

**ORANGE COUNTY  
BOARD OF COMMISSIONERS**

**ACTION AGENDA ITEM ABSTRACT**

**Meeting Date:** August 20, 2009

**Action Agenda  
Item No.**   2  

**SUBJECT:** BOCC Goals and Priorities Identified for 2009-2010

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**DEPARTMENT:** County Manager

**PUBLIC HEARING: (Y/N)**

No

**ATTACHMENT(S):**

- 1) Goals & Initiatives (Developed February 2008)
- 2) Priorities Identified (Developed January 2009)

**INFORMATION CONTACT:**

Frank W. Clifton, Interim County  
Manager, 245-2300

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**PURPOSE:** To discuss the Goals and Priorities as previously developed by the BOCC and used as background in formulating the approved FY2009-10 budget.

**BACKGROUND:** In 2007 the BOCC held a series of work sessions/retreats facilitated by Dr. Philip Boyle to begin the process of developing broad goals for County government. In February of 2008 the BOCC met again with Dr. Boyle, County Management, and Department Directors for a full-day meeting retreat. Following the retreat, County Management and Department Directors worked with the resulting draft materials to streamline language, eliminate duplications, and reframe items as appropriate into a Goals and Initiatives document (Attachment 1). County Management's objective was once approved these Goals and Initiatives would become the basis for future BOCC retreats and the creation of annual action items to be included in forthcoming budgets.

BOCC action on the Goals and Initiatives was delayed from meetings held on May 20, 2008 and June 3, 2008. An agenda item was repeated on June 24, 2008 with the recommendation that the BOCC carry forward a discussion of the Goals and Initiatives and associated action items in its next retreat, to be held after the November 2008 election, and to include the newly-elected Commissioners. Steps would be taken then to incorporate previous work into a manageable format for further consideration as part of the FY2009-10 budget process. The Goals as drafted conveyed the broad tenets, beliefs, values, and philosophies of the sitting BOCC.

At its retreat with County Management and Department Directors in early January 2009, the newly comprised BOCC confirmed a set of Guiding Principles and Identified Priorities for the 2009-2010 Budget. (Attachment 2) The Priorities – the incremental steps associated with implementing the Goals in order of relevance and importance – were an outgrowth of BOCC discussion aided by the retreat facilitators. Priorities receiving a minimum of 4 votes from BOCC

members at the retreat – 14 in total – were judged to be of higher importance among the 26 total. BOCC members and County staff had the opportunity at a budget work session in late January 2009 to discuss and clarify draft action plans and fiscal impact statements related to each of the priorities. County management sought further clarification of the BOCC shared vision and desired outcome for each priority at the budget work session, and specifically recommended the BOCC consider funding for the top priorities separately from other budget components and cost reductions required to deliver a spending plan with no increase in taxes. There has been no determination or substantial discussion by the BOCC since that time.

Despite there being formal authorization, County Management has operated under the premise that the Identified Priorities for 2009-10 were the best representation in written form of the collective interests and expectations of the BOCC. Many, to the extent practicable under resource constraints, are reflected in the adopted budget and factored into on-going work plans. Others require more focused attention and implementation will likely extend over the course of several fiscal years. It would be prudent for the BOCC to formally adopt a clear and concise set of Goals and Identified Priorities, such as provided here, as direction to the future County management.

**FINANCIAL IMPACT:** Previous staff work has depicted proposed action plans and projected costs, per Priority, in the range of five to six figures in the immediate years. Projections in the out years have been more problematic, difficult to predict and likely still to be substantial.

**RECOMMENDATION(S):** The Interim County Manager recommends the BOCC

- 1) Discuss the Goals and Identified Priorities for FY2009-10
- 2) Identify and develop consensus on any proposed changes to the Goals and Identified Priorities
- 3) Direct County Management to bring forward the consensus Goals and Identified Priorities for formal BOCC adoption at its next regularly scheduled meeting

**BOCC GOALS AND INITIATIVES**

Developed February 2008

Approved \_\_\_\_\_

**Goal 1**

ENSURE A COMMUNITY NETWORK OF BASIC HUMAN SERVICES THAT MAINTAINS, PROTECTS AND PROMOTES THE WELL-BEING OF ALL COUNTY RESIDENTS

*Initiative A: Improve residents' standard of living and quality of life*

*Initiative B: Protect and safeguard the public*

*Initiative D: Serve and support residents in need*

*Initiative E: Promote and improve public health*

**Goal 2**

PROMOTE AN INTERACTIVE AND TRANSPARENT SYSTEM OF GOVERNANCE THAT REFLECTS COMMUNITY VALUES

*Initiative A: Improve intra- and intergovernmental coordination, cooperation, and collaboration*

*Initiative B: Respond to and balance demands for fairness, efficiency, and equity*

*Initiative C: Continue to make county government accessible, understandable, and transparent*

*Initiative D: Inform, engage and educate elected officials and the public*

**Goal 3**

IMPLEMENT PLANNING AND ECONOMIC DEVELOPMENT POLICIES WHICH CREATE A BALANCED, DYNAMIC LOCAL ECONOMY THAT PROMOTES DIVERSITY, SUSTAINABLE GROWTH AND ENHANCED REVENUE WHILE EMBRACING COMMUNITY VALUES

*Initiative A: Develop and implement a comprehensive economic development policy to adequately address county revenue needs and allocate costs and benefits appropriately*

*Initiative B: Help support, develop, and regulate local economic activity*

*Initiative C: Create and implement land use, infrastructure, and natural resource policies to support sustainable growth and development*

Goal 4

INVEST IN QUALITY COUNTY FACILITIES, A DIVERSE WORK FORCE, AND TECHNOLOGY TO ACHIEVE A HIGHPERFORMING COUNTY GOVERNMENT

*Initiative A: Invest in quality county facilities, equipment and infrastructure*

*Initiative B: Invest in and develop a quality organization and work force*

*Initiative C: Invest in information technology to help provide quality services, information and communications*

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

*Initiative A: Promote a sustainable community*

*Initiative B: Reduce solid waste generation and impact, increase recycling and improve solid waste handling and disposal*

*Initiative C: Promote energy conservation and alternative fuels*

*Initiative D: Conserve and protect natural and cultural resources*

*Initiative E: Reduce greenhouse emissions and other negative impacts on climate*

Goal 6

ENSURE A HIGH QUALITY OF LIFE AND LIFELONG LEARNING THAT CHAMPIONS DIVERSITY, EDUCATION AT ALL LEVELS, LIBRARIES, PARKS, RECREATION, AND ANIMAL WELFARE

*Initiative A: Promote and support education and lifelong learning*

*Initiative B: Promote responsible pet ownership and care*

*Initiative C: Promote and support sustainable parks, recreation facilities and activities, and community education programs*

## ATTACHMENT 2. IDENTIFIED PRIORITIES FOR 2009-2010 BUDGET

Priority #	Votes	Priorities for FY 2009-10 (sorted in descending order)
P-1	6	Conserve high priority natural areas, wildlife habitat, and prime forests. (Goal 5)
P-2	5	Implement Comprehensive Land Use Plan (Goal 3) a. Rewrite zoning and subdivision regulations
P-3	5	Develop economic plans for 3 districts (Goal 3)
P-4	5	Review services to identify and protect 'safety net' programs and services. (Goal 1)
P-5	4	Encourage for profit investments in affordable housing and review available tools. (Goal 1)
P-6	4	Develop plan, and tools to improve the way county and citizens communicate with each other; foster two-way exchange (Goal 2)
P-7	4	Improve intra- and intergovernmental coordination, cooperation, and collaboration. (Goal 2) a. Work with Town of Hillsborough on: o Joint land use planning approaches, policies and ordinances and annexation o Economic Development Districts b. Work with Durham on: o Economic Development Districts
P-8	4	Examine advisory boards and commissions (Goal 2): a. Ensure they are meeting their missions b. Determine how boards relate to each other and how their work can be best integrated with BOCC c. Ensure sustainability goals d. Ensure fit with overall county vision e. Recognize (and be sensitive to) consistencies represented by boards, commissions when framing this review
P-9	4	Update economic development plan for county (Goal 3): a. Clarify Economic Development plan for each district b. Identify spectrum of tools c. Identify other stakeholders d. Identify what county wants to see happen
P-10	4	Develop an energy plan that includes economic development strategies to attract, retain, and grow "green" business

P-11	4	Invest in technology to increase worker efficiencies, e.g., web streaming, paperless agendas, integrated tracking systems between field and office .(Goal 4)
P-12	4	Implement county's environmental responsibility goals (Goal 5)
P-13	4	Plan to provide 'equitable' library services for OC residents. (Goal 5)
P-14	4	Fulfill remainder of bond issuance approved by voters in 2001 for soccer and Twin Creeks. (G- 5)
P-15	3	Complete stewardship and management plans for land legacy. (Goal 5)
P-16	2	Develop and accounting and assessment system of water and air pollution (Goal 5): b. 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 c. Begin multi-year implementation of Observable Well Network
P-17	2	Review the Schools and Adequate Facilities Public Funding Ordinance. (Goal 2) a. Is it doing what it was originally intended? b. Does it have application for Durham and Mebane?
P-18	1	Address inequities between old and new schools. Older schools are in need of capital improvements. Building new schools has been the funding priority (Goal 4)
P-19	0	Relations with UNC-Chapel Hill: Be actively involved and informed about UNC-CH decisions and intentions (Goal 2)
P-20	0	Support transit, pedestrian, and bicycle facilities and other alternatives to the single passenger automobile (Goal 3)
P-21	0	Amend county zoning to address and modernize airport and related issues (Goal 3)
P-22	0	Review and update county personnel and operational policies and procedures. (Goal 4)
P-23	0	Design and fund space for county attorney offices. Manager and board to discuss concept and staffing. (Goal 4)
P-24	0	Plan to acquire/land bank for future park development. (Goal 5)
P-25	0	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 CIP. (Goal 5)
P-26	0	Clarify and communicate to public how and why county funding is allocated the way it is. (Goal 2)