positions. Staffing for the Chapel Hill location, tentatively, will include:

- One tax listing clerk – to support tax listing, personal property appraisal and tax assistance questions from residents.
- One real property appraiser – to support real estate questions/appeals, and to save on transportation costs for an appraiser working the southern Orange County area.
- One motor vehicle appraiser – to support vehicle tax appeals and questions.

- One floating management position – to support difficult questions/situations and provide overall management for resident staff; rotating management positions will include: Tax Administrator, Deputy Tax Assessor, Personal Property Appraisal Manager, Chief Appraiser and Administrative Officer, each rotating one day per week.

Office Space

Four work stations at Town Hall would be needed for this arrangement. The four work stations would be occupied at all times unless one were to be out sick or on vacation. It also is recommended that the property tax assessment staff at Town Hall have access to a conference room as needed. Meetings occur often, and taxpayers sometimes request a private setting to discuss details of their situation confidentially. Such occurrences could be, and often are, impromptu in nature.

As the tax office will be allocating only property tax assessment staff, and since the Town already carries out the property tax collection function, this proposal suggests that collection functions continue exclusively under the Town's direction at Town Hall. Only property tax assessment staff will be present at Town Hall and will not be able to assist in collection functions, i.e. receiving property tax payments. Of course, property tax assessment staff will be present to answer questions of taxpayers coming into the office, but these positions will be unable to assist in directly collecting revenue.

SUMMARY

Supplementing the current practice of property tax collection in Chapel Hill with property tax assessment services, we feel, will have a positive effect on intergovernmental relations. It co-locates departments that routinely work closely together and creates an environment that should improve accuracy in data transmittal and tax records. Additionally, it affords southern Orange County residents a convenient option of not only paying taxes, but to ask questions of the tax assessment process, annual forms to be filed and property tax assistance programs.

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: May 15, 2014

**Action Agenda
Item No. 4**

SUBJECT: Continuation of Review and Discussion of the Manager's Recommended FY 2014-19 Capital Investment Plan (CIP)

DEPARTMENT: Finance and Administrative Services

PUBLIC HEARING: (Y/N)

No

ATTACHMENT(S):

- Attachment A. Blackwood Farm Park Project (Revised Scenario CIP Page 45), Project Budget Estimates, and Site Location Map
- Attachment B. Environment and Agriculture Center Project (Revised Scenario CIP Page 34), Project Budget Estimates, and Site Location Maps
- Attachment C. Proposed Jail Project (Revised Scenario CIP Page 32), Facility Requirements, and Project Budget Estimates
- Attachment D. County Debt Service and Debt Capacity (Revised Scenario CIP Pages 108-109)
- Attachment E. SportsPlex (Revised CIP Pages 84-85)
- Attachment F. County Wireless Access Information (With Attachments)

INFORMATION CONTACT:

Michael Talbert, County Manager,
(919) 245-2308
Clarence Grier, Assistant County
Manager/CFO, (919) 245-2453
Paul Laughton, Finance and
Administrative Services,
(919) 245-2152

PURPOSE: To continue review and discussion of the Manager's Recommended FY 2014-19 Capital Investment Plan.

BACKGROUND: For over 20 years, the County has produced a Capital Investment Plan (CIP) that establishes a budget planning guide related to capital needs for the County as well as

Schools. The current CIP consists of a 5-year plan that is evaluated annually to include year-to-year changes in priorities, needs, and available resources. Approval of the CIP commits the County to the first year funding only of the capital projects; all other years are used as a planning tool and serves as a financial plan.

The FY 2014-19 CIP includes County Projects, School Projects, Proprietary Projects, and Special Revenue Projects. The Proprietary Projects include Water and Sewer, Solid Waste Enterprise Fund, and SportsPlex projects. The Special Revenue Projects include Economic Development and School related projects funded from the Article 46 (1/4 cent) Sales Tax proceeds. The Article 46 Sales Tax was approved by voters in the November 2011 election, and became effective April 1, 2012.

The CIP has been prepared anticipating continued slow economic growth of between 1-2% annually over the next five years. Many of the projects in the CIP will rely on debt financing to fund the projects.

The Manager's Recommended FY 2014-19 Capital Investment Plan was presented to the Board of County Commissioners on March 11, 2014, and follow-up discussion occurred as part of the April 10, 2014 work session. The following items were discussed at the April 10th meeting, and possible project funding scenarios are provided (changes are highlighted in yellow) for discussion at tonight's meeting:

- *Attachment A* reflects a revised scenario of the Blackwood Farm Park project to remove funding for a new Agricultural, Environment, and Parks Center at Blackwood Farm Park in Years 6-10, and reflects the construction of a Parks Operations Base only in Years 6-10, at a total cost of approximately \$1,218,200. This revised scenario reduces the debt service by approximately \$459,000 per year beginning in Year 7.
- *Attachment B* reflects a revised scenario of an adaptive re-use or deconstruction/new construction of the current Environment and Agricultural Center (EAC) on Revere Road in Year 4 (FY 2017-18) at a total cost of approximately \$3,383,600. This revised scenario increases the debt service by approximately \$187,000 per year beginning in Year 5.
- *Attachment C* reflects a revised scenario of the Proposed Jail project with a phased in construction approach in Year 4 of a Central Core and housing space for the County needs (141 inmates), as well as housing Federal inmates (75 inmates), for a total capacity of 216 beds. The total cost is approximately \$26,580,000. This revised scenario decreases the debt service by approximately \$328,320 per year beginning in Year 5. Additional future expansion, reflected on the Facility Expansion Concept illustration as two (2) additional housing unit segments, could be accommodated at a cost of approximately \$100,000 per bed, but this is anticipated to be beyond the current 10-year CIP timeframe.
- *Attachment D* reflects the updated County Debt Service and Debt Capacity tables based on the above revised scenarios. Based on these scenarios, the County's annual debt service as a percent of the General Fund budget would remain under the 15% capacity through the five-year CIP period.
- *Attachment E* reflects updated SportsPlex project pages showing the Debt Service impact of the major expansion projects.

- *Attachment F* provides County Wireless Access information and cost estimates to extend wireless internet access to areas surrounding County buildings.

FINANCIAL IMPACT: There is no immediate financial impact associated with the FY 2014-19 Capital Investment Plan. It is a long-range financial planning tool with a financial impact in FY 2014-15, if the first year of the CIP is approved by the Board of County Commissioners with the adoption of the Annual Operating Budget.

RECOMMENDATION(S): The Manager recommends the Board continue its review and discussion of the Manager's Recommended FY 2014-19 Capital Investment Plan and provide direction to staff.

County Capital Projects (Revised Scenario for 5/15/14 meeting)

Fiscal Years 2014-19

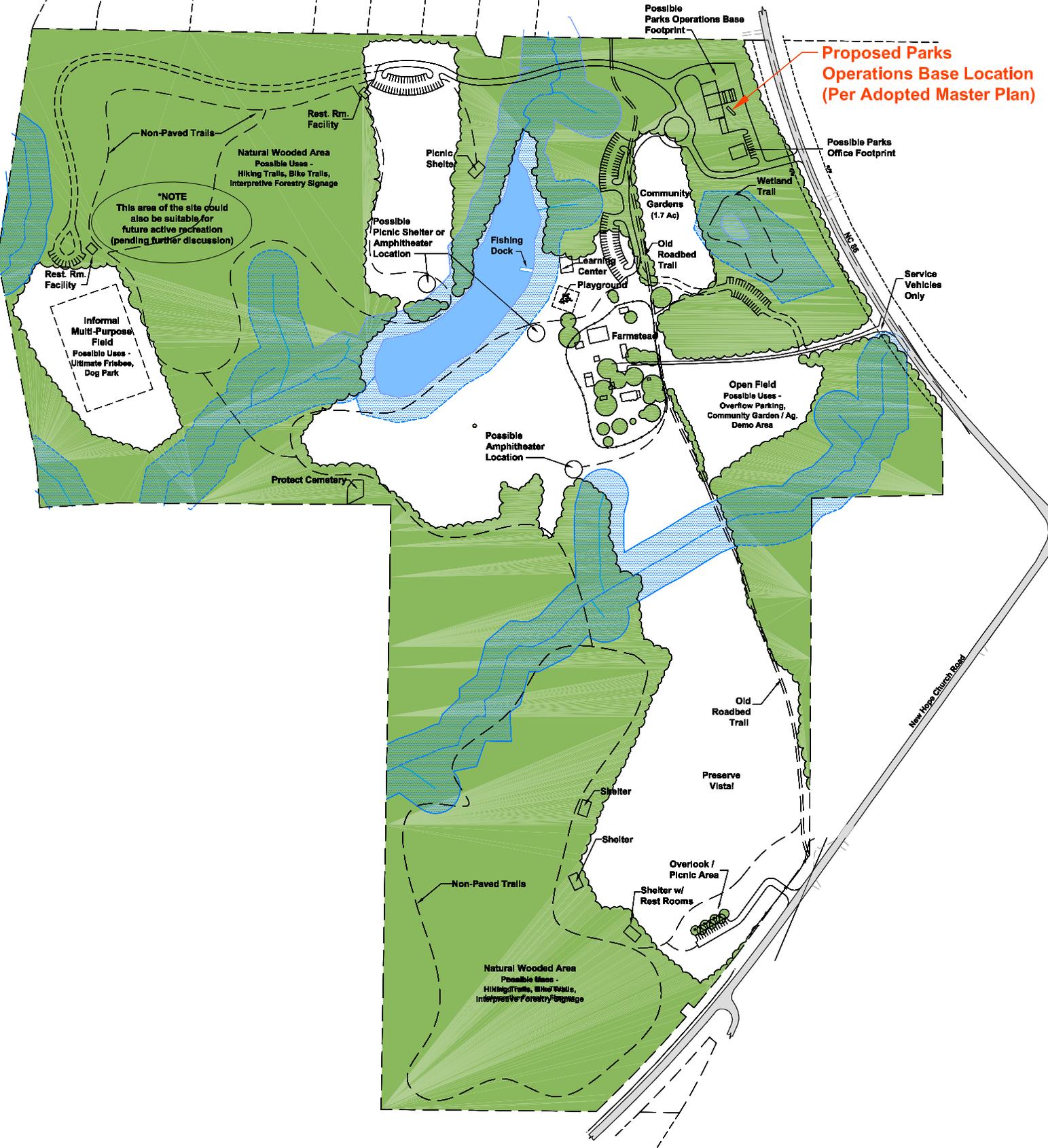
Project Name	<i>Blackwood Farm Park</i>						Project Status	<i>Approved/Proposed</i>	
Functional Service Area	<i>Community and Environment</i>						Starting Date	<i>7/1/2012</i>	
Department	<i>DEAPR</i>						Completion Date	<i>7/1/2021</i>	
Project Budget	Prior Years Funding	Current Fiscal Year 2013-14	Year 1 Fiscal Year 2014-15	Year 2 Fiscal Year 2015-16	Year 3 Fiscal Year 2016-17	Year 4 Fiscal Year 2017-18	Year 5 Fiscal Year 2018-19	Five Year Total	Year 6 to Year 10
<i>Appropriation</i>									
Land/Building									
Professional Services			-		150,000			150,000	91,700
Construction/Repairs/Renovations	50,000	-	98,000	-	-	1,900,000	-	1,998,000	1,089,000
Equipment/Furnishings			49,400		-	0	-	49,400	37,500
Total Project Budget	50,000	-	147,400	-	150,000	1,900,000	-	2,197,400	1,218,200
<i>General Fund Related Operating Costs</i>									
Personnel Services	12,000	7,898	18,956	19,300	19,300	19,700	72,000	149,256	360,000
Operations	-	1,000	19,200	12,600	12,600	12,600	55,000	112,000	275,000
New Debt Service			-	-		14,400	196,800	211,200	1,568,736
Total Operating Costs	12,000	8,898	38,156	31,900	31,900	46,700	323,800	472,456	2,203,736
<i>Revenues/Funding Source</i>									
Transfer from General Fund	62,000	8,898	38,156	31,900	31,900	32,300	127,000	261,256	635,000
Transfer from Other Capital Funds			147,400					147,400	
General Fund - Debt Service				-		14,400	196,800	211,200	1,568,736
Grants (PARTF), User Fees	-	-	-	-	-	-	-	-	-
Future Debt Issuance					150,000	1,900,000	-	2,050,000	1,218,200
Total	62,000	8,898	185,556	31,900	181,900	1,946,700	323,800	2,669,856	3,421,936

Project Description/Justification

Blackwood Farm Park is a 152-acre site located midway between Chapel Hill and Hillsborough on NC 86 and New Hope Church Road. The adopted master plan includes a multi-use park with components of the farm's agricultural past, including community gardens and agricultural demonstration areas and exhibits. It also includes an amphitheatre, fishing, trails and open fields. Funds approved in 2012-13 will provide for opening on part-time basis, with limited amenities in Fall, 2014. Park construction is proposed for Year 4, with construction drawings in Year 3 and park opening and associated costs beginning in Year 5. A permanent Parks Operations Base is scheduled for construction in Year 6.

Estimated Project Budget
Blackwood Farm Parks Operations Base

		Cost	SubTotal
Acquisition/Construction:			
Acquisition		0	
Construction - Main Building	\$150/SF, estimated 2,200 SF	330,000	
Constuction - Shop	\$90/SF, estimated 5,000 SF	450,000	
Construction - Covered Storage/Work Area	\$30/SF, estimated 2,000 SF	60,000	
Construction - Fenced area for equipment, materials	\$15/SF, estimated 10,000 SF	150,000	
			<hr/>
			990,000
Professional Services:			
Designer	8% of total construction cost	79,200	
Reimbursables		7,500	
Construction Materials Testing	Budget	2,500	
Cultural & Archaeological	Budget	2,500	
			<hr/>
			91,700
Owner Costs			
Furniture, Materials	Budget	20,000	
Audio-Visual, Low Voltage	Budget	10,000	
Signage	Budget	7,500	
Owner Contingency	10% of Construction Estimate	99,000	
			<hr/>
			136,500
Total Estimated Project Cost			1,218,200



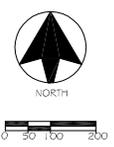
M. CARR



"Future" Blackwood Farm Park

Adopted Master Plan

March 3, 2011



County Capital Projects (Revised Scenario for 5/15/14 meeting)

Fiscal Years 2014-19

Project Name Functional Service Area Department	<i>Environment and Agriculture Center change of use Governing and Management Asset Management Services</i>						Project Status	<i>UPDATED</i>	
	Prior Years Funding	Current Fiscal Year 2013-14	Year 1 Fiscal Year 2014-15	Year 2 Fiscal Year 2015-16	Year 3 Fiscal Year 2016-17	Year 4 Fiscal Year 2017-18	Year 5 Fiscal Year 2018-19	Five Year Total	Year 6 to Year 10
Project Budget									
<i>Appropriation</i>									
<i>Land/Building</i>									
<i>Professional Services</i>						234,100		234,100	
<i>Construction/Repairs/Renovations</i>						3,047,000		3,047,000	
<i>Equipment/Furnishings</i>						102,500		102,500	
<i>Total Project Budget:</i>			-	-	-	3,383,600	-	3,383,600	-
<i>General Fund Related Operating Costs</i>									
<i>Personnel Services</i>									
<i>Operations</i>									
<i>New Debt Service</i>							324,826	324,826	1,624,128
<i>Total Operating Costs</i>			-	-	-	-	324,826	324,826	1,624,128
<i>Revenues/Funding Source</i>									
<i>General Fund - Debt Service</i>							324,826	324,826	1,624,128
<i>Debt Financing</i>						3,383,600		3,383,600	
<i>Total</i>			-	-	-	3,383,600	324,826	3,708,426	1,624,128

Project Description/Justification

This project provides, in Year 4, for the construction of a new Environment and Agriculture Center (EAC) at the Revere Road site, followed by the deconstruction of the current Center to allow for a new parking area. Current occupants of the EAC building would continue to work in the current Center during the new construction. The building was a former grocery store that was acquired by the County and renovated in 1985 for office use.

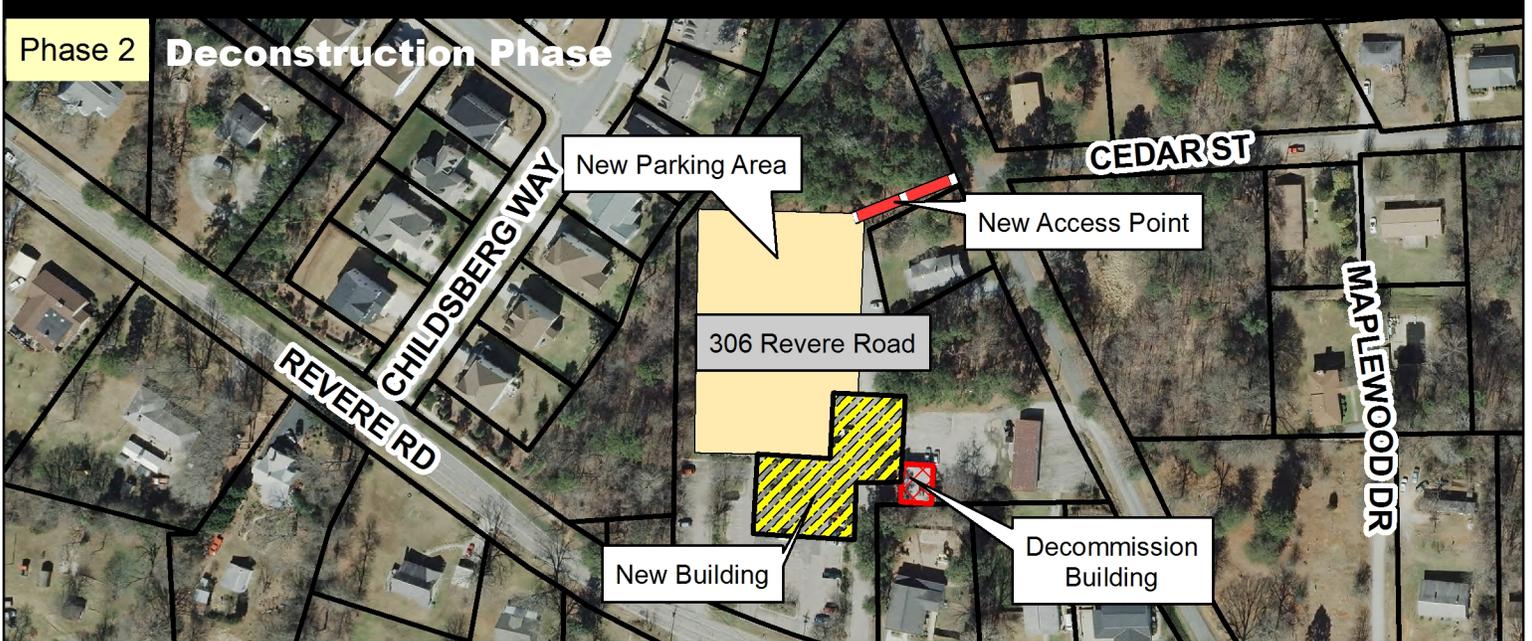
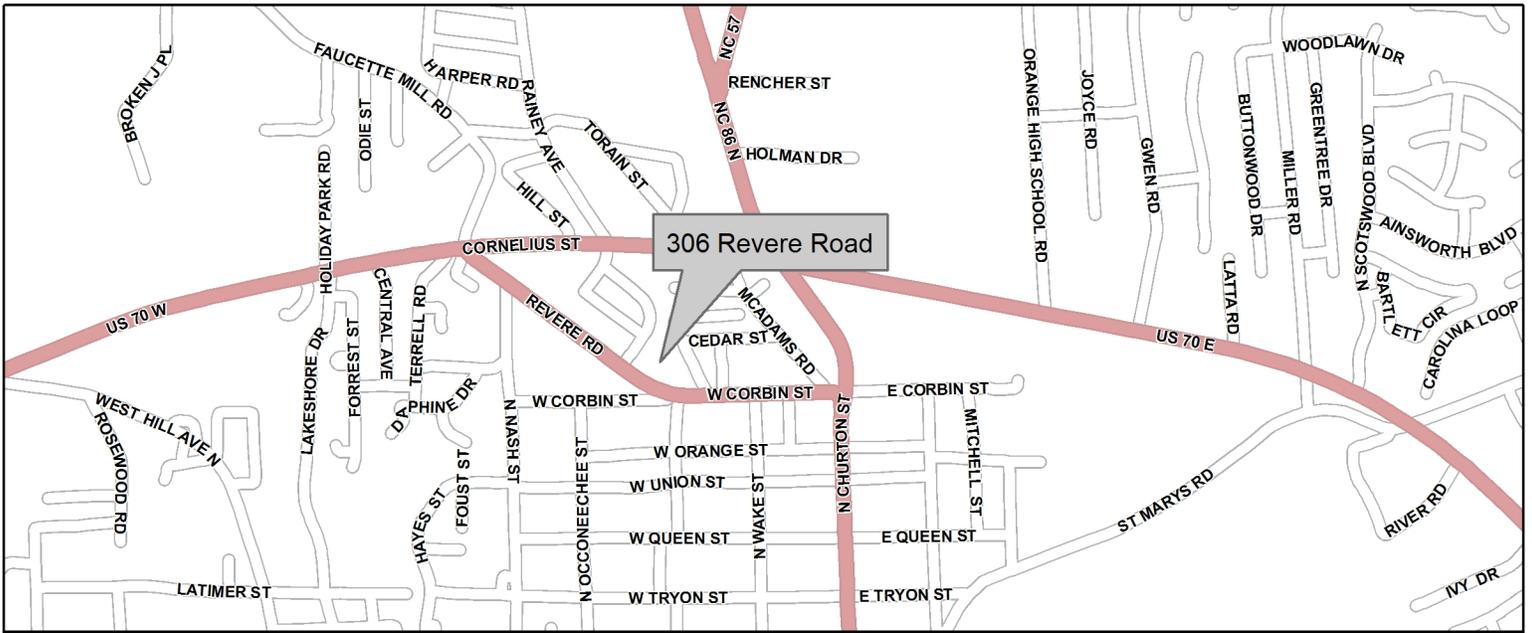
Estimated Project Budget

Revere Road Agriculture Center

		Cost	SubTotal
Acquisition/Construction:			
Acquisition		0	
Construction - Main Building	\$170/SF, estimated 15,000 SF Adaptive Re-Use or Deconstruction/New Construction	2,550,000	
Construction - Covered Storage and Yard Area	\$110/SF, estimated 2,000 SF	220,000	
			2,770,000
Professional Services:			
Designer	8% of total construction cost	221,600	
Reimbursables		7,500	
Construction Materials Testing	Budget	2,500	
Cultural & Archaeological	Budget	2,500	
			234,100
Owner Costs			
Furniture, Materials	Budget	70,000	
Audio-Visual, Low Voltage	Budget	25,000	
Signage	Budget	7,500	
Owner Contingency	10% of Construction Estimate	277,000	
			379,500

Estimated Project Cost

3,383,600



Note: For illustrative purposes only. Phasing describes building on site while not disrupting the existing operation, thereby saving significant moving and operational costs.

County Capital Projects (Revised Scenario for 5/15/14 meeting)

Fiscal Years 2014-19

Project Name Functional Service Area Department	<i>Proposed Jail Governing and Management Asset Management Services</i>			Project Status					<i>Proposed</i>
	Prior Years Funding	Current Fiscal Year 2013-14	Year 1 Fiscal Year 2014-15	Year 2 Fiscal Year 2015-16	Year 3 Fiscal Year 2016-17	Year 4 Fiscal Year 2017-18	Year 5 Fiscal Year 2018-19	Five Year Total	7/1/2013 6/30/2018 Year 6 to Year 10
Project Budget									
<i>Appropriation</i>									
<i>Land/Building</i>								-	
<i>Professional Services</i>		250,000		500,000	500,000	760,000		1,760,000	
<i>Construction/Repairs/Renovations</i>						23,760,000		23,760,000	
<i>Equipment/Furnishings</i>						1,060,000		1,060,000	
<i>Total Project Budget</i>	-	250,000	-	500,000	500,000	25,580,000	-	26,580,000	-
<i>General Fund Related Operating Costs</i>									
<i>Personnel Services</i>									
<i>Operations</i>									
<i>New Debt Service</i>			24,000	24,000	72,000	144,000	2,599,680	2,863,680	12,998,400
<i>Total Operating Costs</i>			24,000	24,000	72,000	144,000	2,599,680	2,863,680	12,998,400
<i>Revenues/Funding Source</i>									
<i>General Fund - Debt Service</i>			24,000	24,000	72,000	144,000	2,599,680	2,863,680	12,998,400
<i>Transfer from Projects</i>									
<i>Debt Financing</i>		250,000		500,000	500,000	25,580,000		26,580,000	
<i>Total</i>	-	250,000	24,000	524,000	572,000	25,724,000	2,599,680	29,443,680	12,998,400

Project Description/Justification

In October, 2012, NC Council of State authorized issuance of a 50 year land lease to Orange County for approximately 6.8 acres for construction of this facility. The land lease agreement contemplates design to be completed no later than September 2016, and operations to commence in the new facility no later than September 2019. A consultant has been retained to evaluate the site and determine the best configuration of the potential site, along with whatever constraints (environmental/regulatory for example) that might impact the development. A space and capacity utilization consultant has also been retained to evaluate the overall capacity and program needs for the facility. Site and programming related planning costs have been included at \$250,000 for FY 2013-14. This project includes construction estimates for a Central Core and housing space for the County needs (141 inmates), as well as housing Federal inmates (75 inmates), for a total of 216 beds at a cost of \$100,000 per bed. Construction costs estimates from firms in the business of building detention facilities range from \$80,000 to \$120,000 per bed. Site Design costs are included in FY 15-16, and Architectural/Engineering costs are included in FY 16-17, with construction, equipment/furnishings, and other professional services costs in FY 17-18.

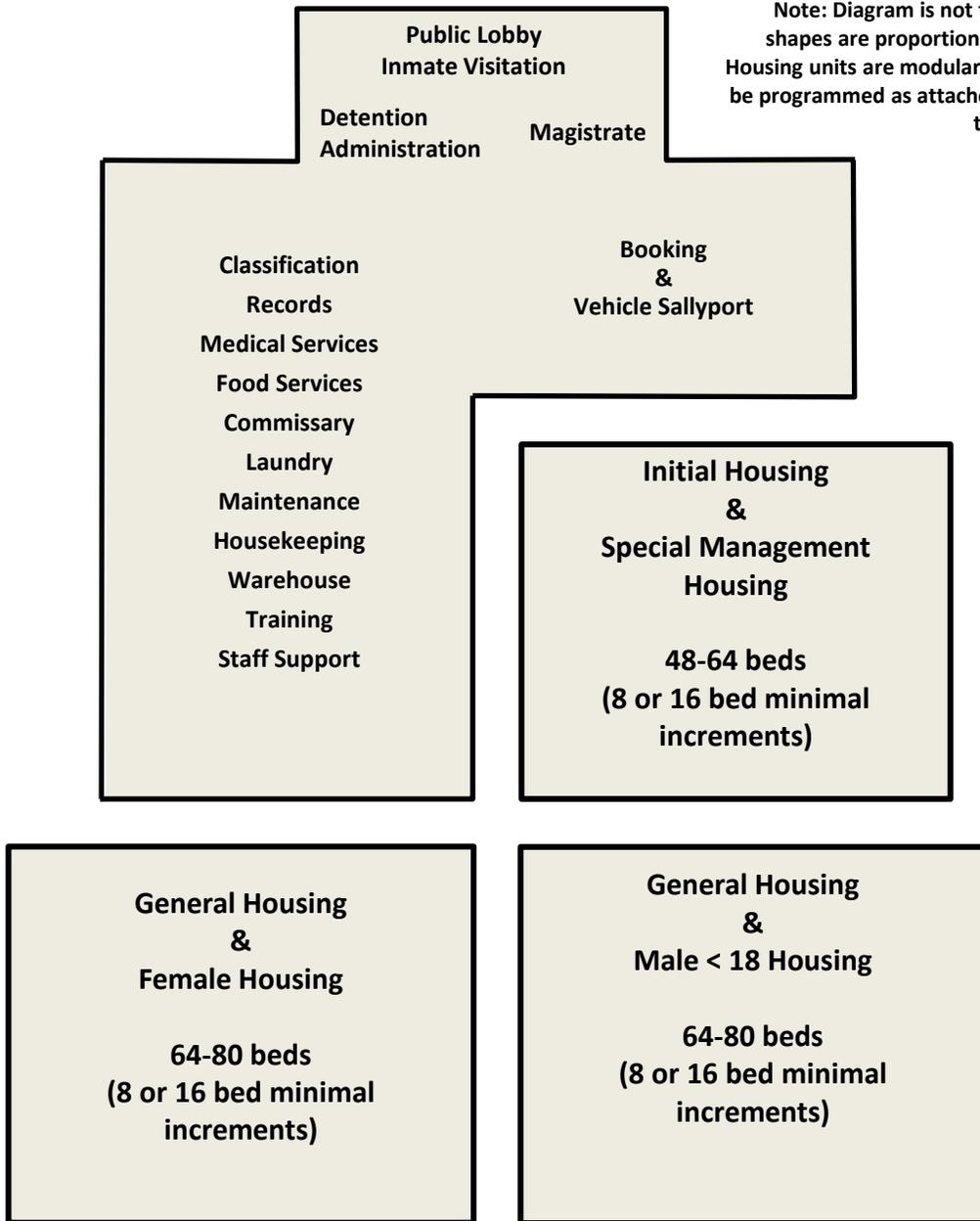
**Orange County Detention Center
Preliminary Report - New Facility Requirements**

Steve Allan, Solutions for Local Government

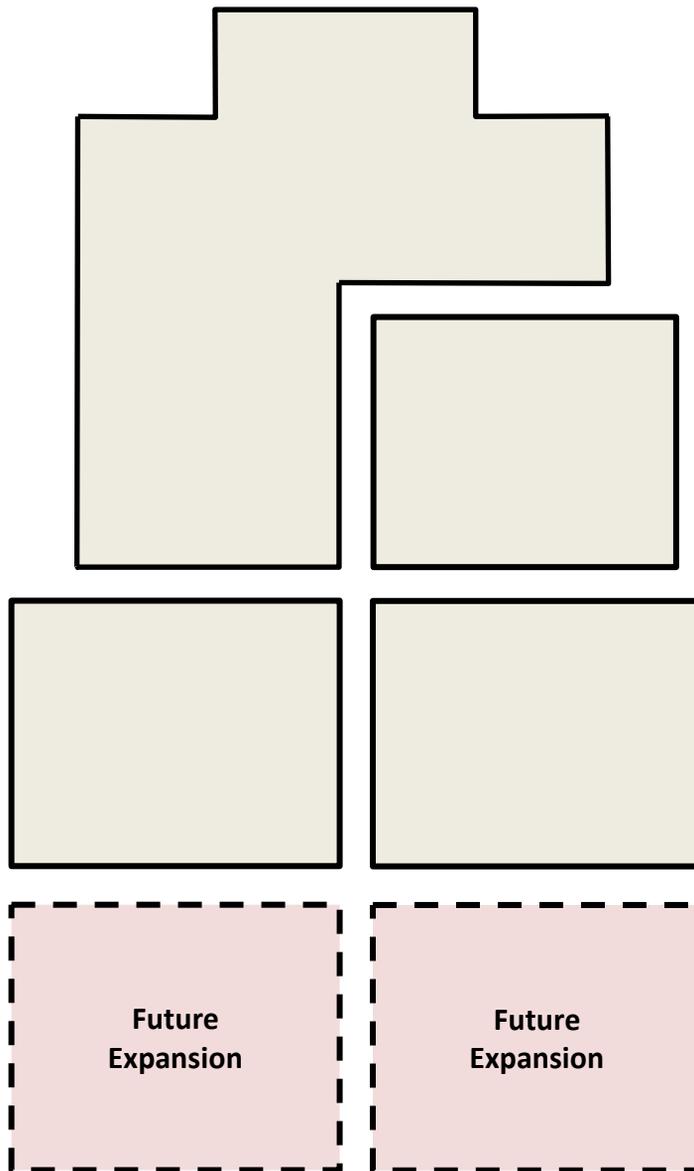
- The 20-year inmate bed requirements identified for development required the analysis of total jail admissions and daily population data (by month) for the years 2006-2013. The ratio relationships of each of these data sets together with the County's general populations for the years studied were calculated and studied.
- Projections of future inmate populations, utilizing the ratio relationships identified, were applied against future annual County populations as projected by the NC Office of Budget & Management (which were found to be consistent with those developed by the Orange County Planning Department), and resulted in an estimate of future (20 year) inmate bed requirements; and, subsequently, new jail *space* requirements.
- The Orange County Sheriff's Department contracts with the United States Marshal's Service ("USMS") to house federal inmates. This fact impacts housing projections.
- If the calculations for future year inmate requirements *did not* include federal inmates, the 2033 requirements for Orange County "resident" inmates would be **141 beds**.
- The basis for the recommendation of **216 beds** and the sizing of the associated facility requirements that follow was the projected number of County *resident* inmate beds, plus 75 male beds per the USMS contract; $141 + 75 = 216$ beds. Detention facility construction techniques allow for flexibility in housing unit capacity and utilization as well as the ability to add capacity at a later time without adding additional fixed core facilities.
- While a more detailed cost/cost benefit analysis is pending completion at this time for application and inclusion in the formal Facility Program document; the number of beds recommended for development and the corresponding square footage and associated costs are valid. And, unless modified by the County, will not be exceeded.
- Three notes with regards to the existing contract with the USMS:
 - The current USMS contract has been in effect since the fall 1982.
 - The revenue generated per federal inmate/per day reimbursement fees, Jail Commissary profits, and including man hours and mileage reimbursement to the Sheriff's Department for transport of these contracted inmates have for 2012 and 2013 averaged approximately \$1.9 million dollars/year; which does not include the costs paid by the USMS for medical treatment that its inmates received outside the Jail while in custody of the County.
 - 2013 average net income to Orange County from the USMS relationship was approximately \$268,000.

Orange County Detention Center Conceptual Facility Adjacency Diagram

Note: Diagram is not to scale, however, shapes are proportional to one another. Housing units are modular in design and can be programmed as attached components to the central facility.



**Orange County Detention Center
Facility Expansion Concept**



The diagram illustrates future expansion concept option(s) consisting of two (2) additional housing units (utilization to be determined); with no additional expansion of core services space required.

Estimated Construction and Development Sources and Uses

Orange County Jail

		SubTotal	Total
Construction:	\$250 per square foot, 400 gross square feet per inmate (\$100,000 per bed) Central Core, Housing for County needs <i>(141 inmates)</i> - \$14,100,000 Federal Inmate Housing <i>(75 inmates)</i> - \$7,500,000	21,600,000	
Professional Services:	Design Costs: is 6.5% of Construction Cost, Programming Cost is .05% of Construction Cost Design is estimated at 6.5% of construction cost Programming is estimated at .05% of construction cost Commissioning costs are estimated at .05% of construction cost Other professional services include survey, materials testing, etc.	1,760,000	
Miscellaneous	Furniture, Fixtures, Equipment, Technology, Contingency (10% of Construction Cost), Public Relations	3,220,000	
Total Estimated Project Cost*			26,580,000

*2013 net income for Marshal Service Federal Inmate Housing was approximately \$268,000.

County Debt Service and Debt Capacity (General Fund Only) - Revised Scenario for 5/15/14 meeting
Fiscal Years 2014-19

Debt Service	Current					
	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Fiscal Year 2018-19
<i>Total Annual Debt Service</i>	25,609,786	24,130,718	22,873,042	21,757,731	22,348,509	21,597,223
General Fund Budget						
Annual Growth Projections	1.50%	1.50%	1.50%	1.50%	2.00%	2.00%
Projected General Fund Budget	187,733,499	190,549,501	193,407,744	196,308,860	200,235,037	204,239,738
Annual Debt Service as a % of General Fund	13.64%	12.66%	11.83%	11.08%	11.16%	10.57%
<i>Debt Service Policy</i>	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%
Future Debt Service Capacity	1.36%	2.34%	3.17%	3.92%	3.84%	4.43%
Projected Debt Financing						
2013-2014 - \$12,051,426						
County Capital \$3,751,000		360,096	360,096	360,096	360,096	360,096
Culbreth MS Science Addition (CHCCS) \$4,971,676		477,281	477,281	477,281	477,281	477,281
CRHS (OCS) Auxilliary Gym \$3,328,750		319,560	319,560	319,560	319,560	319,560
2014-2015 - \$3,572,000						
County Capital \$3,572,000			342,912	342,912	342,912	342,912
2015-2016 - \$9,105,069						
County Capital \$9,105,069				874,087	874,087	874,087
2016-2017 - \$17,544,000						
County Capital \$17,544,000					1,684,224	1,684,224
2017-2018 - \$38,040,892						
County Capital \$36,678,600						3,521,146
Middle School #5 (CHCCS) \$1,362,292						130,780

Debt Service	Current Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Fiscal Year 2018-19
2018-19 - \$15,873,225						
County Capital \$1,750,000						
Middle School #5 (CHCCS) \$7,795,337						
Elementary #12 (CHCCS) \$6,327,888						
New Debt Service	-	1,156,937	1,499,849	2,373,936	4,058,160	7,710,085
<i>Projected Annual Debt Service</i>	<u>25,609,786</u>	<u>25,287,655</u>	<u>24,372,891</u>	<u>24,131,667</u>	<u>26,406,669</u>	<u>29,307,308</u>
Projected Annual Debt Service As a Percent of the General Fund Budget	13.64%	13.27%	12.60%	12.29%	13.19%	14.35%
Available Annual Debt Service Capacity Based on the 15% Debt Service Policy	2,550,239	3,294,770	4,638,271	5,314,663	3,628,587	1,328,653

Assumptions:

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

Sportsplex Capital Projects Summary - RECOMMENDED (Revised for 5/15/14 meeting)

Fiscal Years 2014-19

Project Budget	Prior Fiscal Year 2012-13	Current Fiscal Year 2013-14	Year 1 Fiscal Year 2014-15	Year 2 Fiscal Year 2015-16	Year 3 Fiscal Year 2016-17	Year 4 Fiscal Year 2017-18	Year 5 Fiscal Year 2018-19	Five Year Total	Year 6 to Year 10
Appropriations									
Design		30,000						-	
New Facilities Projects:									
Major Expansion Phase 1 (1)			950,000					950,000	
Major Expansion Phases 2 and 3 (1)				2,800,000				2,800,000	
Renovation Projects:									
Lobby - Renovations (floor, walls, lighting) (8a)	165,000							-	
Lobby - Renovations (program space expansion)		110,000						-	
Girls/Women's Locker-room (5)		30,000						-	
Men's and Women's Bathrooms (7)		40,000						-	
Facility Maintenance/Replacement Items:									
Parking Lot Repair/Repave				150,000				150,000	150,000
Pool Roof repair	180,000							-	
Pool wall reglaze			125,000					125,000	
Tilt up Panel (exterior wall system)			100,000					100,000	
Rotating Fitness Equipment Upgrade/Replacement (9)		100,000		100,000		100,000		200,000	300,000
Kidsplex Equipment Upgrade (10)						50,000		50,000	100,000
New UV System for Pool	100,000							-	
Bleachers (2)		-						-	
Pool pump/boiler #2						50,000		50,000	50,000
Cooling Tower Replacement	100,000							-	
Major upgrade of Servers, Telephones (8)	35,000							-	35,000
Rink concrete ice floor repair (3)		-				75,000		75,000	
Rink de-humidification /Ice Rink Munters		125,000						-	
Zamboni		100,000						-	
Major rebuild - compressors/chiller barrel					100,000			100,000	100,000
Lobby - HVAC Replacement	80,000							-	
Climbing Wall (outside- fee based)					100,000			100,000	
HVAC Contingency (12)					50,000		70,000	170,000	160,000
IT Contingency (12)						50,000		50,000	100,000
Ice Rink/Fitness Wall Repair Paint Project					40,000			40,000	
Pool Lane Timer/Scoreboard (4)		15,000						-	
Rink Scoreboard					20,000			20,000	
Outside Pavilion/Play Area (6)		-			45,000			45,000	
Inflatables (13)		-			20,000		30,000	50,000	30,000
Activity Vans/Bus							86,000	86,000	
Low Mtc., High Efficiency Pool Filtration/Mechanical Upgrade							175,000	175,000	
Signage Upgrade				25,000				25,000	
Ice Rink Renovation: Boards; Lockers, Rubberized Floor									175,000
Upgrade to Prevailing State of the Art major Utility Usage									200,000
Roof Asset Mgmt. Program (RAMP) recommendations									450,000
Total	660,000	550,000	1,175,000	3,075,000	375,000	375,000	361,000	5,361,000	1,850,000
Sportsplex Related Debt Service Costs									
New Debt Service				91,200	360,000	360,000	360,000	1,171,200	1,800,000
Total				91,200	360,000	360,000	360,000	1,171,200	1,800,000
Revenues/Funding Source									
Sportsplex Fund Balance	660,000	550,000	225,000	275,000	375,000	375,000	361,000	1,611,000	1,850,000
Sportsplex - Debt Service				91,200	360,000	360,000	360,000	1,171,200	1,800,000
Debt Financing			950,000	2,800,000	-			3,750,000	
Total	660,000	550,000	1,175,000	3,166,200	735,000	735,000	721,000	6,532,200	3,650,000

1. Review with Engineers/Designers revealed that previously proposed Phase 2 Mezzanine (ice) is not feasible. Project has been re-scoped to create national class recreation facility adding indoor turf and court. Project defined to straddle two years:
 - a. Phase 1 is the originally contemplated pool mezzanine of 5,400 sq. ft. featuring new member lockers; dedicated spin/row/yoga fitness room and 1,800 sq. ft. senior/ adult cardio/ strength center.
 - b. Phase 2 is a new building addition for and indoor turf field to be used for soccer, lacrosse, senior walking, running, kidsplex, kickball and proprietary RFP programs such as Lil Kickers . NOTE: Projected annual revenues related to this project are anticipated to cover the annual debt service required for this project.
 - c. Phase 3 is a new regulation size basketball court including bleachers. NOTE: Projected annual revenues related to this project are anticipated to cover the annual debt service required for this project.
 - d. Town of Hillsborough signed off on parking plan even prior to recent land acquisition, which now facilitates optimal parking planning.

Update: Given recent land acquisition, project under review to determine savings of less start up/shut down with phases 2 & 3 consolidated in 2015-16.

Added benefits of less construction related disruption to members and customers.

2. Movable bleachers to add seating for spectator rink and pool based events. (portable to pool) **Completed with funds from Ops Budget**
3. Rink floor repair split into two projects of \$75K each (**Deferred in FY 13-14 and combined into one project in FY 17-18. with savings of \$75,000**)
4. Pool Electronic Timer and scoreboard. Scoreboard is 19 years old and failing. Repairs are costly and increasingly less feasible. Required for revenue generating swim meets and lane training (**Completed**)
5. Increasingly, youth and adult teams are co-ed. Proposal to convert referee room into girls/women's change room and build replacement ref room and storage in part of Zamboni room. **To be completed June 2014**
6. Outside pavilion to be built in flat grassy area to the west of pond. To be used for Kidsplex outdoor activities; rented for parties. Orange County Charter School has expressed interest in partnering. There may also be grants available. (**More efficient to locate as part of Major Expansion Project in 2015-16**)
7. Men's and Women's main lobby bathrooms are worn. Replace flooring; stall dividers; paint; ceiling tiles. Efficient lighting (motion sensor) and low flow plumbing fixtures. Lower counters and child appropriate toilets. Add safe, locked storage for cleaning supplies. **To be completed June 2014**
8. Servers upgraded out of equipment repair/replace budget in 2012/13. Building wide telephone/intercom still required. To be done using operating funds.
- 8(a) Facilitates 1,834 additional GroupX space for programs. Results in \$312,000 incremental annual revenue. **To be completed June 2014**
9. Major cardio equipment typically has a useful life of 3 years with the heavy usage from increasing Sportsplex membership. While regular maintenance programs can extend life, it is appropriate to maintain a budgeted contingency based on industry replacement standards.
10. Similar to above. With growth in Kidsplex program we expect more capital needs for this program
11. Pumps and boilers have the least useful life of all mechanical classes of equipment. Contingency for replacement.
12. Contingency for HVAC equipment and major IT equipment such as server.
13. Inflatables. This is one of the lowest cost ways to generate revenue. Can be used for Kidsplex; Parties and for fee admission using renovated lobby space. Quality inflatables can be purchased for \$2,500 to \$3,000 each. Payback is less than one year. (**Better space planning options if deferred to after Major Expansion Project in 2015-16**)

Attachment F

Orange County Wireless Access Information

Currently, Orange County has 73 wireless access points (WAPs) in 19 of its approximately 85 buildings. These WAPs allow unfettered Internet access to anyone within range of their signals. The network of wireless access points is known as Orange_Public_WiFi. Primarily, the Orange_Public_WiFi signal does not extend beyond the interior confines of the buildings in where they are contained.

The following proposals all aim to extend wireless Internet access to the areas surrounding County buildings. Please note that due to the difficulty of supplying Internet service, 33 County buildings are not addressed in the proposal below.

Proposal:

1. County Network WiFi Build Out

- a. Install 4 external wireless access points onto each of the 19 buildings that currently have the Orange_Public_Wifi installed in order to extend the the Orange_Public_WiFi network beyond its current interior confines and offer a wifi signal extending out approximately 75 yards beyond the footprints said buildings(see attachment 1).
 - i. **Approximate Cost: \$120,000.00**
- b. Install 4 external wireless access points onto each of the 19 buildings that currently do *not* have the Orange_Public_Wifi installed, but do have access to the County data network in order to extend the the Orange_Public_WiFi network beyond its current interior confines and offer a wifi signal extending at approximately 75 yards beyond the footprints said buildings (see attachment 2).
 - i. **Approximate Cost: \$160,000.00**
- c. Install 4 new external wireless access points onto each 14 buildings that currently have no access to county data network services. This would be accomplished by installing Time Warner Wireless Cable Modems at these 14 locations and broadcasting the signal via the same external access points mentioned above. The signal from these devices would extend approximately 75 yards beyond the footprints of said buildings (see attachment 3).
 - i. **Approximate Cost: \$90,000.00**
 - ii. **Approximate Ongoing Monthly Cost: \$2,500.00**

2. Churton Street Corridor Build Out
 - a. Option One
 - i. Leverage existing County Buildings and install Wireless access points enabling the public to gain access to the Orange_Public_WiFi signal.
 1. **Approximate Cost: \$37,000.00**
 - b. Option Two
 - i. Contract with Time Warner to install and supply Time Warner WAPs to cover the Churton Street Corridor.
 1. **COST: unknown at this time**
3. Wireless access for Everyone in the County
 - a. Strategic Plan Development
 - i. **Cost: unknown at this time**

Notes:

1. Currently, Orange County pays approximately \$3200.00 per month for Internet access that supplies both Orange County Employees and serves the Orange_Public_WiFi network. As we expand, the public wireless offerings monthly will likely triple. Although, the determination of final monthly cost is not addressed in this proposal nor is it known.
2. The estimated costs include 4 access points per building.
3. The Churton Street Corridor begins at Weaver Street Market and ends on the corner of Tryon and Churton Streets.
4. The Churton Street Corridor Proposal also assumes cooperation and partnering with the Town of Hillsborough and local businesses.
5. None of the proposed wireless solutions guarantee any building penetration, only open air access.
6. Bringing, wireless access to all Orange County residents is a large project that needs further study.

Attachment 1

Building Name	Address	City	ZIP
EMERGENCY SERVICES SUBSTATION #1 (REVERE RD.)	306-A REVERE ROAD	HILLSBOROUGH	27278
MOTOR POOL	600 HIGHWAY 86 NORTH	HILLSBOROUGH	27278
GOVERNMENT SERVICES ANNEX	208 SOUTH CAMERON STREET	HILLSBOROUGH	27278
SKILLS DEVELOPMENT CENTER	503 WEST FRANKLIN STREET	CHAPEL HILL	27516
CENTRAL ORANGE SENIOR CENTER (@ SPORTSPLEX)	103 MEADOWLANDS DRIVE	HILLSBOROUGH	27278
ENVIRONMENTAL & AGRICULTURAL CENTER	306 REVERE ROAD	HILLSBOROUGH	27278
ASSET MANAGEMENT SERVICES NORTH ADMIN BUILDING	600 HIGHWAY 86 NORTH	HILLSBOROUGH	27278
EMERGENCY SERVICES CENTER	510 MEADOWLANDS DRIVE	HILLSBOROUGH	27278
GATEWAY CENTER	228 SOUTH CHURTON STREET	HILLSBOROUGH	27278
LIBRARY	137 WEST MARGARET LANE	HILLSBOROUGH	27278
ANIMAL SERVICES CENTER	1601 EUBANKS ROAD	CHAPEL HILL	27516
JOHN LINK, JR GOVERNMENT SERVICES CENTER	200 SOUTH CAMERON STREET	HILLSBOROUGH	27278
ROBERT & PEARL SEYMOUR SENIOR CENTER	2551 HOMESTEAD ROAD	CHAPEL HILL	27516
SOUTHERN HUMAN SERVICES CENTER	2501 HOMESTEAD ROAD	CHAPEL HILL	27516
NORTHERN HUMAN SERVICES CENTER	5800 HIGHWAY 86 NORTH	CEDAR GROVE	27278
ORANGE COUNTY JAIL	125 COURT STREET	HILLSBOROUGH	27278
HILLSBOROUGH COMMONS	113 MAYO STREET	HILLSBOROUGH	27278
WHITTED HUMAN SERVICES CENTER COMPLEX	300 WEST TRYON STREET	HILLSBOROUGH	27278
JUSTICE FACILITY	106 EAST MARGARET LANE	HILLSBOROUGH	27278

Attachment 2

Building Name	Address	City	ZIP
LITTLE RIVER PARK	100 LITTLE RIVER PARKWAY	ROUGEMONT	27527
STORAGE BUILDING AT ENVIRONMENT & AG CTR	306 REVERE ROAD	HILLSBOROUGH	27278
SOLID WASTE MOTOR POOL BREAKROOM	1514 EUBANKS ROAD	CHAPEL HILL	27516
SOLID WASTE SCALE HOUSE	1514 EUBANK ROAD	CHAPEL HILL	27516
ENO RIVER PARKING DECK	106 NASH & KOLLOCK	HILLSBOROUGH	27278
CENTRAL RECREATION CENTER	301 WEST TRYON STREET	HILLSBOROUGH	27278
MILLHOUSE ROAD PARK	6823 MILLHOUSE ROAD	CHAPEL HILL	27516
EFLAND-CHEEKS PARK & COMMUNITY CENTER	117 RICHMOND ROAD	MEBANE	27302
SOLID WASTE MOTOR POOL	1514 EUBANKS ROAD	CHAPEL HILL	27516
WEST CAMPUS OFFICE BUILDING	131 WEST MARGARET LANE	HILLSBOROUGH	27278
ASSET MANAGEMENT SERVICES INVENTORY FACILITY	600 HIGHWAY 86 NORTH	HILLSBOROUGH	27278
PUBLIC DEFENDER	129 EAST KING STREET	HILLSBOROUGH	27278
HISTORIC COURTHOUSE	100 EAST KING STREET	HILLSBOROUGH	27278
DISTRICT ATTORNEY BUILDING	144 EAST MARGARET LANE	HILLSBOROUGH	27278
501 WEST FRANKLIN	501 WEST FRANKLIN STREET	CHAPEL HILL	27516
SOLID WASTE LANDFILL BREAKROOM	1514 EUBANKS ROAD	CHAPEL HILL	27516
ORANGE COUNTY SPORTSPLEX	101 MEADOWLANDS DRIVE	HILLSBOROUGH	27278
SOLID WASTE ADMINISTRATION BUILDING	1207 EUBANKS ROAD	CHAPEL HILL	27516
SOLID WASTE STORAGE BUILDING	1207 EUBANKS ROAD	CHAPEL HILL	27516

Attachment 3

Building Name	Address	City	ZIP
PIEDMONT FOOD & AGRICULTURAL PROCESSING CENTER (PFAP)	500 VALLEY FORGE ROAD	HILLSBOROUGH	27278
SOLID WASTE CONVENIENCE CENTER - FERGUSON RD.	1616 FERGUSON ROAD	CHAPEL HILL	27516
SOLID WASTE CONVENIENCE CENTER - HIGH ROCK RD.	6906 HIGH ROCK ROAD	EFLAND	27243
NEW HOPE PARK	4215 NC 86 SOUTH	CHAPEL HILL	27278
TWIN CREEKS PARK	7906 OLD NC 86 SOUTH	CHAPEL HILL	27516
DICKSON HOUSE COMPLEX	150 EAST KING STREET	HILLSBOROUGH	27278
FARMERS' MARKET PAVILION	140 EAST MARGARET LANE	HILLSBOROUGH	27278
CADWALLADER JONES LAW OFFICE	131 COURT STREET	HILLSBOROUGH	27278
COURT STREET ANNEX	109 COURT STREET	HILLSBOROUGH	27278
FUEL STATION	600 HIGHWAY 86 NORTH	HILLSBOROUGH	27278
CEDAR GROVE PARK	5800 HIGHWAY 86 NORTH	HILLSBOROUGH	27231
FAIRVIEW PARK	195 TORAIN STREET	HILLSBOROUGH	27278
RIVER PARK	106 EAST MARGARET LANE	HILLSBOROUGH	27278
SOLID WASTE CONVENIENCE CENTER - WALNUT GROVE CHURCH RD.	3605 WALNUT GROVE CHURCH ROAD	HILLSBOROUGH	27278

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: May 15, 2014

**Action Agenda
Item No. 5**

SUBJECT: Next Steps - Strategic Communications Plan

DEPARTMENT: County Manager

PUBLIC HEARING: (Y/N)

No

ATTACHMENT(S):

Memorandum - Report on Board and Staff Interviews about a Strategic Communications Plan with Attachments
Attachment A – Baseline Interview Questions
Attachment B – Summary Report of Interviews
Attachment C – Issues for Future Consideration

INFORMATION CONTACT:

Michael Talbert, 245-2308

PURPOSE: To receive an update and provide comments on information recently gathered regarding the development of a Strategic Communications Plan for Orange County, and provide initial comments regarding the development of a proposed scope of services for the drafting of a Strategic Communications Plan.

BACKGROUND: On January 31, 2014 the Board held a Retreat and discussed the need for an Orange County Strategic Communications Plan. The Board requested that the Manager provide a recommended strategy for a Communications Plan.

On February 27, 2014 a Manager-appointed Communications Plan Committee met to discuss how the County could move forward with a Strategic Communications Plan. The Committee attempted to address the following questions:

1. What is the role of the Board of County Commissioners in developing a Strategic Communications Plan?
2. What is the purpose of the plan?
3. Is there a need for a communications team approach and, if so, would the appointees to the team be staff, or staff and elected officials?
4. Will the Plan be a county-wide plan or a plan to address communications from the Board of County Commissioners?
5. Where and how does the Public Affairs office fit into the Plan?
6. How do individual County Departments fit into the plan and how would the plan govern the role of each individual department's communications and outreach programs?

All of the questions identified could not be sufficiently addressed by staff and needed meaningful participation from the Board of County Commissioners. At the April 8, 2014 Board

work session, a Three Phase approach was recommended by the Manager to move the process of developing a Strategic Communications Plan toward to a successful conclusion.

Three Phase Approach

Phase One

Identify and share with the Board Individual department public information strategies. Outlining the dedicated resources, communications tools, target audiences and how the department interacts with the Public Affairs Office.

Status Update

Staff provided these updates as part of the April 8, 2014 Board work session.

Phase Two

Engage Rod Visser or another School of Government professional to gather internal information by interviewing the Board and County staff to present a summary to the Board at a May, 2014 work session. The summary will outline Board of Commissioners' consensus regarding a Strategic Communications Plan, target audiences, communications tools, composition and purpose of a Communications Committee.

Status Update

At the Board's April 8, 2014 work session, the Board agreed that the County should engage Mr. Visser to gather internal information. Since April 8, Mr. Visser has met with County staff and held one-on-one meetings with all Board members to document the various thoughts, interests and expectations. The results of these discussions are outlined in the attachment.

Also as a result of those discussions, Mr. Visser has provided a summary detailing a large number of issues for future consideration as the County moves forward on development of a Strategic Communications Plan.

Phase Three

With the assistance of Rod Visser or other School of Government professionals, draft a Strategic Communications Plan to be presented to the Board in September 2014.

Status Update

The development of a draft Strategic Communications Plan will move forward based on discussion and Board direction at this work session, with staff currently projecting that a draft Strategic Communications Plan can be presented to the Board in September 2014.

FINANCIAL IMPACT: Mr. Visser was engaged to assist with moving the Strategic Communications Plan development process forward at a cost not to exceed \$10,000. The scope of services approved by the Board for Phase Three will determine the total financial impact.

RECOMMENDATION(S): The Manager recommends that the Board receive the update and provide comments on information recently gathered regarding the development of a Strategic Communications Plan for Orange County, and also provide initial comments regarding the development of a proposed scope of services for the drafting of a Strategic Communications Plan.

MEMORANDUM

TO: Orange County Board of Commissioners
Michael Talbert, Interim County Manager

FROM: Rod Visser, Consultant

SUBJECT: Report on Board and Staff Interviews about a Strategic Communications Plan

DATE: May 8, 2014

Following discussion during the April 8, 2014 Board of Commissioners work session topic regarding a Strategic Communications Plan, the Board directed the Manager to ascertain the degree to which consensus may (or may not) exist regarding elements, purpose, responsibilities, communication tools, and target audiences that should be considered for incorporation at a future date in a possible Plan. The Manager asked me to gather this information through a series of interviews with Commissioners and staff.

I conducted individual interviews with five County Commissioners, with the Director of Public Affairs, and with the Clerk to the Board of County Commissioners. I also conducted a group interview involving staff members of various County departments that are currently involved in departmental public outreach efforts. The County Manager participated in that group discussion. Generally, I conducted the interviews around a series of baseline questions arranged under eight topic headings. That set of topics and questions is included for reference at Attachment A.

In short, my findings are that there is a substantial degree of consensus among Commissioners and staff that there is value in developing and implementing an Orange County Strategic Communications Plan. I heard little or no indication that there are diametrically opposed or mutually exclusive points of view about any element of a Plan that would prove to be an insurmountable obstacle to obtaining an approved Plan. To be sure, there were differing viewpoints on a wide range of potential Plan elements – for example, regarding the precise composition and role of a strategic communications team. However, I would characterize those differences as the types that are likely to be satisfactorily worked through by focusing on underlying interests. I was struck by the degree of Commissioner and staff open-mindedness to consider alternatives, even when they have fairly strong opinions about a particular aspect of a Plan.

With approximately 10 hours of interview time, I have purposefully not attempted to report everything I heard. Rather, my summary report (Attachment B) is organized around the eight topics that grouped the baseline interview questions. Under each topic, I offer my observations about specific points of consensus and major recurring themes that arose about that topic. I have also included in each section a set of bullet points that record or paraphrase individual respondent comments. Many of these were not necessarily recurring, and in some cases at odds with each other. However, each seemed important enough to me to make sure that the thought does not get lost with the passage of time. I hope that these individual comments might be helpful to Board members in formulating your decisions at this work session about how to proceed with a Strategic Communication Plan. I also created a list titled “Issues for Future Consideration” (Attachment C) with the intent that various “kernels of wisdom” raised by Commissioners and staff during interviews be preserved for review, discussion, and perhaps action by a communications team, should the Board decide to pursue that approach.

Attachment A - Baseline Interview Questions
Attachment B – Strategic Communications Plan Summary Report
Attachment C - Issues for Future Consideration

STRATEGIC COMMUNICATIONS PLAN (SCP) BASELINE INTERVIEW QUESTIONS

PURPOSE: What do you see as the purpose(s) of potentially having an Orange County Strategic Communications Plan?

SCOPE: What do you think about the scope of the Plan? Should the Plan be a county-wide plan or a more narrowly drawn plan to address communications to and from the Board of County Commissioners? If it would be a county-wide plan, what thoughts do you have about how to involve County departments headed by other elected or appointed officials?

BOCC ROLES: What do you see as an appropriate and desirable level of BOCC involvement in the (1) development; (2) approval; (3) implementation; and (4) ongoing oversight of a possible Strategic Communications Plan? Do you support the concept raised at the January 2014 BOCC retreat about taking a communications team approach? If so, would the composition be staff only? Staff and elected officials? Anyone else?

DEPARTMENTAL ROLES: Where and how do the Public Affairs Office and individual County Departments fit into the Plan? How would the Plan govern the role of each individual department's communications and outreach programs?

LESSONS LEARNED: Think of an example during your tenure as Commissioner when you feel the County did a particularly good job in communication outreach. What were the outcomes, characteristics, steps, and/or considerations involved that produced good results? Alternatively (or in addition), consider a situation where the County could have done better in its communications outreach. What was missing or could have been done differently to produce better results?

PLAN ELEMENTS: Are there elements (tools/audiences/others) that you see as essential for inclusion in an Orange County Strategic Communications Plan? On the other hand, are there any elements that you think should be explicitly excluded or downplayed in a Plan? The Manager provided a draft outline for a Plan as part of the January 31, 2014 retreat agenda: are there sections or elements that you would suggest adding or excising from that outline, or does that seem like a reasonable starting point for fleshing out a full Plan?

SUCCESS: What conditions or outcomes would need to prevail for you to feel that the County has a successful Communications Plan in place? Given that target audiences have so many things competing for their attention, how do you think the Board should balance effort/activity level vs. effectiveness in measuring success?

COMPREHENSIVENESS: Are there any issues or points that we have not talked about in this conversation that you would like to raise for consideration during the planned May 2014 work session topic, or perhaps put in "the parking lot" for later consideration during Strategic Communications Plan Phase III (if the Board decides to proceed with that)?

SUMMARY REPORT OF INTERVIEWS ORANGE COUNTY STRATEGIC COMMUNICATIONS PLAN

PURPOSE: There was no single specific purpose for a communications plan that was identified by multiple respondents. However, a wide range of thoughts were advanced that, taken broadly, reflect the view that the County and the Board should be proactively framing the message for the public. It is inappropriate and ineffective to be in a reactive mode of trying to fix incomplete or incorrect information that may be disseminated initially by media or by people who may not have the full picture.

1. “to make sure there is very good communication between the Board and citizens, so they know what we offer, what our priorities are, how to communicate with us, and so they have an understanding of the process by which we make our decisions, how they can best fit in, and how we can include them”
2. absolutely involves two way communication
3. for outreach efforts, there ought to be some clearinghouse and coordination and common elements
4. importance of “transparency”, so community knows when and why we’re meeting, what’s on agenda
5. need to develop a plan for coordinating information during a crisis
6. to enhance communication between Board members and the rest of Orange County government, including employees
7. provide more direct means for the Board to shape the County’s message
8. all the objectives from the draft 1999 plan; the 4 principles in the January 31, 2014 draft outline; and the Town of Chapel Hill’s Communications Strategy goal statement about “increased public awareness and participation” - taken together, these describe what a Plan should be doing
9. engage the public with how our government is here for the public good
10. “humanize the County”
11. results of staff “word association” exercise on purposes of a Plan: consistency; quality; vision; flexibility; public relations; priorities; some structure; communication about the County; transparency; apolitical; unified message (after the vote is taken)
12. having a Plan will force us to be proactive rather than reactive – how do we lead on an issue instead of getting bombarded by the same questions?

SCOPE: There is consensus among Board and staff that the Plan should be county-wide in focus. A number of respondents noted that within that broad focus there should be room to specifically address communications to and from the Board of Commissioners and the public. There was also general consensus that County departments headed by elected or appointed officials should be invited to participate in the process of developing a County-wide plan, with modest variations in outlook about exactly where in the process those officials and departments should provide input.

1. primary focus should be on the broader Plan; but it would be nice to know what’s on citizens’ minds, and in that sense, the Plan should be between Commissioners, the Clerk, and the public
2. should invite elected/appointed department heads to participate if they want to
3. better to get broad Board agreement on some goals and come up with a “top order” Plan; we would then go through the broad outline systematically and then flesh it out
4. there should be a broad countywide plan that includes communication to and from the BOCC
5. “don’t let perfect be the enemy of good”; “if it’s important to do, it’s important to do it well, but it doesn’t have to be perfect”

6. need to get everybody at table to figure out what is best
7. do a simple format and action plan and later do something more elaborate
8. there are 2 different plans; an overriding vision of what the Board wants, but then information that different departments are sharing with citizens – “I don’t want to be involved in that”
9. how departments operationalize their information should be part of the overall plan
10. “we need a plan, we really do, but maybe not as big and wide as some of the other sample plans we looked at”
11. we have not had clear discussion about the role of the Board – what communication reflects the Board as a whole vs. what represents staff communicating with the public?
12. concerned about unrealistic expectation that a Plan will solve all of our framing problems; no matter what we do, some people out there will emotionally have a different frame and will react negatively

BOCC ROLES: There was clear consensus among Commissioners interviewed that the Board should have a role in the development, approval, and ongoing oversight of the Plan. There was strong sentiment broadly expressed that evaluation of what is working and not working in the Plan should be the subject of regular, formal review and that Board and staff must be willing to amend the Plan repeatedly to encompass new technologies and tools and to address demonstrated shortcomings of the Plan. There was universal agreement that there should be a communications team approach, without unanimity about the precise composition of that team. There was support among some for the concept of including 2 Commissioners on the team, but also some ambivalence among both Board members and staff about how Commissioners should best contribute to the development and oversight aspects of the Plan. Several Commissioners and staff expressed the importance of Commissioner participation not intimidating staff. There was no significant interest in having outside entities involved in developing or evaluating a Plan, except perhaps upon invitation on an occasional, ad hoc basis.

1. team could include 2 Commissioners - perhaps one who lives in town, and one who doesn’t
2. importance of getting all folks who currently fulfill an outreach function in departments and get them involved
3. don’t want only departments that currently have outreach resources represented on the communications team - want other departments involved to bring “fresh ideas”
4. OK to have a strategic communication plan, but be aware it’s going to change so rapidly
5. should be quarterly updates to the Plan
6. consider the first year a pilot project with the intent to bring back for evaluation; after a while, oversight might be less often
7. Commissioners are out there in community so much and get hit with many different types of issues - we may have insights or sensitivity to community that staff people won’t necessarily have
8. after a Plan is adopted, would keep the working group for ongoing meeting; when talking about quarterly updates, we need to know what worked and what didn’t work
9. we’re in charge of the messaging, and we need to be ahead of the information and get it out
10. the Board should be involved in development and approval; not in implementation, departments need to do that
11. “we need a working group that sometimes invites other experts”
12. communication team needs staff because of their knowledge of day to day operations - need their input regarding protocol and equipment
13. use staff and Commissioners on the team, then have a review process when it is almost in final form (e.g. run it by any advisory board linked to a department)
14. recommend rotating commissioners on team so same commissioner is not on year after year

15. don't want staff to be intimidated by commissioners – if team includes commissioners, have effort be staff directed and not commissioner directed
16. for the communications team, “one Commissioner is not enough, two is good”

DEPARTMENTAL ROLES: Most respondents seemed to settle on the view that the Public Information function should report to the County Manager. Several mentioned the importance, however, of having effective coordination between the Manager, Public Affairs, the Clerk, and the Board. There appears to be a lack of understanding about the roles and responsibilities of the Public Affairs Officer. Several observers noted that this may be attributable to having created a position before having an approved communications plan in place. If the Board decides to proceed with developing a countywide Plan, that may provide an opportunity to redefine the roles of the Public Information Officer (PIO) to fit with the Plan that is specifically adopted by the County. I believe it would be quite beneficial if the Board and all staff can develop a common understanding of the responsibilities of the PIO. The most common theme I heard regarding public outreach by individual departments is that those departments need to have considerable autonomy to carry out their public information responsibilities based on their professional competencies, while adhering to a set of overarching principles and standards established in a Board adopted Plan.

1. do not want to make a plan on how a given department gets its information out; that needs to coordinate with our overall message
2. don't want to micromanage how departments get their information out unless it's not working – that's why you would have quarterly updates
3. when it comes time to communicate with citizens, we need the help of our PIO
4. important for the new manager to be part of this process so they'll be able to feel more ownership
5. PIO should not control departments; departments must have flexibility because what they do is so dramatically different – one person cannot know all that; a standard policy will squelch innovation from some of the departments
6. would be individual department responsibility to adhere to broad standards with some flexibility on how they implement
7. need to identify the role of PIO in emergency situations
8. there should be a phone number for central information dissemination, answered either by a human or by a machine that doesn't ask a lot of questions
9. need to have chain-of-command clearly understood
10. could retool the role of the PIO to make sense with the plan we're going to implement
11. communications team should go to all departments regardless of whether they have specialists and see what they want to see in this plan

LESSONS LEARNED: There was considerable concern expressed by most Commissioners that in a number of recent severe weather situations, the County has not been proactive or effective in disseminating timely, accurate, and helpful information to audiences needing that information. The existing County website is widely viewed as being severely flawed, cumbersome and not particularly intuitive, and not very “public-friendly”. Several Commissioners and staff cited the positive impacts on communication to and from the public from using Twitter and Facebook (e.g. live tweeting from Board of Health meetings) – some others acknowledged benefits while expressing some concerns about potential drawbacks as well.

1. “if you're following the Board of Health tweeting you actually feel like you're in the meeting”
2. we should always be ahead of our communications
3. we shouldn't allow the media to be introducing our topics to the public – that's our job

4. over and over again we get burnt because we're allowing others to control our message
5. if we had been more proactive explaining what we were doing and the steps we were taking to reach a conclusion on financing our recycling programs, people would not have been so mad - we didn't correct the information that was being put out that was wrong
6. 2009 revaluation as an example of County being "reactive rather than proactive"
7. anytime you have something that is controversial and/or complex, maybe its just consciously thinking through how you're going to do the whole thing, including your communication piece, step by step; and how you're going to explain it; then explain it at the beginning and set the frame
8. during emergency situations, all elected officials should be made aware with reasonable (not minute to minute) updates so that if someone calls them, they can be reasonably knowledgeable for those citizens
9. with regard to getting information out to neighborhoods, we need to do better job of communicating about development in their area and about public hearings
10. would be good to have a more general exposure on how to frame issues for staff and commissioners – get a research based understanding
11. "framing is not to mislead people - framing should be in line with your philosophy"
12. what happens in meetings should not be the only perception the public has
13. the solid waste district tax got framed as an individual service provided by Orange County - but this is about a program to reduce the waste stream, not about an individual service to pick up your recycling
14. historically, a lot of information prepared for meetings is for an audience that is the Board of Commissioners – now we need to do a better job of making it public friendly, even though the issues are very complicated; professionals need to recognize an audience beyond the Board
15. some pre-conceived notions about the southern branch library were not true at all – you have to be prepared to change your mind based on the education you have received

PLAN ELEMENTS: There was general consensus that the draft Plan outline provided by the Manager for consideration by the Board at the January 31, 2014 retreat is a good starting point for developing a fleshed-out Plan. Common themes I heard were that the County should use the broadest possible array of tools in its communication outreach efforts, and that tools used in any particular situation should be tailored to the needs and characteristics of primary intended audiences. There was strong emphasis among respondents of the importance during emergency or crisis situations of the Plan addressing communications to/from/between the Board, staff, public, and other partners (e.g. the Towns). There is considerable appreciation of the value of social media tools in communications between the County and the public, but some ambivalence in some quarters about the costs that may come along with the benefits of using social media. That said, I think there was enough open-mindedness expressed by those with reservations to feel confident that a communications team can develop appropriate parameters and guidelines to make social media tools a highly effective component in a Plan. There was broad sentiment among Commissioners that while press releases have an appropriate place in the toolbox, the County's current approach to using them to disseminate County-related news is not as engaging and effective as it should be.

1. there is a wealth of opportunity there with the cable TV tool
2. the County website really needs to be your first tool
3. tweeting – if you want to do it, OK, but don't rely on it, don't make it a cornerstone
4. need crossjurisdictional cooperation and collaboration
5. use different media for different audiences
6. "utilize widest possible variety of communication methods and vehicles at lowest possible cost"

7. individual commissioners should not try to interject their own views – the message needs to come from the County as a vision of the majority of Commissioners
8. one aspect of a Plan is sitting down and writing out what you already do
9. media relations policy section could become either unwieldy or too brief; maybe shoot for something that is “long enough to cover the subject and short enough to be interesting”
10. input from citizens and Commissioners regarding the County website needs to be continual
11. absolutely should be a component related to measuring success
12. need employees to understand what County is doing so they can be knowledgeable and be ambassadors
13. improving relationships among emergency departments should be at forefront
14. consistent brand should be part of our communication

SUCCESS: Discussion here focused on how to balance empirical information vs. visceral or anecdotal information in evaluating the relative effectiveness of a Plan. Broadly, respondents tended to note the desirability, but difficulty, of trying to judge success empirically. It is important to develop and report performance measures within the County’s resources to do so. A number of respondents noted the value of less formal measures or indicators of a Plan having positive impacts, such as an increase in compliments from members of the public, evidence of greater public awareness and understanding of County programs/policies/events, and a reduction in expressed anger by the public when the Board is dealing with complex and/or controversial subjects.

1. get out positive, proactive messages on various themes (e.g. education, environment, solid waste)
2. first of all, there needs to be a Plan!
3. if you don’t have negative publicity and people aren’t yelling at you
4. if we get more people telling us we did a good job on something or an employee explained something really well
5. Plan must have goals and objectives, a vision, and mission statement
6. citizens coming to meetings to give us input as opposed to them coming and yelling at you because you’re doing something wrong is a kind of barometer
7. “when topics are non-controversial, then you could say we did a good job”
8. anecdotal evidence can be useful; the challenge is that no matter what you say factually, some people will still believe what they want to believe; communication success is very hard to measure
9. “sometimes even a data driven person like me has to accept that you can’t have all the empirical measures”
10. results of staff “word association” with “what feels like success” – public engagement; inclusion; informed; fluid; limited backlash; democratic; proactive vs. reactive

COMPREHENSIVENESS: This heading was intended to get at points important to Commissioners or staff that were not elicited by the questions set out under the other topic headings. Any issues raised that did not seem to me to fall clearly under a different heading are captured on the “Issues for Future Considerations” list at Appendix C. My thought process in setting up this section was to ensure that any comments or observations that do not need to be addressed in the immediate present (i.e. at the May 15 work session) should be preserved for consideration by a strategic communications team one or three or six months down the road. Various “kernels of wisdom” raised during the interviews are thus recorded and may be evaluated further down the road for incorporation into a draft Plan.

ORANGE COUNTY STRATEGIC COMMUNICATIONS PLAN ISSUES FOR FUTURE CONSIDERATION

1. role of Twitter – OK for some to use it and others not - how to encourage more use of this while respecting individual right not to do so
2. concerned with two way communication
3. help people understand what Orange County government does not do (e.g. roads, courts, schools)
4. concerns about not having a plan that is so long that it doesn't get used – preference for a shorter plan
5. develop a protocol for hierarchy of responsibility for shaping the Orange County message – when is it a departmental responsibility, when the Manager's responsibility, when the Board of Commissioners' responsibility, when shared
6. need to consider certain departmental protocols
7. if people know there's a place to call, a website to look at, a radio station to listen to, the burden is also on them somewhat to use those
8. importance of two way communication in emergency situations so people know who to call, especially low income folks who can't afford a generator or to stay at a hotel
9. don't plan what to put in, plan what to keep out – since you don't know what may be coming down the pipeline
10. community listening sessions – if something is going to happen in an area, we can go out there, for example to a community center, as a way to exchange ideas without limiting folks to 3 minutes; this reinforces the two way street notion
11. not how many press releases you put out, but how many satisfied customers do you have?
12. how many complaints do you get, how many do you resolve? how many phone calls are you getting?
13. could do a survey – did you hear? how did you hear?
14. if you don't know where you're going, how will you get there?
15. need to build on brand – it says who we are, and represents who we are; the Board has approved a logo, we just need to build on it
16. the Public Affairs Office and budget can be an asset that supplements departmental budgets for public outreach
17. make sure the public knows that a particular function is a County function
18. employees don't have a great idea of what goes on; maybe get them David Hunt's meeting summaries
19. press releases are OK, but they need to tell a story to humanize the County
20. Rants and Raves" button on a county website to let manager know what residents liked or didn't like
21. PIO should report to the County Manager but with some check so the Board has some review capacity - perhaps through the Manager's annual review process or some semi-annual meeting with the Board
22. periodic roundtable of departmental public outreach people on what they're up to, how they can help each other; should include PIO
23. other departments should meet w/PIO for help
24. show meeting agenda at bottom of cable TV screen
25. during recent severe weather situations, OC did nothing to be a "community bulletin board"-was incredibly frustrating to not help people with information – would be great community service to do so

26. Town of Chapel Hill's periodic "Citizen Satisfaction Study" – interesting idea and one way to measure market penetration
27. examine how University sports departments are creating their own media portals
28. Orange County has no live content except press releases – what if somebody was tweeting everyday and it appeared on the webpage and folks could get the Twitter feed and you felt like there was some consciousness reaching out to you if you got on the website
29. need to target what your media outlets are to see what impact you have made on their coverage – do you intrigue them enough so they are interested?
30. create "an introduction protocol" - have some strategy for introducing new manager to the County; maybe also for key new department heads and new Commissioners
31. use gender neutral language in all communications
32. careful framing of an issue, e.g. "tax assistance" vs. "tax relief"
33. careful use of abbreviations and acronyms
34. if you solicit public input, you should make clear how you're going to use it
35. sometimes people say or act like "you didn't listen to me if you don't do what I said"
36. you should definitely be willing and able to change your behavior depending on what was said by the public
37. how do you get out "important information" to folks in more rural parts of Orange County (e.g. about changes in county line) vs. getting out "urgent" information (e.g. in case of emergencies); may be a role for volunteer fire departments?
38. important to push information out because people are retweeting
39. use of checklists when performing outreach activities
40. part of plan is to have ways to let people know they aren't being forgotten in emergency situations
41. during emergencies, should be a central location where all info is gathered and that person should have all the information
42. let's share information between jurisdictions and assume we all need to take care of the emergency together
43. must build community by getting people connected
44. Town of Chapel Hill surveyed people about how they wanted to be communicated to
45. PIO would be central figure for departments to go to make sure information gets to Commissioners
46. it's important for Commissioners to at least be aware that Twitter is out there – should have some way of knowing what people are saying about him or her
47. contrast between "information item" and "press release"
48. if message didn't get out despite our efforts, need to discuss where it broke down; what did we learn? what do we change? if we did A, B, and C, do we need a D?
49. get ahead on the conversation about the need to build a new jail
50. telling individual stories of how someone was helped by a particular program causes people to attribute that to the person's motivation; you don't engage them on the need for the program nor engage them on policy; research shows the individual story does not engage people
51. some people who are doing the framing may not have an understanding from psychological point of view of the public about how to frame
52. "people don't make decisions on facts – they play some role but people make decisions on their emotional reactions - how do you reach people in their hearts?"
53. press releases are needed but there's a much bigger issue we're not dealing with head on – the emotional part of how to reach people; trying to paint the global picture rather than the focus on the individual
54. working group should partly be a continuing education group

55. “if we have too many expectations on one person, we’re doomed regarding our communications strategy”
56. website and access to advisory board minutes is poor - there should be some standards that a work group develops
57. we should have minutes up on the website promptly, even if as draft – such inconsistency between departments on how fast they post minutes
58. there is no contact information for advisory board members
59. Plan should recognize that County staff need to have training on how to better communicate with the public through the Commissioners
60. are there any parameters that need to be set regarding an Orange County policy on staff use of social media so it doesn’t interfere with their roles as public officials?
61. are there ways to better let public know we have listened, but don’t agree?
62. use of “dashboards” so we can show through performance indicators that we are making our county better
63. Town of Chapel Hill has won a lot of awards for the way they communicate
64. how are you going to communicate when you have no electrical power, no Internet service?
65. concern that if this plan is too encompassing and too homogeneous it will be detrimental to us providing quality service to the public - one aspect of that is the administrative processes that get superimposed on the basic work processes that in turn take more time and effort and introduce delays into the work we’re already doing
66. piggybacking social media from one department to another department may lead followers of one department to “defriend” because they don’t want to be bothered with the piggybacked department - there may be powerful unintended consequences
67. one of the great things about social media is it gives people a lot of freedom about what they choose to connect with or not connect with
68. there are differences between a “spokesperson” and a “public affairs officer”
69. corporations have their own brand promotions, actively advertising a wide range of product lines at the same time they’re promoting their brands, but trying to do it in a mutually complimentary way
70. other entities all adhere to a certain standard; can help raise the level and sophistication of communications; can help departments to raise their games to fit into the standard that has been set
71. balance coordination with autonomy
72. funding for communication people to have the resources without having to use their own equipment all the time; people aren’t just on Facebook and Twitter from 8 to 5 – 7 to 10pm is when people use those most
73. mental checklists; idea of using a flow chart
74. may be a journey more than a destination – Plan development will be an educational journey
75. what are the implications of one commissioner live tweeting – is it perceived as representative of the whole board?
76. don’t create a new plan for every major issue that arises – “the Plan is the Plan”
77. BOCC needs their own way to communicate with the public about those critical issues of governance, but there are ways to do that that are not at the expense of organizational capacities to do communications about government and our different product lines and services
78. BOCC questions and challenges about library services plan made the plan better
79. for the message to come out from “the Board”, you can’t have seven individual commissioners all sending out messages saying “do this, do this” - all Board decisions have to be made in open session, so it’s really complicated to come up with a “Board message” working under the legal requirements of open meetings