

Orange County Board of Commissioners

RETREAT AGENDA

Friday, January 29, 2016

9am-4pm

Location: Top of the Hill Great Room
Chapel Hill, N.C.

Desired Outcomes:

Goals and priorities to inform budget decisions for July 1, 2016 – June 30, 2017

Retreat Discussion and Decision Making Guidelines

- Begin and end on time
- Listen attentively to each other
- One speaker at a time
- Stick to the tasks and topics that are on the agenda
- Share the floor with each other
- It is OK to disagree with each other...please do so respectfully
- Decide together

Agenda

* Routine-breaking, mind-clearing activities (stretches/silliness/getting to know each other) to be interspersed as needed.

8:00 Room is available to staff for set up

8:30 A full breakfast will be available

9:00 AM Convene

Facilitator will call group to order, and lead review retreat purposes, agenda, guidelines, and his role (and roles of other attendees, as needed).

9:20 Administration's Strategic Initiatives

Staff prepares and distributes memo well in advance to inform Board on this. Board members' homework is to read the memo and come prepared to discuss: What needs clarification? What good will these initiatives do, and for whom/where in our county? What else is motivating/simulating about these initiatives? What's of concern to any of us? What might the Board need to do to

make these initiatives successful? What are the implications for the Board's priority setting?

10:00 Brainstorm Board Priorities through June 30, 2016

Board members would be asked to think about this in advance, to arrive with ideas. Flesh out ideas in randomly created pairs and triads. Pairs/triads generate post-its and stick them to wall(s) for next step in process.

10:40 Break

11:00 Clarify the Ideas

- Board members approach wall(s) upon which post-its are affixed, read the ideas, generate additional ideas on post-its if stimulated to do so, ask and answer questions, cluster similar ideas together and/or under existing-goal headings.
- Board then reconvenes in full group for discussion:
 - Make sure all Board members understand all the ideas in the same way.
 - Any questions about any of the ideas?
 - Anyone want to elaborate on any ideas?
 - Any revisions needed to conform ideas with a one-year implementation timeframe?
- Discussion shifts to the analytical: identify relationships across the ideas and between ideas and the current goals: Any contradictions? Any clear time-sequences? Any redundancies? Any nesting/subsuming of ideas into others needed? Do all the ideas fit under at least one of the current goals or might new goal statements be needed? Are there ideas that do not need further prioritizing by the Board because Board already is committed to it (e.g., it's in progress)?

12:00 Lunch Break

1:00 Choose from Among the Ideas

- Each Commissioner lobbies for his/her top ideas (*no numerical limit*): "Why I think these should be our priorities." *7 Commissioners @ 4 minutes each = 30 minutes.*
- Group discussion
- First (non-binding) poll of group preferences (each person can choose up to n/3 priorities, where n = the number of ideas on the menu; no "passion-piling;" you may vote once per idea). We should poll for priorities within one goal at a time.

- Count up and report but do not discuss the results.

2:15 Break

2:45 Choosing, continued

Group discussion of first poll results:

What do the results mean to each of us/all of us? Is a coherent set of priorities emerging? Is there consensus to eliminate any of the ideas for today? Is it helpful to combine any ideas, or to purposely keep ideas separate from each other? *40 minutes*

Revise the menu of options based on group discussion of first poll results, and conduct a “binding” poll on that new menu (vote for n/3 again). Conduct additional votes as needed to resolve ties or undesired ambiguities. Define the Board’s priorities under each Goal according to the number of Commissioners in support of each candidate priority (from 7 to zero).

3:40 Wrap Up

- Next steps in priority setting and implementation of today’s results? – Chair/Manager/Retreat Committee?
- Retreat evaluation: go around table; each person has a few minutes to say what worked well, what did not work so well for him/her, and ideas for future retreats that might work better than today.

4:00 Adjourn



ORANGE COUNTY NORTH CAROLINA

MEMORANDUM

Date: December 13, 2015

TO: Board of County Commissioners

FROM: Travis Myren
Deputy County Manager

RE: Functional Leadership Team Needs Identification Results

Over the last few months, the County Manager's Office facilitated a series of department director meetings focused on identifying internal and external needs. This information may be used by Board of County Commissioners during its annual retreat as the Board considers policy goals and priorities for the future. The goals and priorities developed by the Board will then be used by the County Manager's Office to formulate budget recommendations, initiatives, and work plans for the next fiscal year.

The internal needs identified during this process focus on how County government operates as an organization. The internal needs will largely be addressed by the County Manager's Office and the Management Support Services Team, but they are presented here to inform the Board of how internal priorities have been established and to highlight certain initiatives that may need to be supported by existing or additional financial resources.

The external needs presented in this report represent policy concerns that are largely the purview of the Board of County Commissioners. They are presented here to convey the perspectives of Department Directors who are responsible for implementing Board policy and are leaders in their respective professional disciplines.

Process

The needs identification process was started by engaging each of the five (5) functional leadership teams. The leadership teams are organized by functional area to correspond to the appropriation units in the annual Budget. The teams are General Government, Support Services, Community Services, Public Safety, and Human Services and Education.

The teams used the Board goals initially adopted in 2009 as a foundation for the needs identification exercise. Each of the teams engaged in a brainstorming session on internal and external needs and

then ranked those needs using a weighted voting process where each participant was allocated five votes to distribute among the internal and external needs. The teams also identified specific strategies to address the needs which were organized in a strategy toolbox. The results of the functional leadership team meetings are attached as *Appendix A*.

Based on the needs identified in the functional leadership teams, themes were developed as a way to organize the information. A comprehensive list of the needs identified by the leadership teams were then presented to Department Directors in November. At that time, Department Directors were again asked to reprioritize the needs now that they had the benefit of seeing a comprehensive inventory. The results of the comprehensive department director prioritization are attached as *Appendix B*.

Internal Priorities

Internal needs were organized around six general themes, organization and management, workforce, communication, facilities and vehicles, finance and payroll, and technology. Work on the internal priorities has already begun. Although each of the issues on the list is important, the Manager's Office has developed a plan to address the internal needs that received four or more votes from Department Directors. Each of those initiatives is described briefly below.

- ***Compensation and Classification***

The highest ranked internal need was a need to revise the classification and compensation system in a way that begins to relieve wage compression within the salary schedule. A consultant has been engaged to develop and assign costs to salary progression models that will mitigate compression within the grades over time. The new Assistant Human Resources Director has also begun work on classifying positions in the appropriate salary grades using standard classification metrics.

- ***Centralized Call Center for Support Services***

The needs identification process revealed a need to streamline communication with internal support services departments. The Management Support Services team is reviewing potential solutions such as a centralized call center for support services. This need could be addressed using a Help Desk model for service calls within the organization.

- ***Countywide Goals Need to be Prioritized/Streamlined***

Following the leadership of the BOCC retreat planning committee, the Manager's Office is prepared to actively engage in a discussion about policy goals for the coming year and to work with Department Directors on implementation.

- ***Cross-departmental Initiative Development***

The leadership teams expressed a desire to work more collaboratively on issues and initiatives that cross departmental boundaries. The functional leadership teams are intended to facilitate this interaction, and as part of the upcoming budget process, the teams will be challenged with developing interdepartmental initiatives and projects that encourage interdisciplinary approaches.

- ***Documentation of Standard Operating Procedures***

Department Directors articulated an interest in developing a more streamlined and straightforward medium for accessing and following standard operating procedures. This would promote greater consistency and accuracy in the implementation of administrative protocols. The Management Support Team will lead a process to begin developing this type of documentation.

- ***Media Policy and Training***

One of the areas of procedural uncertainty identified by the teams involved interaction with the media. The County Manager's Office will work with Community Relations and Tourism to create a media policy and to conduct training on effective media relations for local government professionals. The media policy is expected to be completed in January.

- ***Payroll Processes and Depth***

Finance and Administrative Services has started a process improvement initiative to improve the manner in which payroll services are administered. A survey has been distributed to County managers and employees to identify specific problems they encounter in payroll processing. The survey responses will be used to prioritize solutions. The department is also creating additional staff capacity to improve depth through staff training.

- ***Website Improvement***

The teams also discussed a need to improve the navigability, functionality, and content of the current website. Community Relations and Information Technology have organized training sessions for departmental content managers to address concerns about content and usability. The perspective of the website will also change as Community Relations will formally take ownership of the site next fiscal year, converting the perception of the website from a technology platform to a communication tool. Information Technology will remain responsible for supporting the technical backbone on which the site operates.

- ***GIS Services***

The groups identified a growing role for geographic information systems (GIS) in their daily work. They expressed a desire to be able to quickly and easily provide a geographic context to service demand, implementation, and evaluation. The County Manager's Office will explore ways to expand GIS capacity and capability in the organization to address this need.

External Priorities

External needs were organized around twelve general themes, employment, public safety, transportation, affordable housing, mental health, broadband access, health care, communication with the public, intergovernmental cooperation and resource sharing, economic development, service delivery models, and environment and sustainability. As stated above, these needs were identified from the perspective of department directors using the current goals as a foundation. We are hopeful that these ideas can serve as a resource to the Commissioners as they engage in a discussion of policy priorities. The higher scoring policy areas are described below to provide the context in which they were offered.

- **Employment**

Employment was discussed in several of the functional leadership team meetings. Department directors highlighted access to employment as one of the primary vehicles to address poverty and economic inequality. This need was punctuated by recent policy changes in the food and nutrition program that require able bodied adults without dependents to engage in some type of work or education activity to preserve eligibility in the program. However, the discussion also addressed ways to reduce specific barriers to employment such as work readiness training, transportation, child care, and criminal backgrounds.

- **Radio System Improvements**

Within the public safety theme, the highest scoring need was to improve the radio system that is used by first responders and public safety related staff to communicate in the field. The teams also discussed the importance of working with public works and transportation related departments as well as the school systems to make sure the system is accessible and operable in all of the public facilities located in the County. The County has issued a request for proposal for a consultant to conduct a needs assessment and to develop a plan to solicit and select a radio system provider. This system would supplement and improve the reliability, coverage, capacity, and penetration of the current system.

- **Transportation Access to County Services**

The leadership teams recognized that transportation represents a significant barrier to accessing County services for residents who do not have access to reliable personal transportation. For example, the public safety team noted that additional transportation resources could help individuals attend court appearances in Hillsborough and reduce failures to appear in court. The Human Services and Education Team also recognized a need to transport residents to employment and training and senior services.

- **Affordable Housing**

Several teams identified affordable housing opportunities as a need for County residents. They suggested that the need of affordability extends beyond residents with very low incomes to the working poor and seniors. As a result, they expressed a need for a broad range of affordable housing options, including senior housing with services, and noted that land use policies should be examined to identify opportunities for changes that would make affordable housing more available.

- **Broadband Access in Rural Communities**

The teams acknowledged that adequate internet service has become essential to accessing services and educational opportunities, participating in the job market, and accessing information in general. This need appears to be most pronounced in rural parts of the County where land based internet service is less available and cellular data networks are less robust.

- ***Intergovernmental Relationships***

Almost all of the departments are involved in some type of intergovernmental relationship. Although each of these relationships is unique, the teams discussed a desire to standardize the financial terms of those agreements through formulas or some other mechanism that would allow for long term, sustainable agreements. The teams also recognized an opportunity to improve cooperation with municipal partners specifically on inclement weather responses through a better definition of responsibilities and communication.

- ***Economic Development***

The highest scoring need was in the area of economic development. This need was viewed by the teams as another vehicle to economic prosperity and sustainability. The teams suggested that the availability of infrastructure such as water, sewer, and high speed data are critical elements to promote economic development and could be used to guide sustainable development. The teams also discussed a need to encourage a diverse range of economic opportunities for County residents.

- ***Service Models***

The service model discussion focused on the most effective way to deliver County services and whether services ought to be centralized or decentralized in the County. Department Directors suggested that developing a general agreement and clarity on that question would help to guide service delivery and policy implementation decisions.

We hope that this information is helpful to the Board of County Commissioners as goals and priorities are discussed at the annual retreat and for future policy discussions. We look forward to working with the Board on this process. If you have any questions or concerns, please contact me or Bonnie.

CC: Bonnie Hammersley, Orange County Manager
Department Directors

APPENDIX A - FUNCTIONAL LEADERSHIP TEAM RESULTS

EXTERNAL NEEDS

Goal 1

Ensure a community network of basic human services and infrastructure that maintains, protects and promotes the well-being of all County residents.

Employment						27
Need Identification	GG	SS	CS	PS	HS&E	Composite Score
Access to Employment Opportunities					17	17
Workforce Diversity - identify gaps, benchmarks, outreach efforts		6				6
Literacy skills - coordinate with school systems					3	3
Multigenerational poverty					1	1
Work readiness training to address skill deficits						0
Training for dislocated, older workers						0
Economic opportunities for the under-employed						0
Day care/child care						0
Criminal records as barriers to employment						0

Strategy Toolbox	GG	SS	CS	PS	HS&E	
Access Durham Connect funds						
Develop workforce training - focused on skilled trades						
Work Keys						
School systems could provide access to classroom space for training when not in use for instruction						
Analyze the TROSA model for delivering job training						
Develop apprenticeships and on the job training opportunities						
Work with Workforce Development Board to direct and prioritize funds to local workforce needs						
Create Job Coaches within the County						
Create County/Local Government Intern Program w/ DSS						

Public Safety						23
Need Identification	GG	SS	CS	PS	HS&E	Composite Score
Radio system improvement - coverage, capacity, capability; include public works, schools, animal services				8		8
Improve the efficiency of processing cases through the system						6
Body camera and dash cameras - consistent application and platform				4		4
Emergency warning system for special populations - hearing impaired, seniors, etc.				3		3
Focus efforts on prevention to avoid interactions with the criminal justice system				2		2

Expedite prosecution of animal cruelty cases/seizures of dangerous animals							0
High cost of service to inmates in the jail - phone, medical co-pays							0
Integrate Public Safety into the specific goals of the Board of County Commissioners							

Strategy Toolbox	GG	SS	CS	PS	HS&E	
Create DWI investigation package to expedite case processing; use DAS						
Dr. authorization for admission at First @ Blue Ridge treatment - jail physician will not sign authorization form						
Improve scheduling court appearances by County staff (medics, telecommunicators); ADA ask for stipulations prior to court; use affidavits						
Modify changes in State law that make ordinance violations Class III misdemeanors - include in legislative agenda						

Transportation						17
Need Identification	GG	SS	CS	PS	HS&E	Composite Score
Transportation Access to County services		2			9	11
Access to Hillsborough for court hearings to reduce failures to appear				6		6
Access to Durham Tech						0

Affordable Housing						11
Need Identification	GG	SS	CS	PS	HS&E	Composite Score
Access to Affordable Housing options		2			9	11
Land use policies related to affordable housing						0
Senior housing with services						0
Broad range of housing options						0
Workforce housing						0

Mental Health						8
Needs Identification	GG	SS	CS	PS	HS&E	Composite Score
Access to mental health treatment					8	8
Training for first responders and other staff with direct public contact						0
Mental health issues in the jail population/criminal justice system						0

Strategy Toolbox	GG	SS	CS	PS	HS&E	
More efficient mental health referral mechanisms						
Crisis unit for public safety						

Prioritize County mental health investment using interdepartmental staff team including schools Collect/access data from mental health providers Increase knowledge of available services	
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Broadband access						5
Needs Identification	GG	SS	CS	PS	HS&E	Composite Score
Broadband access in rural communities		4			1	5

Health care						4
Needs Identification	GG	SS	CS	PS	HS&E	Composite Score
Access for 19-64 year olds without insurance					4	4
Capacity of providers						0
Mental Health treatment						0

Goal 2
Promote an interactive and transparent system of governance that reflects community values.

Communication						6
Needs Identification	GG	SS	CS	PS	HS&E	Composite Score
Outreach to community with focus on underserved areas of the County - identify barriers to accessing services, geographic sensitivity/equity in service delivery			2			2
Communication/awareness/coordination of services					2	2
Geographic balance of information sharing		2				2

Strategy Toolbox	GG	SS	CS	PS	HS&E	
Public overview of expenditures and revenues...PAFR						
Call Center for County government - One Call/311						
Community Survey						
Create an Orange County community and economic development story						
Interface with the non-profit community to identify resources						
Publicize inventory of spaces to reserve for public use						
Article 46 real time accounting - access for municipal partners						
GIS Service on Website						
Work with United Way 211 on service inventory						

Intergovernmental Cooperation and Resource Sharing						4
Need Identification	GG	SS	CS	PS	HS&E	Composite Score
Standardize Town/County cooperative project relationships on funding formulas for libraries, parks and open space development, fiscal impact of development			4			4
Improve cooperation on inclement weather events - define responsibilities and communication						0
Work with Towns and School Districts to improve efficiency and reduce duplication						

Strategy Toolbox	GG	SS	CS	PS	HS&E	
Reduce duplication of recreation facilities by using school facilities for public and recreation uses						
Public information/education on bond referendum						
Green Tract Priorities						

Goal 3

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

Economic Development						14
Needs Identification	GG	SS	CS	PS	HS&E	Composite Score
Infrastructure for economic development - water/sewer and data		4				4
Reduce barriers to economic development - lack of infrastructure, high land cost, tax burden, no industrial park			3			3
Connect social justice goals to economic development projects				3		3
Economic diversity				2		2

Strategy Toolbox	GG	SS	CS	PS	HS&E	Composite Score
Pre-zone property for development			2			2

Goal 4

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

Needs Identification	GG	SS	CS	PS	HS&E	Composite Score
Better define centralized vs. decentralized service models for delivering County services		1				1

<i>Strategy Toolbox</i>	GG	SS	CS	PS	HS&E	Composite Score
Streamline payments for County services, fees, taxes						0
Use Community Centers to help in the delivery of County services						0

Goal 5
Create, preserve, and protect a natural environment that includes clean water, clean air, wildlife, important natural lands and sustainable energy for present and future generations.

Needs Identification	GG	SS	CS	PS	HS&E	Composite Score
Reduction of state/federal funds for conservation programs				1		1

<i>Strategy Toolbox</i>	GG	SS	CS	PS	HS&E	Composite Score
Rooftop Park - top floor of parking deck		3				3

Goal 6
Ensure a high quality of life and lifelong learning that champions diversity, education at all levels, libraries, parks, recreation, and animal welfare.

APPENDIX A - FUNCTIONAL LEADERSHIP TEAM RESULTS

INTERNAL NEEDS

Organization/Management	GG	SS	CS	PS	HS&E	Composite Score
Countywide goals need to be prioritized/streamlined	2	4		2	3	11
Cross departmental initiative development - find staff time for creative process; use mini-retreat or department head meetings to focus on problem solving			5		4	9
Document Standard Operating Procedures - HR, Finance, IT		7				7
Provide opportunities to present department briefings to BOCC in less formal settings and get feedback on initiatives			6			6
Define responsibility for intergovernmental and legislative liaison		6				6
Department head meetings could be used for group brainstorming, County-level issues			5			5
Central face page for Intranet - announcements, project management updates, support buttons for more info/forms		5				5
Centralized call center for support services		5				5
Clarify HR/Payroll/Finance roles - create united voice/standards		4				4
Define relationships between BOCC, Advisory Boards, and County Manager's Office			4			4
Inclement weather coordination across departments for response				4		4
County Manager Communication – priorities and vision		3				3
Increase threshold for contract approvals to department heads	2		1			3
Data Driven Decision Making/Balanced Scorecard		3				3
Support Change Management process for internal services - creation of business partnership			2			2
Ordinance enforcement/adjudication - class III criminal misdemeanors vs. infractions				2		2
Process improvement initiative to eliminate steps that do not add value			1			1
Establish a role for department head input in advisory board appointments			1			1
Develop timelines for prioritized projects		1				1
Clarify report vs. information item on agenda						0

Interactive Petition List to upload documents/status	0
Service level definitions for support services - SLA/service portfolios	0
Revisit performance measurement process and use	0
Define who pays for training, vehicles, etc.	0

Workforce	GG	SS	CS	PS	HS&E	Composite Score
Compensation and classification system	2	2	4		8	16
Consistency of HR policies	2			1	1	4
Training needs assessment - integrate training requirements into WPPR process; training needs for public safety employees - invite outside agencies				3		3
Training on staff safety, FEMA, serving consumers with special needs					2	2
Social Media integration - use as recruitment tool		2				2
Centralized vs. Decentralized IT/CR/Training		1				1
HR staff role clarification/Relationship to Payroll						0
Attendance policy						0
Workforce Diversity						0
Workforce Profile						0
Employee responses for non-public safety employees during an emergency event						0

Communications - Internal	GG	SS	CS	PS	HS&E	Composite Score
Develop media policy and conduct training on responding to media inquiries			3			3
Coordinate public information/social media messages during crisis communication				3		3
Production of News/Media Communication				1	1	2
Community Relations - create better definition of responsibilities of staff					1	1
Designate Comm. Relations as the owner of the website 7/1/16						0
BOCC updates/summaries of action						0

Facilities and Vehicles	GG	SS	CS	PS	HS&E	Composite Score
AMS Work order system				3	1	4
Vehicle Services include replacement policies	1			1		2
Communication on the status of capital projects/remodels					1	1

Create inventory of available space for County use	1	1
Coordinate access for four wheel drive capable vehicles during emergency responses	1	1
Facility service to 24X7 facilities		0
Custodial schedule – revise AM schedule to meet PM needs		0
HVAC resource shortage		0
Moving services		0
Training on Building Systems		0
Improve communication and feedback for grounds maintenance and landscaping services		0
Parking at Public Defender Offices		0
Facility security standards		0

Finance & Payroll	GG	SS	CS	PS	HS&E	Composite Score
Payroll/KRONOS including backup	1	2			6	9
Indirect cost/Chargeback model for vehicles and utilities		1				1
Enterprise fund details						0
Revenue Recording						0
Create/improve fixed asset inventory/asset management						0

Technology	GG	SS	CS	PS	HS&E	Composite Score
Webpage	1	2	5		1	9
Video compatibility, public access to video evidence, storage, home video direct to 911				5		5
Internalize A/V Support due to increased use of County facilities (Whitted)	4					4
GIS services					2	2
IT capital improvement process					1	1
Access to graphic/web designers?					1	1
Software Training						0
Purchasing process for peripheral devices						0
Records management						0

**APPENDIX B - DEPARTMENT DIRECTOR PRIORITIZATION
EXTERNAL NEEDS**

GOAL 1	
Ensure a community network of basic human services and infrastructure that maintains, protects, and promotes the well-being of all County residents	
EMPLOYMENT	
	14
Literacy skills - coordinate with school systems	5 5
Workforce Diversity - identify gaps, benchmarks, outreach efforts	2 1 1
Multigenerational poverty	2 1 1
Access to Employment Opportunities	1 1
Work readiness training to address skill deficits	1 1
Training for dislocated, older workers	1 1
Economic opportunities for the under-employed	1 1
Day care/child care	1 1
Criminal records as barriers to employment	0
PUBLIC SAFETY	
	13
Radio system improvement - coverage, capacity, capability; include public works, schools, animal services	7 3 1 3
Focus efforts on prevention to avoid interactions with the criminal justice system	2 1 1
Integrate Public Safety into the specific goals of the Board of County Commissioners	2 2
Body camera and dash cameras - consistent application and platform	1 1
Expedite prosecution of animal cruelty cases/seizures of dangerous animals	1 1
Improve the efficiency of processing cases through the system	0
Emergency warning system for special populations - hearing impaired, seniors, etc.	0
High cost of service to inmates in the jail - phone, medical co-pays	0
TRANSPORTATION	
	8
Transportation Access to County services	8 1 1 1 1 2 1 1
Access to Hillsborough for court hearings to reduce failures to appear	0
Access to Durham Tech	0
AFFORDABLE HOUSING	
	13
Broad range of housing options	5 1 2 1 1
Senior housing with services	4 3 1
Land use policies related to affordable housing	3 1 1 1
Access to Affordable Housing options	1 1
Workforce housing	0
MENTAL HEALTH	
	2
Access to mental health treatment	2 1 1
Training for first responders and other staff with direct public contact	0
Mental health issues in the jail population/criminal justice system	0

**APPENDIX B - DEPARTMENT DIRECTOR PRIORITIZATION
EXTERNAL NEEDS**

BROADBAND ACCESS

Broadband access in rural communities	4	4	2	1	1
HEALTH CARE					
Mental Health treatment	3	1	1	1	1
Access for 19-64 year olds without insurance	0				
Capacity of providers	0				

Goal 2

Promote an interactive and transparent system of governance that reflects community values.

COMMUNICATION

Outreach to community with focus on underserved areas of the County - identify barriers to accessing services, geographic sensitivity/equity in service delivery	4	3	1	1	1
Communication/awareness/coordination of services	1	1			
Geographic balance of information sharing	0				

INTERGOVERNMENTAL COOPERATION AND RESOURCE SHARING

Standardize Town/County cooperative project relationships on funding formulas for libraries, parks and open space development, fiscal impact of development	10	4	1	1	1
Improve cooperation on inclement weather events - define responsibilities and communication	4	4			
Work with Towns and School Districts to improve efficiency and reduce duplication	2	2	1	1	1

Goal 3

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

ECONOMIC DEVELOPMENT

Infrastructure for economic development - water/sewer and data	26	16	1	4	1	1	4	3	1
Reduce barriers to economic development - lack of infrastructure, high land cost, tax burden, no industrial park	8	8	2	1	1	1	2	1	
Connect social justice goals to economic development projects	2	2							
Economic diversity	0	0							

**APPENDIX B - DEPARTMENT DIRECTOR PRIORITIZATION
EXTERNAL NEEDS**

Goal 4					
Invest in quality County facilities, a diverse work force, and technology to achieve a high performing government.	County				
SERVICE MODELS		7			
Better define centralized vs. decentralized service models for delivering County services		7	1	3	2
			1	3	2
					1

Goal 5					
Create, preserve, and protect a natural environment that includes clean water, clean air, wildlife, important natural lands and sustainable energy for present and future generations.					
ENVIRONMENT AND SUSTAINABILITY		2			
Reduction of state/federal funds for conservation programs		2			
					2

Goal 6					
Ensure a high quality of life and lifelong learning that champions diversity, education at all levels, libraries, parks, recreation, and animal welfare.					

**APPENDIX B - DEPARTMENT DIRECTOR PRIORITIZATION
INTERNAL NEEDS**

COMMUNICATION		7							
Develop media policy and conduct training on responding to media inquiries		4	1	1	1	1			
Production of News/Media Communication		1	1						
Community Relations - create better definition of responsibilities of staff		1	1						
Designate Comm. Relations as the owner of the website 7/1/16		1	1						
Coordinate public information/social media messages during crisis communication		0							
BOCC updates/summaries of action		0							
FACILITIES AND VEHICLES		7							
AMS Work order system		1	1						
Create inventory of available space for County use		1	1						
Facility service to 24X7 facilities		1	1						
Custodial schedule - revise AM schedule to meet PM needs		1	1						
Improve communication and feedback for grounds maintenance and landscaping services		1	1						
Facility security standards		1	1						
Conference room central calendar for scheduling		1	1						
Vehicle Services include replacement policies		1	1						
Communication on the status of capital projects/remodels		0							
Coordinate access for four wheel drive capable vehicles during emergency responses		0							
HVAC resource shortage		0							
Moving services		0							
Training on Building Systems		0							
Parking at Public Defender Offices		0							
FINANCE AND PAYROLL		13							
Payroll/KRONOS including backup		8	1	1	1	1	2	1	1
Enterprise fund details		3	3						
Indirect cost/Chargeback model for vehicles and utilities		1	1						
Create/improve fixed asset inventory/asset management		1	1						
Revenue Recording		0							
TECHNOLOGY		13							
Webpage		5	1	1	1	1	1	1	1
GIS services		4	1	1	1	1	1	1	1
Internalize A/V Support due to increased use of County facilities (Whitted)		3	3						
Software Training		1	1						
Video compatibility, public access to video evidence, storage, home video direct to 911		0							
IT capital improvement process		0							
Access to graphic/web designers?		0							

**APPENDIX B - DEPARTMENT DIRECTOR PRIORITIZATION
INTERNAL NEEDS**

Purchasing process for peripheral devices	0
Records management	0

ADOPTED 9/15/09

**ORANGE COUNTY BOARD OF COUNTY COMMISSIONERS
GOALS AND PRIORITIES
Fiscal Year 2009-2010**

Goal One: Ensure a community network of basic human services and infrastructure that maintains, protects and promotes the well-being of all County residents.

Priority 4: Review services to identify and protect 'safety net' programs and services.

Priority 5: Encourage for profit investments in affordable housing and review available tools.

Goal Two: Promote an interactive and transparent system of governance that reflects community values.

Priority 6: Develop plan and tools to improve how County and citizens communicate with each other; foster two-way exchange.

Priority 7: Improve intra- and intergovernmental coordination, cooperation and collaboration. (a) Work with Town of Hillsborough on: Joint land use planning approaches, policies/ordinances, and annexation, and Economic Development Districts. (b) Work with City of Durham on: Economic Development Districts

Priority 8: Examine advisory boards and commissions to: (a) Ensure they are meeting their missions; (b) Determine how boards relate to each other and how their work can best be integrated with the BOCC; (c) Ensure sustainability goals; (d) Ensure fit with overall County vision; and (e) Recognize (and be sensitive to) consistencies represented by boards, commissions when framing this review

Priority 26: Clarify and communicate to public how and why County funding is allocated the way it is

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

Priority 2: Implement Comprehensive Plan (a) Rewrite zoning and subdivision regulations (Unified Development Ordinance).

Priority 3: Develop economic plans for three (3) districts.

Priority 9: Update economic development plan for County: (a) Clarify economic development plan for each district; (b) Identify spectrum of tools; (c) Identify other stakeholders; and (d) Identify what the County wants to see happen.

Priority 10: Develop an energy plan that includes economic development strategies to attract, retain, and grown 'green' business

Priority 19: Be actively involved and informed about UNC-CH decisions and intentions

Priority 20: Support transit, pedestrian, and bicycle facilities and other alternatives to the single passenger automobile.

Priority 21: Amend County zoning to address and modernize airport and related issues.

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

Priority 11: Invest in technology to increase work efficiencies; e.g. web streaming, paperless agendas, integrated tracking systems between field and office.

Priority 22: Review and update County personnel and operational policies and procedures.

Priority 23: Design and fund space for County Attorney Offices. Manager and BOCC to discuss concept and staffing

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

Priority 1: Conserve high priority natural areas, wildlife habitat, and prime forests.

Priority 12: Implement County's Environmental Responsibility goals

Priority 15: Complete stewardship and management plans for Lands Legacy.

Priority 16: Develop an accounting and assessment system of water and air pollution: (a) In conjunction with ICLEI; Set emissions reduction target

for 2030; Conduct public education campaign; and Link public with opportunities to improve energy efficiency and use sustainable energy sources; (b) Begin multi-year implementation of Observable Well Network

Priority 24: Plan to acquire/land bank for future park development.

Priority 25: Develop a policy/update current plan about how parks will be developed, appropriate ratio of parks to population, length of time to develop, and incorporation of such into the Capital Investment Plan (CIP).

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

Priority 13: Plan to provide 'equitable' library services for Orange County residents.

Priority 14: Fulfill remainder of bond issuance approved by voters in 2001 for soccer and Twin Creeks

Priority 17: Review the Schools and Adequate Public Facilities Ordinance: (a) Is it doing what it was originally intended to do? (b) Does it have application for Durham and Mebane?

Priority 18: Address inequities between old and new schools. Older schools are in need of capital improvements. Building new schools has been the funding priority.

On September 2, 2010, the BOCC unanimously ADOPTED the social justice goals outlined in the proposed Orange County Social Justice Goal. The adopted goals are as follows:

SOCIAL JUSTICE GOALS

GOAL: FOSTER A COMMUNITY CULTURE THAT REJECTS OPPRESSION AND INEQUITY

The fair treatment and meaningful involvement of all people regardless of race or color; religious or philosophical beliefs; sex, gender or sexual orientation; national origin or ethnic background; age; military service; disability; and familial, residential or economic status.

GOAL: ENSURE ECONOMIC SELF-SUFFICIENCY

The creation and preservation of infrastructure, policies, programs and funding necessary for residents to provide shelter, food, clothing and medical care for themselves and their dependents.

GOAL: CREATE A SAFE COMMUNITY

The reduction of risks from vehicle/traffic accidents, childhood and senior injuries, gang activity, substance abuse and domestic violence.

GOAL: ESTABLISH SUSTAINABLE AND EQUITABLE LAND-USE AND ENVIRONMENTAL POLICIES

The fair treatment and meaningful involvement of people of all races, cultures, incomes and educational levels with respect to the development and enforcement of environmental laws, regulations, policies, and decisions. Fair treatment means that no group of people should bear a disproportionate share of the negative environmental consequences resulting from industrial, governmental and commercial operations or policies.

GOAL: ENABLE FULL CIVIC PARTICIPATION

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