

ORANGE COUNTY BOARD OF COMMISSIONERS

AGENDA

BOCC Work Session
February 10, 2026
Meeting – 7:00 p.m.
Southern Human Services Center
2501 Homestead Road
Chapel Hill, NC 27514

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| (7:00 – 8:45) | 1. | Boards and Commissions – Annual Work Plan Summaries |
| (8:45 – 9:30) | 2. | Presentation of Fee Study for Emergency Services, Planning & Inspections, and Environment, Agriculture, Parks and Recreation (DEAPR) |
| (9:30 – 9:35) | 3. | Board of Health – Appointment Discussion |
| (9:35 – 9:40) | 4. | Chapel Hill-Orange County Visitors Bureau Advisory Board – Appointments Discussion |
| (9:40 – 9:45) | 5. | Economic Development Advisory Board – Appointments Discussion |
| (9:45 – 9:50) | 6. | Orange County Planning Board – Appointments Discussion |

Orange County Board of Commissioners' meetings and work sessions are available via live streaming video at orangecountync.gov/967/Meeting-Videos and Orange County Gov-TV on channels 1301 or 97.6 (Spectrum Cable).

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: February 10, 2026

**Action Agenda
Item No. 1**

SUBJECT: Boards and Commissions – Annual Work Plan Summaries

DEPARTMENT: Board of Commissioners

ATTACHMENT(S):
Annual Work Plan Summaries

INFORMATION CONTACT:
Clerk's Office, 919-245-2130

PURPOSE: To receive brief presentations from representatives from the first group of County boards and commissions on their annual work plan summaries and provide feedback and/or direction. Presentations from the second group of boards and commissions on their annual work plan summaries are scheduled for the Board's March 10, 2026 work session.

BACKGROUND: Each year, the Board of County Commissioners (BOCC) requests that County boards and commissions complete reports on the activities each board conducted over the past year and a plan for future activities consistent with the BOCC's strategic goals. The Chairs or other board representatives make presentations to the BOCC to share information in their written reports. A second group of work plan presentations is scheduled for the March 10, 2026 work session.

Boards and commissions presenting at this meeting are:

<u>Board Name</u>	<u>Representative(s) Presenting</u>
Orange County Parks and Recreation Council	Natalie Ziemba
Historic Preservation Commission	Art Menius
Agricultural Preservation Board	Michael Hughes
Commission for the Environment	Ian Morse
Animal Services Advisory Board	Allan Polak
Human Relations Commission	Rhian Carreker-Ford
Affordable Housing Advisory Board	Lynn Nilssen
Orange County Housing Authority Board	Jana Murdock-Doherty
Alcoholic Beverage Control Board	Judson Williamson

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

ALIGNMENT WITH STRATEGIC PLAN: This item supports:

- **GUIDING PRINCIPLE – INCLUSIVITY AND ENGAGEMENT**

We foster an environment in which all are welcomed, represented, and empowered to participate in and feel connected to their community.

- **GUIDING PRINCIPLE – DEDICATION AND RESPECT**

We commit to our roles in public service and organizational excellence by fostering the skills, talents, and innovation of our residents, employees, volunteers, and boards needed to carry out this work.

RECOMMENDATION(S): The Manager recommends that the Board review the annual work plan summaries from boards and commissions, receive the presentations, and provide feedback and/or direction.

ORANGE COUNTY BOARDS AND COMMISSIONS ANNUAL REPORT AND WORK PLAN

Name of Board/Commission: Parks and Recreation Council

Report Period: January 2025 - December 2025

The Board of County Commissioners (BOCC) appreciates the dedication of all volunteers on Orange County boards and commissions and asks each body to complete an Annual Report and Work Plan. This document will inform the BOCC of the activities each board/commission has conducted over the past year and detail a plan for future activities. These activities should be consistent with the board/commission's assigned charge and the goals identified in the Orange County Strategic Plan (Strategic Plan). General information about the Strategic Plan is available here.

Person to address the BOCC, title, and contact information: **Natalie Ziemba, Chair**
(natalieziemba@yahoo.com)

Primary staff contact: **David Stancil, DEAPR Director**
(dstancil@orangecountync.gov)

1. How many times per month does this board/commission meet, including any special meetings and subcommittee meetings?

Regular meetings are the first Wednesday of each month (except for January and July), plus a biennial joint town/county advisory board meeting. Members also participate in semi-annual Intergovernmental Parks Work Group meetings

2. Please briefly describe this board/commission's assigned charge and responsibilities. Board-specific Policies and Procedures documents, which detail the charge and responsibilities for each board/commission, are available here.

The Council serves as the advisory board for provision of parks facilities and recreation programs. It suggests policies, within its powers and responsibilities as stated in Article 26 of the Code of Ordinances. The Council shall consult with and advise the Board of Commissioners and staff in matters affecting recreation policies and programs, advise on the acquisition of parkland and lands for recreation programs, and advise on individual park master plans and long-range planning for recreation and parks, including the development of plans, studies and reports.

3. What are your board/commission's most important accomplishments during the report period?

The Council is the steering committee and lead advisory board for the Orange County Trails Plan that is underway and worked with consultant and staff to develop workshop materials and develop goals and objectives. In addition, the PRC has received regular reports and providing feedback on the Mountains to Sea Trail progress, parks design and construction projects, and receives regular thorough updates on parks status and recreation programs and activities from staff.

The PRC has also advised the Board and Staff on a variety of topics, including:

- Advise on planning, design, and construction of new park facilities, including the new Perry Hills Mini-Park.
- Provide feedback on the Lands Legacy Action Plan as relates to new parks and public open space.
- Hearing from local residents about community recreation or park facility needs, developing recommendations as needed.
- Capital funding recommendations for parks/open space (Capital Investment Plan)
- Sponsor the annual Nature of Orange Photography Contest.
- Periodic site visits to County Parks.
- Review and feedback on recreation and athletic programs.

4. Please list any specific tasks, events, or functions performed or sponsored annually.

- Assists in Great Trail State Coalition events and hikes
- Receive updates on the Mountains to Sea Trail (MST)
- Co-sponsor the Nature of Orange Photography Contest
- Representation on the Intergovernmental Parks Work Group
- Support department functions and special events
- Review of annual CIP proposals for parks
- Receive annual report and provide feedback on recreation programs
- Receive annual report and provide feedback on parks and facilities
- Prepare Annual Report and Work Plan for BOCC

5. Describe this board/commission's activities/accomplishments in carrying out the goals identified in the Orange County Strategic Plan. General information about the Strategic Plan is available [here](#).

- Serve as steering committee for Orange County Trails Plan (Goal 1 Objective 5)
- Advise on recreational, and parks programs and facilities, as well as serving as co-sponsor for the Nature of Orange Photography Contest (Goal 2 Objective 8)
- The PRC also was the lead advisory board in the creation of the Parks and Recreation Master Plan 2030. (Goal 5)
- The PRC was the lead advisory board for the Parks and Recreation Element of

the Comprehensive Plan, and regularly reviews progress toward the Land Use Plan 2050 progress (Goal 1, Objective 5).

- The PRC reviews, as needed, site plans for major subdivision applications in the county’s jurisdiction and as needed makes recommendations on potential land dedication for parks and open space. (Goal 5)
 - The Council reviews plans and advises on new park construction and openings (such as Blackwood Farm Park, Hollow Rock Nature Park), and participates in park master planning efforts such as the recent Perry Hills MiniPark. (Goal 6)
6. Describe any collaboration between this board/commission and other boards and commissions.

Some members of the PRC also sit on other advisory boards, such as the Commission for the Environment and the New Hope Creek Corridor Advisory Board. The Council also has a member on the Intergovernmental Parks Work Group and has in the past met with and shared information with the Board of Health on opportunities for linking healthy lifestyles and parks. The PRC biennially meets with its sister advisory boards in the three towns, with the next session projected to occur in 2026. The Council has also advised and reviewed information from the Historic Preservation Commission, Orange County Sportsplex, the Town of Hillsborough, Fairview Community Watch, the Occoneechee Tribal Council and the Alliance for Historic Hillsborough (River Park), among others.

7. Identify any activities this board/commission expects to carry out in 2026 that are related to the Orange County Strategic Plan. General information about the Strategic Plan is available [here](#). If applicable, please list any fiscal impact (i.e., funding, staff time, other resources) associated with these proposed activities.
- The Council will be informed on and begin the process of review and preliminary discussion for the scheduled 2029 replacement of the Central Recreation Center. (Strategic Plan Goal 2.8)
 - The PRC reviewed proposed master plan revisions for the next phase of Blackwood Farm Park and plans to provide continued advice and feedback as construction plans proceed. The Council would also like to see native planting and pollinator friendly habitat efforts accompany this initiative. (Strategic Plan Goal 1.7 and 2.8)
 - The PRC plans to continue promoting activities toward trail planning and development and advise on the efforts with the “Great Trails State Coalition,” of which the County is a member. The Council would like to sponsor quarterly or semiannual public hikes at our parks. Continued review and advice on the Mountains to Sea Trail progress, along with the 2026 Nature of Orange photography contest, is projected. (Strategic Plan Goal 2.8)
 - Promote shared usage of facilities between the County and the Orange County Schools (Strategic Plan Goal 5.1)

- **Continue to serve as the County Trails Plan steering committee, provided advice and feedback as needed. This effort will look at current and planned future trails, and explore gaps, interconnections and needs for the future. The Council also plans to coordinate in the parallel Bicycle and Pedestrian Plan effort with the OUT Board and Transportation Department (Strategic Plan Goal 4.2)**
 - **The Council reviewed the need for a County recreational public water feature. The Council wishes to promote implementation of a SplashPad in the future, at a site to be determined, based on community interest and funding availability. (Goal 2.8).**
 - **Review potential missing amenities at parks, drawing upon information from the inventory of parks facilities, provided in the 2030 Parks and Recreation Master Plan. As the 2030 Master Plan comes to an end, such conversations will inform the planning for the next master plan, the initial planning of which should begin in 2027. (Goal 2.8)**
8. What concerns or emerging issues does this board/commission anticipate for the upcoming year that it plans to address or wishes to bring to the BOCC's attention?
- **The demand on the County's existing soccer fields and tennis/pickleball courts continues to be a concern raised to the Council and staff on a regular basis. While the new tennis/pickleball courts at Fairview will help address this, other courts exist and could be made available to meet demand. In particular, the Council notes the 14 tennis courts that exist at Orange High and Cedar Ridge High. As previously noted, it is our understanding these courts have been largely unavailable for public use since the pandemic. Allowing these courts to come back into public use during specified timeframes that do not conflict with school uses would be desirable. As there is no longer an expansion of the Soccer.com Center and Millhouse Road Park (soccer center), new opportunities for public soccer fields in central and northern Orange County need to be found. The Council understands the many financial constraints the County is faced with but would encourage finding a way to increase the soccer field inventory in the next three to five years.**
 - **The need for indoor recreation and gymnasium space also continues to be a major concern, and the Council is appreciative of the acknowledgment of this in the CIP with the planned new Recreation Center. The County's lone recreation center, the Central Rec Center on West Tryon Street in Hillsborough, is now 68 years old, and the Council hopes that the new project can stay on track to meet the significant demand that exists for indoor gym space. The current Central Rec Center continues to be "maxed out" in terms of space, with the County unable to fully serve the existing demand from our residents. We encourage the planning for the new center to continue to take into consideration not just the replacement of the 1957 facility but needed additional space to accommodate existing and future demand.**

- **As noted in last year's plan, and mentioned above, there are many opportunities for facility sharing with the Orange County Schools. This topic has been discussed at length in years past, with efforts undertaken to attempt to address the potential. In many counties in North Carolina there is a robust system of facility sharing between school facilities and public recreation needs. With the passage of the Schools Bond, the Council would like to suggest that future school planning/construction (and existing facilities) look for ways to make these facilities available for public usage.**
- **The Countywide Trails Plan will be an important blueprint to pull together existing plans and identify new needs. It is important that the Town's trail and greenway plans be linked and coordinated in this document, and we look forward to conversations with our colleagues in the towns about interconnectivity.**
- **The County is receiving increased interest in nature, historic, and other cross-cultural programs at our parks, both from partner organizations and individuals. Partnerships can be forged with fellow County Advisory Boards, other County departments, non-profit organizations and the school systems. The County should look to ramp up its nature programming to meet this demand, and such programs would have the double benefit of being cost-neutral and improving the community's health and quality of life.**
- **Opportunities to increase art and natural beauty within our parks and preserves continues to exist. This could include proactively incorporating art in parks at the design phase and creating more areas of natural beauty and pollinator-friendly habitat in our important open spaces.**

ORANGE COUNTY BOARDS AND COMMISSIONS ANNUAL REPORT AND WORK PLAN

Name of Board/Commission: Historic Preservation Commission

Report Period: January 2025-December 2025

The Board of County Commissioners (BOCC) appreciates the dedication of all volunteers on Orange County boards and commissions and asks each body to complete an Annual Report and Work Plan. This document will inform the BOCC of the activities each board/commission has conducted over the past year and detail a plan for future activities. These activities should be consistent with the board/commission's assigned charge and the goals identified in the [Orange County Strategic Plan](#) (Strategic Plan). General information about the Strategic Plan is available [here](#).

Person to address the BOCC, title, and contact information:

Chair: Art Menius (443) 605-4355 email: art@artmenius.com

Primary staff contact: Peter Sandbeck, DEAPR: 245-2517

psandbeck@orangecountync.gov

1. How many times per month does this board/commission meet, including any special meetings and subcommittee meetings? Once a month (4th Wednesday)
2. Please briefly describe this board/commission's assigned charge and responsibilities.

The Historic Preservation Commission (HPC) is charged with the identification, inventory and protection of architectural and archaeological sites in the County, with publishing and/or offering online records of this inventory and advising the Board of County Commissioners on matters pertaining to historic preservation. The HPC is also charged with providing guidance and a forum for public comments on National Register nominations and administering the Local Landmark Program.

3. What are your board/commission's most important accomplishments during the report period?

- National Register Projects:

Strayhorn House: final draft National Register Nomination completed for this important Carrboro landmark, built 1879 for former slaves Toney and Nellie Strayhorn. Now on agenda for final state review in Feb. 2026.

Andrews House: contracted with qualified consultant to begin project; work now underway on state Study List application, to be submitted to state in early 2026. This unique Modernist house in Chapel Hill Township, built in 1968, was designed by a student of Frank Lloyd Wright and built by prominent local Black stone artisans Alf and Willis Barbee.

- Historic Landmark Projects:
 - Currie-Neville Log House: initiated project to have early 1800s log house on Old NC 86 designated as a landmark. Important for its long ownership by a Black farm family and as a rare surviving example of log craftsmanship.
 - Black Burial Ground Project:
 - Work started in 2025 on a long-term effort to document and map the county's many unprotected Black burial grounds, often associated with formerly enslaved communities.
 - Historic Interpretive Sign Projects:
 - Harvey's Chapel AME Cemetery: now in process of developing text for a sign to tell the story of the early days of the church and to inform visitors about the important early cemetery, to be located adjacent to the cemetery in the county's Seven Mile Creek Nature Area, along a new trail that will get hikers to the site.
 - Black Veterans of the Cedar Grove Community: Collaborating with the Human Relations Commission to develop a new interpretive panel to tell the story of the many Black veterans from that community who served in the armed forces since WW I. Panel will be located at the Cedar Grove Community Center.
 - Historic Resources Book Project: completed editorial review of entire text; obtained final photographs (over 600), which are now undergoing digital editing and caption editing to confirm all details and credit lines. Final copy editing and design work is scheduled to begin in early 2026. *(No fiscal impact—budgeted in past years)*
4. Please list any specific tasks, events, or functions performed or sponsored annually.
- Submits annual report of all activities to the State Historic Preservation Office to meet federal requirements for Certified Local Government status; entitles County to apply for federal historic preservation grants. Staff and members attend mandatory state training.
 - Administers the Orange County Historic Landmark Program, including reviews of proposed restoration work or additions through Certificates of Appropriateness.
 - Promotes the use of National Register designation projects as a way to highlight significant historic and archaeological resources, working in partnership with the Lands Legacy Program.
 - Educational field trips are provided for members, usually at least two per year, to allow members to view current or upcoming project sites or learn more about the county's historic resources.
 - Conducts reviews of proposed public infrastructure projects that might have an impact on historic resources, including cell towers, pipelines and highway projects.
5. Describe this board/commission's activities/accomplishments in carrying out the goals identified in the [Orange County Strategic Plan](#).

The HPC's work to promote the listing of properties on the National Register and designating Historic Landmarks supports objectives aligned with Goal 1: Environmental Protection and Climate Action, Objective 7; the designation of these properties has furthered efforts to preserve historic farmland and rural cemeteries and their surrounding open spaces.

The HPC is currently working on two projects that support Goal 5: Public Education/Learning Community: Objective 1: the historic resources book project and multiple projects to develop and enhance historical and cultural interpretive markers help build collaborative formal and informal educational opportunities and support lifelong learning through sharing the county's rich and diverse cultural history. The dedication of new markers provides public programming related to cultural events, thereby supporting Goal 6, Objective 1:

The preservation of rural historic properties also supports Goal 6: Diverse and Vibrant Economy, Objective 4, by providing resources and assistance to owners of historic farmsteads often utilized as settings for agritourism.

6. Describe any collaboration between this board/commission and other boards and commissions.

The HPC continues to partner with the Orange County Human Relations Commission (HRC) on a joint project to develop a commemorative marker for the burial ground for enslaved workers at the Blackwood Farm Park. The long-term goal of this effort is to develop a program to install permanent markers for many other unmarked burial grounds across the county.

7. Identify any activities this board/commission expects to carry out in 2026 that are related to the Orange County Strategic Plan. General information about the Strategic Plan is available [here](#). If applicable, please list any fiscal impact (i.e., funding, staff time, other resources) associated with these proposed activities.

The HPC plans to designate two additional Historic Landmarks and promote the listing of two additional properties on the National Register; both initiatives will support the continued preservation of historic open space in rural areas, which supports Goal 1: Environmental Protection and Climate Action, Objective 7. (No fiscal impact). Also, new initiatives to develop and promote historical and cultural interpretive markers will provide enhanced collaborative formal and informal educational opportunities and support lifelong learning through sharing the county's rich and diverse cultural history, thus supporting Goal 5: Public Education/Learning Community: Objective 1. (no current fiscal impact—funding will be required in future years to create and install roadside markers as well as develop digital infrastructure for a digital marker system).

8. What concerns or emerging issues does this board/commission anticipate for the upcoming year that it plans to address or wishes to bring to the BOCC's attention?
 - Abandoned Black burial grounds: The HPC continues to learn about additional unmarked Black burial grounds across the county, many of which are associated with enslaved communities. These are often unmarked or poorly marked. The HPC will need a modest dedicated source of funding to help start a project to identify, research, and protect these burial grounds. This project could be supported by volunteers, working with professional archaeologists. Outcomes should include

mapping in GIS, surveying/marketing boundaries, fencing, and permanent interpretive and/or commemorative markers.

- *Need for a small grant program to help preserve endangered rural historic resources:* The HPC seeks funding to establish a small-scale grant program to assist owners with essential preservation work. Numerous endangered rural historic cemeteries and important structures, such as historic schoolhouses, log houses and farm buildings, merit preservation or they will soon be lost. Often the owners have few resources and cannot justify spending money on buildings that are no longer used. The HPC will also pursue grant funding to help start this program. However, some level of County funding will be required to secure grant funds.
- *County historic marker program:* The HPC will initiate a long-range project to explore the feasibility and costs of a county-wide historic and cultural marker program, modeled on similar programs in other areas that utilize both physical markers and/or map-driven web sites and/or phone apps. A marker program is a way to provide accurate historical content in an accessible/interactive format about cultural resources, places and people of significance to our local communities, especially the underrepresented. This should be developed in collaboration with our local government partners.

ORANGE COUNTY BOARDS AND COMMISSIONS ANNUAL REPORT AND WORK PLAN

Name of Board/Commission: Agricultural Preservation Board

Report Period: January 2025-December 2025

Person to address the BOCC, title, and contact information: Michael Hughes, Chair:
(919) 270-6462 or mmh@mmhpe.com

Primary staff contact: Peter Sandbeck, DEAPR staff support

1. How many times per month does this board/commission meet, including any special meetings and subcommittee meetings? Once every other month, on the third Wednesdays of January, March, May, July, September and November.
2. Please briefly describe this board/commission's assigned charge and responsibilities.

The charge of the Agricultural Preservation Board (APB) is "to encourage the voluntary preservation of farmland from non-farm development, recognizing the importance of agriculture to the economic and cultural life of the county."

The Agricultural Preservation Board (APB) serves as the County's advisory board for agricultural issues and administers the Voluntary Farmland Protection Program. The APB advises the BOCC on agricultural development and farmland preservation, sustainable agriculture, emerging trends in agriculture, and other initiatives to help ensure that farming continues to be a viable activity here. The APB makes recommendations on proposed Voluntary Agricultural Districts (VAD) and Enhanced Voluntary Agricultural Districts (EVAD). The APB is responsible for preparing and updating the countywide Agricultural Development and Farmland Protection Plan, and the implementation of the agricultural sections of the Orange County Comprehensive Plan, Natural and Cultural Systems Element (in coordination with other agricultural agencies).

3. What are your board/commission's most important accomplishments during the report period?
 - The completion of a multi-year project to prepare a new *Agricultural Viability and Farmland Stewardship Plan for Orange County*. The APB's Farmland Preservation Subcommittee worked for over two years to prepare a new plan to update and replace our outdated 2009 plan. A draft of the new plan was presented to the BOCC at the April 8, 2025, work session. In response to BOCC comments and input, the draft has been updated and revised with input from Planning staff and review by Legal. A final version will be presented to the BOCC in early 2026.

- In 2025, the APB reviewed and recommended approval for 3 additional farms as Voluntary Agricultural District (VAD) and Enhanced Voluntary Agricultural District (EVAD) farms, adding 110 acres to these programs after being approved by the BOCC. This increased the total enrollment in both programs to 17,689 acres on 158 farms throughout the County (14,892 in VAD and 2,797 in EVAD).
 - Co-hosted a well-attended public workshop on Conservation Easements and Farm Succession Planning, in partnership with the Soil and Water Conservation District. This followed an initial and highly successful Farm Succession Planning workshop in late 2024 that provided information to help farm owners make plans to prepare for the future of their farm businesses and farmland.
 - Hosted another successful annual VAD breakfast and educational program, attended by approximately 60 farm owners in addition to staff and speakers.
4. Please list any specific tasks, events, or functions performed or sponsored annually.
- Host an annual breakfast for VAD landowners to recognize their efforts to preserve agriculture and to provide them with current educational information through presentations and programs.
 - Install new road signs to identify farms that are newly enrolled in the Voluntary Agricultural District programs, to recognize participating farmers and increase program visibility; replace existing signs that have been damaged.
5. Describe this board/commission's activities/accomplishments in carrying out the goals identified in the [Orange County Strategic Plan](#).
- The recommendations contained in the new final draft of the *Agricultural Viability and Farmland Stewardship Plan* address the county's goals of preserving farmland and enhancing the economic viability of local, sustainable agriculture, supporting the goals of **Goal 1: Environmental Protection and Climate Action, Objectives 4 and 7**.
 - The APB's approval of three new farms for enrollment in the Voluntary Agricultural District Program (VAD) provided conservation protection for an additional 110 acres of farmland, including 83 acres now protected by a 10-year conservation agreement through the provisions of the Enhanced Voluntary Agricultural District program, directly supporting the goals of **Goal 1, Environmental Protection and Climate Action, Objective 7**.
6. Describe any collaboration between this board/commission and other boards and commissions.
- The APB continues to take the lead in the long-term project to assist families in enrolling their farms in the state's Century Farm program, a collaborative project with the Historic Preservation Commission, to support the county's comprehensive project to document and make a permanent record of historic farmsteads.

7. Identify any activities this board/commission expects to carry out in 2026 that are related to the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#). If applicable, please list any fiscal impact (i.e., funding, staff time, other resources) associated with these proposed activities.
 - Present to the BOCC the final version of the APB's new *Agricultural Viability and Farmland Stewardship Plan for Orange County*, which will replace the APB's now-outdated Agricultural Development and Farmland Protection Plan adopted by the BOCC in 2009.
 - Provide final input for the current Land Use Plan 2050 update process in collaboration with the Planning Department staff to ensure that farm viability and farmland protection/preservation remain among the highest priorities in the final vision plan.
 - Review applications for farms wishing to enroll in the Voluntary Agricultural District programs and recommend new farms for BOCC approval.
 - Enroll additional farm owners in the Century Farm Program through assistance with applications and deed research.

8. What concerns or emerging issues does this board/commission anticipate for the upcoming year that it plans to address or wishes to bring to the BOCC's attention?
 - *The high rate of loss of prime farmland:* this alarming trend is well documented and presents a significant threat to the future viability of local agriculture in the County. Our prime farmland is characterized by its relatively level topography and high-quality soil types—attributes that make it easiest to develop as those soils are the most suitable for conventional septic systems. Rising land prices make it difficult for existing farmers to justify staying in business, while the cost of establishing a new farm is prohibitive for younger farmers. Farmland throughout the county is being taken out of production and converted to residential use. And this conversion creates higher costs to our County government. Each acre of farmland converted into residential use creates new, additional costs to county government. An economic impact analysis by NCSU for Orange documented that for each dollar of county revenue, the county spends in the range of \$1.30 for residential land use, versus only \$.072 per acre for agricultural use.
 - *A significant percentage of our farmland is controlled by our "senior" farmers:* as they retire, there will be a major reduction in active farm acreage over the next decade. This will result in more land being converted to development. There is a great need for targeted, proactive outreach and assistance to help these farmers develop transition plans. The APB will work to increase efforts to educate farmers/landowners about transition planning and working farmland conservation easements including those available through the Lands Legacy Program, as a way to preserve farmland once it passes out of traditional family ownership.
 - *New Farmland Protection Tools:* Some states and counties have implemented new programs called Land Access Policies and Incentives (LAPIs) that take a proactive approach to providing an affordable path for new/young farmers to obtain land while also implementing farmland conservation easements to protect these new farms. The APB will explore how these are working and look at ways to implement similar programs in the county.

ORANGE COUNTY BOARDS AND COMMISSIONS

ANNUAL REPORT AND WORK PLAN

Name of Board/Commission: Commission for the Environment

Report Period: January 2025-December 2025

The Board of County Commissioners (BOCC) appreciates the dedication of all volunteers on Orange County boards and commissions and asks each body to complete an Annual Report and Work Plan. This document will inform the BOCC of the activities each board/commission has conducted over the past year and detail a plan for future activities. These activities should be consistent with the board/commission's assigned charge and the goals identified in the Orange County Strategic Plan (Strategic Plan). General information about the Strategic Plan is available [here](#).

Person to address the BOCC, title, and contact information:

Regina Baratta, Chair (rtbaratta@msn.com)

Primary staff contact:

Christian Hirni (chirni@orangecountync.gov) and

Wesley Poole (wpoole@orangecountync.gov)

1. How many times per month does this board/commission meet, including any special meetings and subcommittee meetings?

1x/month

2. Please briefly describe this board/commission's assigned charge and responsibilities. Board-specific Policies and Procedures documents, which detail the charge and responsibilities for each board/commission, are available here.

The primary purpose of the Commission for the Environment (CFE) is to advise the Board of County Commissioners (BOCC) on matters affecting the natural environment. This responsibility generally includes: advising on environmental policy, promoting education of the public and local officials on environmental issues, making recommendations on environmental initiatives, and understanding special environmental studies and projects.

3. What are your board/commission's most important accomplishments during the report period?

Scoring the 2025 Community Climate Action Grant Applications

Outline and research for State of Environment Report

Participation in OC Earth Evening, Repair Cafes, Tree Giveaways

Partnership with Hillsborough Climate Challenge Events

4. Please list any specific tasks, events, or functions performed or sponsored annually.

Community Climate Action Grant Application scoring

Nature of Orange Photography Contest Sponsor

Conduct environmental education outreach events (e.g., Earth Evening),

Liaison to Intergovernmental Parks Work Group

Liaison to Orange County's Climate Council

Review and comment on environmental issues (e.g., anti-idling efforts, fracking, biosolids application, water pollution, air quality, forest mgmt.) and other issues assigned by the BOCC

Conduct special studies pertaining to Orange County environment (e.g., energy efficiency/sustainability, forestry effects on water quality, herbicides, and native flora)

RIPPLE Environmental Award

5. Describe this board/commission's activities/accomplishments in carrying out the goals identified in the Orange County Strategic Plan.

Expanded educational opportunities for county staff and community members on climate action and available resources that support projects in this area. (Environmental Protection and Climate Action Goal #3)

6. Describe any collaboration between this board/commission and other boards and commissions.

Provides liaison to Intergovernmental Parks Work Group

Joint scoring of Community Climate Action Grants Application with HRC

Participate in Orange County's Climate Council

Participate in Hillsborough's Climate Challenge

7. Identify any activities this board/commission expects to carry out in 2026 that are related to the Orange County Strategic Plan. If applicable, please list any fiscal impact (i.e., funding, staff time, other resources) associated with these proposed activities.

*Complete the State of the Environment Report (**Limitations: time, access to data**)*

Continue to Support the Orange County Climate Action Plan and work being done by OC Sustainability Office

Review and rank the 2026 Community Climate Action Grants

Participate in 2026 Hillsborough Climate Challenge

8. What concerns or emerging issues does this board/commission anticipate for the upcoming year that it plans to address or wishes to bring to the BOCC's attention?

Advocate for the reestablishment of the full Community Climate Action Grant Funds

Support Sustainability Office Heat Action Efforts

Work with local municipalities, organizations, and universities to understand the status, practices, and impacts of PFAS on air, land, and water and communicate those findings to BOCC and the public

ORANGE COUNTY BOARDS AND COMMISSIONS ANNUAL REPORT AND WORK PLAN

Name of Board/Commission: Animal Services Advisory Board

Report Period: January 2025-December 2025

The Board of County Commissioners (BOCC) appreciates the dedication of all volunteers on Orange County boards and commissions and asks each body to complete an Annual Report and Work Plan. This document will inform the BOCC of the activities each board/commission has conducted over the past year and detail a plan for future activities. These activities should be consistent with the board/commission's assigned charge and the goals identified in the [Orange County Strategic Plan](#) (Strategic Plan). General information about the Strategic Plan is available [here](#).

Person to address the BOCC, title, and contact information: Allan Polak, ASAB Chair; and Debbie Hill, Vice-Chair

Primary staff contact: Elizabeth Overcash, Animal Services Director

How many times per month does this board/commission meet, including any special meetings and subcommittee meetings?

The Animal Services Advisory Board (ASAB) meets monthly on the third Wednesday from 6:30 p.m. to 8:00 p.m., except during the months of July and December. Meetings are open to the public, and community members are encouraged to share their concerns or challenges related to animals in the community.

Six ASAB members also serve on the Animal Services Hearing Panel Pool, which reviews appeals of dangerous dog declarations and other ordinance violations enforced by Orange County Animal Services (OCAS). One ASAB member chairs each appeal hearing, which consists of three members from the Panel Pool, convened under the Unified Animal Ordinance.

In addition, three ASAB members serve on the review committee for the Pat Sanford Animal Welfare Award. Each fall, the committee evaluates applications and selects a recipient based on established award criteria.

Finally, as needed, the ASAB forms task forces to study specific issues that require more detailed research, discussion, or analysis.

Please briefly describe this board/commission's assigned charge and responsibilities. Board-specific Policies and Procedures documents, which detail the charge and responsibilities for each board/commission, are available here.

The Animal Services Advisory Board (ASAB) serves as a sounding board for policy issues raised by residents or identified by the Board of County Commissioners (BOCC). Residents are referred to the ASAB as an important first step in addressing stakeholder concerns before an item is proposed to the BOCC.

As part of this role, the ASAB also receives feedback from members who serve on the Animal Services Hearing Panel Pool. The hearing panel oversees citizen interactions with Orange County Animal Services (OCAS) in matters such as declaring a dog dangerous in response to aggressive behavior or reviewing appeals related to denied kennel permits.

The ASAB also focuses on the human side of animal welfare. A core value of the Board is the concept of One Health—the connection between animals, public health, safety, the environment, and community well-being. One ASAB member also serves as the veterinarian representative on the Orange County Health Board, bridging human and animal health issues in a region where zoonotic diseases remain a significant concern.

What are your board/commission's most important accomplishments during the report period?

- Employee Appreciation Day for OCAS
- Pat Sanford Grant awarded and renewed
- Dog training program initiative launched in conjunction with OCAS
- Public education/Talking points campaign initiated
- Held three Dangerous Dog hearings
- ASAB positions are 100% filled – No Vacancies
- Ongoing assistance w/fundraising efforts, including donations directly from ASAB members to OCAS

Please list any specific tasks, events, or functions performed or sponsored annually.

- Support the annual Clear-the-Shelters adoption event
- Pat Sanford Grant
- ASAB members attend and participate in OCAS Holiday Potluck
- Support and volunteer at scheduled rabies vaccination and microchip clinics
- Employee Appreciation Day – Summer – ASAB sponsored a local ice cream truck to provide free ice cream to all OCAS staff
- Host members of the public at monthly Board meeting and act as a sounding board for their concerns and feedback.

Describe this board/commission's activities/accomplishments in carrying out the goals identified in the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#).

Advisory Board Roles and Responsibilities:

- Provide a setting for stakeholder communication about various animal-related concerns.
- Sustain the ASAB by meeting and answering questions from candidates for Board vacancies, making recommendations to the BOCC, and conducting orientations for new members.
- Worked toward an effective succession of ASAB members on the Animal Services Hearing Panel Pool.
- Support the Pat Sanford Animal Welfare Grant and participated in the application review panel.

Describe any collaboration between this board/commission and other boards and commissions.

Dr. Lee Pickett serves on the Orange County Board of Health as the Veterinarian Representative from the Animal Services Advisory Board.

Identify any activities this board/commission expects to carry out in 2026 that are related to the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#). If applicable, please list any fiscal impact (i.e., funding, staff time, other resources) associated with these proposed activities.

- Update ASAB Orientation video and FAQs
- ASAB Youth Delegate Program
- Veterinary support for animals of unhoused residents
- Employee Appreciation Day – Summer and Winter events
- Pat Sanford Grant
- OCAS Volunteer of the Year award (E. Cramer)
- Support the OCAS Silent auction fundraiser
- Continue to build dog training program
- Support the OCAS Dog Adventures Program

What concerns or emerging issues does this board/commission anticipate for the upcoming year that it plans to address or wishes to bring to the BOCC's attention?

- The ASAB does not anticipate any concerns or emerging issues that it wishes to bring to the attention of the BOCC.

ORANGE COUNTY BOARDS AND COMMISSIONS ANNUAL REPORT AND WORK PLAN

Name of Board/Commission: Human relations Commission

Report Period: January 2025-December 2025

The Board of County Commissioners (BOCC) appreciates the dedication of all volunteers on Orange County boards and commissions and asks each body to complete an Annual Report and Work Plan. This document will inform the BOCC of the activities each board/commission has conducted over the past year and detail a plan for future activities. These activities should be consistent with the board/commission's assigned charge and the goals identified in the [Orange County Strategic Plan](#) (Strategic Plan). General information about the Strategic Plan is available [here](#).

Person to address the BOCC, title, and contact information: Rhian Carreker-Ford, HRC Chair, rhian.carreker.ford@gmail.com, 510-910-8064

Primary staff contact: Paul Slack

1. How many times per month does this board/commission meet, including any special meetings and subcommittee meetings?

The Human Relations Commission (HRC) meets once per month. Any special or subcommittee meetings are scheduled on an as-needed basis.

2. Please briefly describe this board/commission's assigned charge and responsibilities. Board-specific Policies and Procedures documents, which detail the charge and responsibilities for each board/commission, are available [here](#).

The Human Relations Commission is responsible for promoting mutual understanding, respect and fair treatment among all people in Orange County. The HRC advises the Board of County Commissioners on matters on human rights, conducts events to raise awareness and collaborates with various community stakeholders to address human rights concerns.

3. What are your board/commission's most important accomplishments during the report period?

In 2025, we made significant progress in strengthening community ties through events and initiatives such as being a sponsor of the annual Mildred Council Community Dinner as well as hosting the 35th annual Pauli Murray Awards. These events continue to honor local activists and bridge gaps within our diverse community.

4. Please list any specific tasks, events, or functions performed or sponsored annually.

Pauli Murray Awards – Adult Award, Youth Award, Business Award
Mildred Council Community Dinner Sponsorship

5. Describe this board/commission's activities/accomplishments in carrying out the goals identified in the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#).

The Commission aligns its goals with the Board of County Commissioners guiding principle of fostering community engagement and inclusivity. By organizing community events like the Pauli Murray Awards and sponsoring the Mildred Council Community Dinner, we create safe spaces for residents to connect and share their experiences.

6. Describe any collaboration between this board/commission and other boards and commissions.

No formal relationships established at this time. Planned for 2026.

7. Identify any activities this board/commission expects to carry out in 2026 that are related to the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#). If applicable, please list any fiscal impact (i.e., funding, staff time, other resources) associated with these proposed activities.

Community Conversations on Resilience (Feb. 2026)
Pauli Murray Awards 2026 (May 2026)
Housing Series (Jul. – Dec. 2026)
Blackwood Farms Memorial Community Event (Jul. 2026)
Youth Engagement Initiative (Winter - Spring 2026)

8. What concerns or emerging issues does this board/commission anticipate for the upcoming year that it plans to address or wishes to bring to the BOCC's attention?

Sentiment in the county regarding raids by government entities
Potential civil unrest
Affordability in Orange County – address with the housing series; natural disasters – access to resources and build resilience within the community

ORANGE COUNTY BOARDS AND COMMISSIONS ANNUAL REPORT AND WORK PLAN

Name of Board/Commission: Orange County Affordable Housing Advisory Board

Report Period: January 2025-December 2025

The Board of County Commissioners (BOCC) appreciates the dedication of all volunteers on Orange County boards and commissions and asks each body to complete an Annual Report and Work Plan. This document will inform the BOCC of the activities each board/commission has conducted over the past year and detail a plan for future activities. These activities should be consistent with the board/commission's assigned charge and the goals identified in the [Orange County Strategic Plan](#) (Strategic Plan). General information about the Strategic Plan is available [here](#).

Person to address the BOCC, title, and contact information:

Lynn Nilssen, Vice Chair, <lynn.a.nilssen@gmail.com>

Primary staff contact:

Aaron Cohen, Community Development Manager (acohen@orangecountync.gov)

1. How many times per month does this board/commission meet, including any special meetings and subcommittee meetings?

1x/month

2. Please briefly describe this board/commission's assigned charge and responsibilities. Board-specific Policies and Procedures documents, which detail the charge and responsibilities for each board/commission, are available [here](#).

Goals: 1. Publicize the County's housing objectives; 2. Increase the community's awareness, understanding, commitment to and involvement in a comprehensive program of initiatives to increase the amount of attractive affordable housing; 3. Advocate for changes in public policy that will improve opportunities for those who cannot afford housing costs in Orange County;

3. What are your board/commission's most important accomplishments during the report period?

- **Community Engagement with Residents in Underserved Communities**

- **Developer and Housing Partner Engagement**
- **Analysis of Past Orange County Housing Investments**
- **Recommendations to HOME Program, Resulting in Online RFP System**
- **Recommendations to HOME Consolidated Plan**
- **Recommendations to Longtime Homeowners Tax Assistance Program**

4. Please list any specific tasks, events, or functions performed or sponsored annually.

- **Annual Community Meeting**
- **First Annual Developer and Housing Partner Engagement Session**

5. Describe this board/commission's activities/accomplishments in carrying out the goals identified in the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#).

All of the above listed activities work toward the Housing For All goal's first objective: Allocate predictable funding sources to contribute or support adding to affordable housing stock.

6. Describe any collaboration between this board/commission and other boards and commissions.

Affordable Housing Advisory Board

Orange Co. Partnership to End Homelessness (OCPEH) Leadership Team

- **Board connected with leadership to understand challenges of Orange County's most vulnerable populations.**
- **Community Development Program coordinates with OCPEH on HOME Tenant-Based Rental Assistance programs.**

7. Identify any activities this board/commission expects to carry out in 2026 that are related to the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#). If applicable, please list any fiscal impact (i.e., funding, staff time, other resources) associated with these proposed activities.

The following 2026 activities all support the aforementioned Housing For All Objective 1:

- **Feedback on Bond RFP**
- **Feedback on Repair and Rehabilitation Programming**
- **Feedback on HOME project selection**

8. What concerns or emerging issues does this board/commission anticipate for the upcoming year that it plans to address or wishes to bring to the BOCC's attention?

The lack of affordable housing inventory continues to be a major obstacle to achieving our mission of providing stable, dignified housing. This challenge intersects with planning and zoning decisions that could otherwise increase the supply of affordable housing.

Additional sources of funding should be investigated to complement existing local, state, and federal funds, including private and philanthropic funds.

Further analysis of the existing affordable housing stock and past housing investments is needed to support evidence-based decision making.

ORANGE COUNTY BOARDS AND COMMISSIONS ANNUAL REPORT AND WORK PLAN

Name of Board/Commission: Orange County Housing Authority Board

Report Period: January 2025-December 2025

The Board of County Commissioners (BOCC) appreciates the dedication of all volunteers on Orange County boards and commissions and asks each body to complete an Annual Report and Work Plan. This document will inform the BOCC of the activities each board/commission has conducted over the past year and detail a plan for future activities. These activities should be consistent with the board/commission's assigned charge and the goals identified in the [Orange County Strategic Plan](#) (Strategic Plan). General information about the Strategic Plan is available [here](#).

Person to address the BOCC, title, and contact information:
Jana Murdock-Doherty, Chair (jmurdock596@gmail.com)

Primary staff contact:
Alycia Brown, (albrown@orangecountync.gov)

1. How many times per month does this board/commission meet, including any special meetings and subcommittee meetings?

1x/month

2. Please briefly describe this board/commission's assigned charge and responsibilities. Board-specific Policies and Procedures documents, which detail the charge and responsibilities for each board/commission, are available [here](#).

The OCHA Board is a federally mandated advisory board that governs the compliance, fiscal viability and strategic planning of the county's Housing Authority. They possess ultimate decision-making power over all Housing Authority programs (chiefly the Housing Choice Voucher program).

3. What are your board/commission's most important accomplishments during the report period?
 - **Emergency response to Hurricane Chantal**
 - **Project Based Voucher (PBV) addition to admin plan**
 - **RFP release for PBV**

- **Waitlist selection for new participation assistance, the first selection from our general waitlist in 5 years**
 - **Update to preference points of the waitlist**
 - **Additional information sheets developed for participants**
 - **Developed plan to transition Emergency Housing Voucher clients to HCV program after funding was discontinued early**
 - **Updates to termination policies**
4. Please list any specific tasks, events, or functions performed or sponsored annually.
- **Annual Meet-And-Greet (cancelled this year due to recovery assistance)**
 - **Twice-yearly Newsletter**
 - **Landlord Roundtables (quarterly)**
5. Describe this board/commission's activities/accomplishments in carrying out the goals identified in the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#).

All of the above listed activities work toward the Housing For All goal's first objective: Allocate predictable funding sources to contribute or support adding to affordable housing stock.

6. Describe any collaboration between this board/commission and other boards and commissions.

Affordable Housing Advisory Board

Orange Co. Partnership to End Homelessness (OCPEH) Leadership Team

- **Staff connects between boards to share updates and inform of feedback.**
 - **HCV program collaborates with OCPEH with its waitlist referral and Move On initiative, which issues vouchers to clients utilizing various transitional housing options. This helps them transition from homelessness to subsidized housing without case management supports.**
7. Identify any activities this board/commission expects to carry out in 2026 that are related to the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#). If applicable, please list any fiscal impact (i.e., funding, staff time, other resources) associated with these proposed activities.

The following 2026 activities all support the aforementioned Housing For All Objective 1:

- **Project Based Vouchers**
- **Larger selection from waitlist**
- **Transferring EHV clients to HCV program**
- **Increasing FYI voucher utilization and transitioning graduating youth onto HCV program**
- **Renewing issuing vouchers to residents experiencing homelessness**

8. What concerns or emerging issues does this board/commission anticipate for the upcoming year that it plans to address or wishes to bring to the BOCC's attention?

The lack of affordable housing inventory for voucher holders continues to be the major obstacle to achieving our mission of providing stable, dignified housing.

Maintaining relationship with HUD consultants to navigate the current challenges at the federal government level.

Funding outlook for 2026 remains unclear, as the federal government is months delayed in passing their HUD appropriations bill. Rumors are that funding will remain steady, although potentially not increase in line with rents as it has in the past.

ORANGE COUNTY BOARDS AND COMMISSIONS ANNUAL REPORT AND WORK PLAN

Name of Board/Commission: Orange County ABC Board

Report Period: January 2026 -December 2026

The Board of County Commissioners (BOCC) appreciates the dedication of all volunteers on Orange County boards and commissions and asks each body to complete an Annual Report and Work Plan. This document will inform the BOCC of the activities each board/commission has conducted over the past year and detail a plan for future activities. These activities should be consistent with the board/commission's assigned charge and the goals identified in the [Orange County Strategic Plan](#) (Strategic Plan). General information about the Strategic Plan is available [here](#).

Person to address the BOCC, title, and contact information: Click or tap here to enter text.

Judson Williamson Board Chair judd@milestoneslaw.com

Tony DuBois General Manager ocabc@orangeabc.com

Primary staff contact: **Julie Mebane** admin@orangeabc.com

1. How many times per month does this board/commission meet, including any special meetings and subcommittee meetings?

Once per month except in July and December.

2. Please briefly describe this board/commission's assigned charge and responsibilities. Board-specific Policies and Procedures documents, which detail the charge and responsibilities for each board/commission, are available [here](#).

The Mission of the Orange County ABC Board and our employees is to serve our locality responsibly by controlling the sale of spirituous liquor, returning profits to Law enforcement, Alcohol Education, and the County Fund while providing excellent service in customer friendly, modern, and efficient stores.

3. What are your board/commission's most important accomplishments during the report period?

In this fiscal year a distribution of \$881,600 is being made to the Orange County General fund. The board funded local Alcohol Law Enforcement agencies \$200,000. The board also granted community Alcohol Education and Rehabilitation funds to schools and local community organizations \$261,000. The distributions from the board for fiscal year 2025-26 total \$1,342,600.

4. Please list any specific tasks, events, or functions performed or sponsored annually.
We are involved in many area coalitions for underage drinking.
5. Describe this board/commission's activities/accomplishments in carrying out the goals identified in the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#).

NA

6. Describe any collaboration between this board/commission and other boards and commissions.

NA

7. Identify any activities this board/commission expects to carry out in 2026 that are related to the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#). If applicable, please list any fiscal impact (i.e., funding, staff time, other resources) associated with these proposed activities.

We currently have a piece of property in Cedar Grove up for rezoning approval. This will be used for a future ABC store in the northernmost part of the county.

8. What concerns or emerging issues does this board/commission anticipate for the upcoming year that it plans to address or wishes to bring to the BOCC's attention?
Sales have been decreasing from the prior Covid peaks so distributions will not rise in the following fiscal year.

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: February 10, 2026

**Action Agenda
Item No. 2**

SUBJECT: Presentation of Fee Study for Emergency Services, Planning & Inspections, and Environment, Agriculture, Parks and Recreation (DEAPR)

DEPARTMENT: County Manager

ATTACHMENT(S):

Attachment A. Orange County
Comprehensive User
Fee Study
Attachment B. Fee Study Report
Presentation

INFORMATION CONTACT:

Kirk Vaughn, (919) 245-2153

PURPOSE: To receive a presentation reviewing the fees and cost recovery for the programs in Emergency Services, Planning & Inspections, and Environment, Agriculture, Parks and Recreation (DEAPR) by MGT Consulting.

BACKGROUND: In recent years, the strain of inflation has had a significant impact on the County's annual operating budget. For many fee-based activities particularly, the County had two (2) options through the budget. First, the budget could either absorb those cost increases and increase the tax impact of providing these services. Alternatively, the County could pass on fee increases to the users of these programs through fee increases. As a result, the County Manager authorized the Budget Office to conduct a fee study of major fee generating departments. The Budget Office conducted a request for proposals (RFP) and selected MGT Consulting to provide a detailed model of the cost drivers for three (3) County departments.

The consultant worked closely with staff in Planning & Inspections, DEAPR, and Emergency Services. MGT collected data around the costs of operating programs, the fee level and volume of collections, the organization of the departments and the indirect costs of supporting each department. The costs were then aligned to different fees to determine the total cost of each fee activity and each fee division overall. In the attached MGT report, the total cost to the County of operating fee based programs in these three departments is \$21.7 million dollars. The County generates fees in these programs of \$7.6 million or 35% of the cost of the programs. This leaves \$14.1 million in County subsidy to operate these programs. This unique methodology of analyzing the total cost of the fee is different than the typical County or departmental review of fee operations. Typically, the budget document reviews cost recovery at the division or cost center level. Which totals all costs and revenues in the division. This review does not include any costs outside of the division, including indirect support costs or supervisory costs of department administration. Due to this difference of calculation, the percentages in this report will be different and lower than are normally detailed in the annual budget document. The MGT report also puts the County fee schedule in context of selected peer comparisons.

While the MGT report provides a financial picture of the fee-based programs, there are qualitative factors that play a role in setting fee schedules. The County should assess aligning fee programs with the priorities of the strategic plan and consider the impact of fee costs on demand and accessibility of fee based programs on the users of those programs. The attached PowerPoint presentation provides a framework of the various qualitative features that go into setting fees and cost recovery targets. Staff requests feedback from the Board on the importance of different factors in setting rates. Following this presentation and Board discussion, the County Manager will use the priorities expressed to recommend fee changes for the FY 2026-27 Budget.

FINANCIAL IMPACT: There is no immediate financial impact associated with discussion of the Fee Study.

ALIGNMENT WITH STRATEGIC PLAN: This item supports:

- **MISSION STATEMENT** – Orange County is a visionary leader in providing governmental services valued by our community, beyond those required by law, in an equitable, sustainable, innovative and efficient way.

RECOMMENDATION(S): The Manager recommends the Board receive the Fee Study report and presentation from staff and provide feedback that will be utilized to propose fees in the upcoming Manager's Recommended Budget.



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Comprehensive User Fee Study

Orange County, North Carolina

JANUARY 29, 2026

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Executive Summary

Introduction

MGT is pleased to present the government of Orange County, NC with this summary of findings for the recently completed user fee study.

The County contracted with MGT to perform a comprehensive user fee study for most County departments. The study was conducted by MGT in collaboration with those County departments, fiscal leads, management, and staff. MGT would like to take this opportunity to gratefully acknowledge all the staff and managers who participated in this project for their efforts and cooperation. This report presents the findings of the study.

Study Scope and Objectives

The study included a review of fee-for-service activities for the following departments:

- ◆ Emergency Services
- ◆ Environment, Agriculture, Parks, and Recreation (DEAPR)
- ◆ Planning and Inspections

The study was performed under the general direction of the Budget Director, County Manager's Office, the Director of the Department of Environment, Agriculture, Parks, and Recreation, the Director of the Department of Emergency Services, and the Director of the Department of Planning and Inspections, along with the participation of key staff members from each department. The primary goals of the study were to:

- ◆ Determine Orange County's costs to provide specific fee-related services.
- ◆ Determine whether there are opportunities to consolidate and simplify the fee structure or implement new fees as appropriate.
- ◆ Identify service areas where Orange County might adjust fees to better reflect the full cost of services or to subsidize fees with general fund revenue to reflect other economic or policy considerations.
- ◆ Provide comparative data for what similar counties and other agencies are charging for similar services.

The information summarized in this report addresses each of these issues and provides Orange County with the tools necessary to make informed decisions about any proposed fee adjustments and the resulting impact on County revenues.

Summary of Findings

User Fee Financial Overview

The study's primary objective was to provide County decision-makers with the analysis needed to make informed user fee pricing decisions. This report details the full cost of each service for which a user fee is charged and presents current subsidy levels for user fee activities.

At 100% cost recovery, fees attached to a particular service would cover all labor and indirect costs associated with providing that service. If a fee is set below 100% cost recovery, the cost to provide the service would be subsidized through other funding sources such as the General Fund.

The exhibit below shows the annual costs and revenues for County user fees included in this analysis. MGT based the annual cost on the full cost for each fee analyzed multiplied by the annual volume statistics provided. Similarly, current revenues are based upon the current set fee multiplied by the annual volume statistics. Exhibit 1 below displays this information at the Department or Division level. Information on a per fee basis is displayed in Appendix 1 of this report.

As requested, specific fee categories were broken out for both Planning and Inspections and Emergency Services.

Exhibit 1: User Fee Study Results

User Fee Department	Current Cost and Revenue				
	(A) Full Cost of User Fee Services	(B) Current Revenue			(C) Current Subsidy
Emergency Services					
EMS	\$ 16,013,368	\$ 4,523,767	28%	\$ 11,489,601	72%
Fire Marshal	\$ 371,965	\$ 74,765	20%	\$ 297,200	80%
Sub Total	\$ 16,385,333	\$ 4,598,532	28%	\$ 11,786,801	72%
DEAPR	\$ 1,299,321	\$ 419,645	32%	\$ 879,676	68%
Planning and Inspections					
Current Planning	\$ 1,078,336	\$ 332,627	31%	\$ 745,709	69%
Erosion Control	\$ 897,300	\$ 1,242,105	138%	\$ (344,805)	-38%
Inspections	\$ 2,011,503	\$ 1,003,529	50%	\$ 1,007,974	50%
Sub Total	\$ 3,987,139	\$ 2,578,261	65%	\$ 1,408,878	35%
Grand Total:	\$ 21,671,793	\$ 7,596,438	35%	\$ 14,075,355	65%

The results in each column include the following:

- ◆ **Column A, Full Cost of User Fee Services** – This column represents the actual cost for each department to provide user fee services based on annual volume statistics. In total, this study identified approximately \$21.7 million in costs to provide user fee services. It is this amount that was the focus of this study and represents the total potential for user fee-related revenues for the County.
- ◆ **Column B, Current Revenue** – This column shows what the County is currently recovering in revenue for these same services based on average volumes. Based on current fees, the County receives fee-related cost recovery revenue of approximately \$7.6 million which is

an overall 35% cost recovery level. The cost recovery details of individual fees can be found in **Appendix A** of this report.

- ◆ **Column C, Current Subsidy** – This column shows the difference between what it costs the County to provide services versus what is being recovered in revenue for these same services. Current fees recover 35% of full cost, leaving 65%, or approximately \$14.1 million, as unrecovered cost. This difference is being subsidized by other funding sources such as the General Fund. This subsidy represents an opportunity for an updated and more focused cost recovery effort by the County for fee-related services.

Methodology

Following is a summary of the methodology employed to conduct this study.

User Fee Introduction

User fees are charged in a variety of ways, including:

- ◆ **Flat (or fixed) fees** – The fee is always the same, regardless of the size or complexity of the service provided.
 - ◆ **Per square foot or linear foot** – The fee is calculated based on the size of the project under review.
 - ◆ **Hourly (or time-and-materials)** – County staff track time and materials expenses; fees are calculated to recover actual costs. Hourly rates for different fees might vary depending upon the hourly rates of the staff completing tasks associated with that fee.
 - ◆ **Actual cost** – This fee is charged to recover consultant costs as billed to County, or time and materials of staff.
 - ◆ **Percentage of permit fees** – The fee is calculated as a percentage of the original permit fee.
 - ◆ **Other increments** – Fees are calculated based on increments, such as the number of sheets or the number of set-ups / take-downs.
-

User Fee Study Methodology

There are several steps involved in estimating the full cost of an activity attached to a user fee:

1. Data collection
2. Computing hourly rates
3. Obtaining estimates of time spent on fee-related activities
4. Estimating user fees at full cost recovery and projecting changes in revenue

There are also legal, economic, and policy factors that must be considered when making cost recovery recommendations.

Data Collection

MGT coordinated with County departments to obtain information necessary to complete this study, including the following:

- ◆ Schedules of current user fees, including dollar amounts and annual volumes for each fee.
- ◆ FY 2025 revenue and expenditure information for each department.
- ◆ Data about currently occupied positions, salaries, benefits, and FTEs.
- ◆ Department organizational charts.
- ◆ Cost allocation plans.

MGT then met with each department to learn about the following:

- ◆ Desired changes to existing fee schedules, including new fees to be added or existing fees to combine or delete.
 - ◆ Any positions that are vacant and are planned to be filled.
 - ◆ The time spent by staff in each department providing each service.
-

Hourly Rates

A cost-of-service study is comprised of two basic elements:

- ◆ Hourly rates of staff providing a given service.
- ◆ Time spent providing the service.

The product of the hourly rate calculation multiplied by the time spent yields the cost of providing the service.

The hourly rate methodology used in this study builds indirect costs into County staff hourly salary and benefit rates to arrive at fully burdened hourly rates. Fully burdened hourly rates are a mechanism used to calculate the total cost of providing services. Total cost is generally recognized as the sum of the direct cost together with a proportionate share of allowable indirect costs. The proper identification of all costs (e.g., labor, operating expenses, department administration and countywide support) as “direct” or “indirect” is crucial to the determination of the total cost of providing services.

Direct costs are typically defined as those that can be identified with a specific service or activity. These include the labor of people working directly on the service associated with the fee, as well as any materials or supplies used to provide the service. Indirect costs are those that support more than one program area and are not easily associated with specific activities. Examples of indirect costs are:

- ◆ Salaries for departmental administrative and support staff.
- ◆ Training and education time.
- ◆ Public counter and telephone time.
- ◆ Some service and supply costs.
- ◆ Countywide overhead costs from outside of the department, as identified in County’s cost allocation plan.

MGT’s hourly rate calculation methodology includes the following:

- ◆ **Personnel Services Analysis** – Each staff classification within the department or division is analyzed in the study. The first burden factor includes compensated absences such as vacation/holidays/sick leave days taken in a year’s time. Staff classifications are then categorized as either direct (operational) or indirect (administrative or supervisory) labor. In some cases, a classification will have both direct and indirect duties. The total indirect portion of staff cost is incorporated into hourly overhead rates.
- ◆ **Indirect Cost Rate** – A ratio of indirect cost to direct labor (salaries plus benefits) is established based on three elements of indirect cost:
 - **Indirect Labor** – Includes compensated absences, administrative and supervisory staff costs.
 - **Other Operating Expenses** – Other operating expenses are either directly associated with a fee for service activity or are included as an indirect or overhead cost. Some examples of operating expenses that are directly allocated to a particular fee for service are professional services expenses or supplies that are used specifically for that fee for service. Most other operating expenses are classified as indirect costs and are allocated across all fees for service as overhead.
 - **External Indirect Allocations** – This represents the prorated portion of countywide overhead from the County’s cost allocation plan that is allocated across all fees for service as overhead.
- ◆ **Fully Burdened Hourly Rates** – This incorporates all the elements that comprise the hourly rates used in the cost analysis.

- Each direct or operational position is listed, together with the average annual salary and benefits or actual salary and benefits.
- The hourly salary and benefit rate is calculated by adding the annual salary and benefits for an employee and dividing by available hours. The model assumes a standard work year of 2,080 available hours, although this might not apply to all employees, depending on paid time off accrual rates.
- The overhead rate is derived by multiplying the internal and external indirect cost rates by the salary and benefit hourly rates.

The total hourly rate combines the hourly salary and benefit rate and overhead rate. This is the fully burdened hourly rate for each staff member or position. MGT prepared indirect overhead rates and corresponding hourly rate calculations using FY 2025 actual expenditures.

Time Spent

The next step in the process required identifying staff time spent directly on each user fee activity. Each staff person involved in user fee services estimated the time necessary to complete tasks associated with those services. Annual volume statistics were also gathered to develop total annual workload information.

Fee Calculations and Revenue Projections

Given this information, MGT calculated the cost of providing each service, both on a per-unit and annual basis (per-unit cost multiplied by annual volume equals total annual cost). As mentioned above, costs were calculated by multiplying per-unit time estimates by the hourly labor rates; additional operating expenses directly associated with certain services were also included. Finally, if other departments or divisions provided support for certain user fee activities, this time was accounted for and added into the analysis as a crossover support activity. Full costs are then compared to current revenues collected, and subsidies (or over-recoveries) identified.

User fee summaries by department can be seen in the next section of this report.

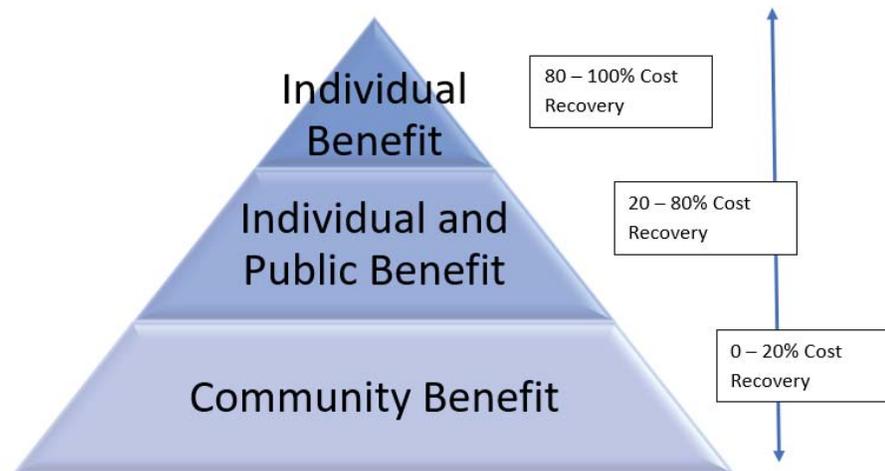
Legal, Economic, and Policy Considerations

Calculating the true cost of providing services is a critical step in the process of establishing user fees and corresponding cost recovery levels. Although it is an important factor, other factors must also be given consideration. County decision makers must also consider the effects that establishing fees for services will have on the individuals purchasing those services, as well as the community.

The following legal, economic, and policy issues help illustrate these considerations.

- ◆ **Community benefit** – The County might wish to subsidize some user fees to reflect policy considerations which supersede cost recovery. For example, many Community Services fees have very moderate cost recovery levels. Some programs are provided free of charge or for a minimal fee regardless of cost. Youth and senior programs tend to have the lowest cost recovery levels. Miscellaneous classes tend to have a moderate cost recovery level and adult sports programs typically have a higher cost recovery level.

The chart below provides a classification method for determining the community benefit versus individual benefit of each program. Generally, as the classification moves up the pyramid, the greater the cost recovery through user fees.



- ◆ **Private benefit** – If a user fee primarily benefits the fee payer, we recommend the fee be set at, or close to, 100% full cost recovery.
- ◆ **Service driver** – In conjunction with the first point above, the issue of who is the service recipient versus the service driver should also be considered.
- ◆ **Understanding demand** – There are other considerations that might inform recommendations for fees not subject to cost recovery limitations. For example, elasticity of demand is a factor in pricing certain municipal services; increasing the price of some services could result in a reduction in the quantity demanded for other services, and vice versa.
- ◆ **Competition** – Certain services might be provided by neighboring communities or the private sector. Demand for these services can be highly dependent on what else might be available at lower prices. Furthermore, if Orange County's fees are too low, demand for services produced by private-sector competitors could decrease.
- ◆ **Incentives** – Fees can be set low to encourage participation in a service.
- ◆ **Policy considerations** – In North Carolina law there are provisions that limit certain government user fees to amounts that are reasonable and tied to the cost of providing services.

Analysis Highlights

User Fee Studies

This study evaluated fee-related services in three Orange County departments:

- ◆ Emergency Services
- ◆ Environment, Agriculture, Parks, and Recreation
- ◆ Planning and Inspections.

For each, we built cost models that tie staff time, operating costs, and overhead to specific fee-bearing activities and then compared those full costs to current and recommended fee levels.

Across all three departments, the services analyzed primarily benefit the individual user, which makes them appropriate for user fee funding. At the same time, several program areas, particularly in DEAPR and Emergency Services, also deliver broad community benefit, which justifies intentional subsidy from the General Fund. The recommended fee structure reflects both realities.

In general, development review and inspection activities are targeted for higher cost recovery because they are directly triggered by private construction or land use decisions. Recreation and EMS services, by contrast, are set below full cost recovery to maintain affordability, respect limits on third party reimbursement, and align with County policy priorities. The narrative below summarizes key results by department. The fee-by-fee detail and peer comparison survey results are presented in **Appendices A and B**.

Emergency Services

Orange County Emergency Services is responsible for the coordination and delivery of 911 communications, Emergency Medical Services, Fire Marshal and life safety functions, and emergency management across the County. The department operates around the clock with a mission to protect lives and property through preparedness, response, and prevention activities.

For this study, the Emergency Services user fee work was divided into two models: Fire Inspections and Emergency Medical Services. The Fire Inspections model covers activities performed by the Fire Marshal and life safety staff, including plan review for fire protection systems, fire code inspections of new and existing occupancies, and related permits. These services primarily benefit property owners and businesses by helping them meet regulatory requirements and maintain safe facilities. The model shows an annual cost of about \$372,000 for these fee-based fire prevention activities. Current fees generate roughly \$74,800 per year in revenue, or only 20% cost recovery, leaving an annual subsidy of about \$297,200.

At the beginning of the project, MGT discussed with management the potential to refine the Fire Inspections fee schedule to better meet the needs of the Fire Marshall and align with current practices. The recommended fee schedule introduces and refines several permit and inspection fees. Given the low recovery rate mentioned above, 20%, the County has an opportunity to increase its fees as Council sees fit. While it is not uncommon to see fire inspection fees charged at 100% cost recovery, it is reasonable to consider this service in some ways public facing, which would justify some level of subsidy from the general fund.

Much of this subsidy is covered by the City of Hillsborough, which has an \$80,000 annual contract to pay Emergency Services for fire inspection services. Emergency Services also has not been charging the Orange County School District for inspecting schools. MGT noted that staff recommend changing that internal policy to maintain equity between the school districts.

The EMS model focuses on ambulance transport services, including advanced life support and basic life support responses and associated mileage. Using call volume, transport mix, payer mix, and cost allocation data, the model estimates that EMS transport and mileage services cost approximately \$16 million per year. At current ALS and BLS base rates and mileage charge, projected revenue is approximately \$4.5 million annually, which equates to roughly 28% cost recovery and a remaining subsidy of about \$11 million. Please note that our model uses conservative volume estimates; actual revenue and recovery rates may be higher.

This gap is driven by external constraints. Federal and state reimbursement schedules, commercial insurance contracts, and limited collection rates for self-pay accounts place a ceiling on what EMS can realistically recover through user fees. Full cost recovery for EMS is not feasible under current reimbursement policy and would be inconsistent with the County's public safety goals. The recommended rates move EMS closer to regional norms, improve cost recovery within those constraints, and still rely on County contributions and other funding sources to support most EMS operating costs.

Peer Comparison Analysis

MGT collected peer data from several agencies to compare the County's current fees against others. Based on the information gathered, EMS rates charged by Orange County are generally lower than those charged by peers, with the exception of Advanced Life Support-2 (Emergency) and Advanced Life Support-2 (Non-Transport). When comparing payment collection mechanisms, MGT found that most peers use a third-party billing system, while Orange County handles billing in-house. Orange County also offers hardship assistance, while none of the peer agencies reviewed provided such assistance. Please see Exhibit B for the complete listing of peers and fees MGT collected data for.

Special Event Coverage Fees

As part of the user fee study, Emergency Services computed hourly rates for use in Special Event Coverage fees. These are intended to help cover the cost of providing staff and equipment at events like concerts. The hourly rates are presented in Exhibits 2 and 3. The County sets the rate for all parties in the County to provide this service. The County does not provide this service itself, due to lack of staff capacity. As such, this fee would initially benefit other providers, primarily South Orange Rescue Squad. If the rates are set too low and other providers no longer offer this service, then the County would need to hire additional staff to provide this service itself. Setting the rate at the amount required for the County to provide this service is useful as a cost avoidance measure.

Exhibit 2: Special Event Fees, Per Hour

Special Event Coverage Fees		
Standby Position	Current Fee (Per Hour)	Proposed Fee (Per Hour)
Additional EMT	\$40.00	\$45.00
Ambulance with 1 Paramedic and 1 EMT	\$120.00	\$220.00
Ambulance with 2 EMTs	\$110.00	\$210.00
Clerical Staff	\$20.00	\$30.00
EM Senior Officer	\$40.00	\$60.00
EMS Command Staff	\$60.00	\$60.00
EMS Physician	\$85.00	\$85.00
Paramedic	\$60.00	\$60.00
Telecommunicator	\$40.00	\$50.00

Environment, Agriculture, Parks, and Recreation

The Department of Environment, Agriculture, Parks, and Recreation is responsible for conserving and managing the County's "green infrastructure," including natural areas, parks and recreation facilities, water resources, and agricultural and cultural resource lands. DEAPR also delivers environmental education, athletics, and recreation programming that supports physical health, stewardship, and community connection.

The user fee study for DEAPR focused on fee-supported recreation and program activities, including youth and adult athletics, classes, camps, preschool and after school programs, special events, and select administrative charges such as alcohol permits. The model indicates that these fee-based services cost approximately \$1.30 million per year to provide. Current fees generate about \$419,600 in annual revenue, which results in a cost recovery rate of approximately 32% and an annual subsidy of about \$879,700.

For the Parks & Recreation Division (Division), MGT will make one recommendation regarding fee recovery related to the alcohol permit. The remainder of the analysis below is designed to provide decision-makers with an informed basis for determining the appropriate suggested cost recovery levels for each program.

Based on the analysis performed, youth athletics, clinics and classes are currently recovering approximately 46% of costs while adult athletics, clinics, and classes are recovering approximately 10% of costs. This means that the County is currently subsidizing adult activities more than youth activities on a percentage basis. The subsidy of these programs in dollars is approximately \$150,000 and \$186,000 for youth and adult activities, respectively. This does not include recreation classes that are provided by the Division, which is currently recovering approximately 15% of costs, or a subsidy of \$134,000.

After school, preschool, and summer camps are recovering on average 40% of total costs. MGT would also like to highlight the administration of alcohol permits currently costs the Department approximately \$242 to process per permit, while the current fee is \$30. The County should strongly consider setting the fee for alcohol permits to \$240 to recover approximately 100% of County costs associated with the permitting process. This recommendation falls in line with other permitting type fees as described in the Planning and Inspections section below.

Through conversations with the Division, there are several agreements or adjustments made within the fee schedule which are partially attributable to the lower cost recovery of certain activities. Some of these agreements include the following:

- ◆ A lease agreement with Orange Tennis Club to pay the County 25% of real rental costs for tennis courts and light usage.
- ◆ No fee, daily or monthly, for drop in programming at the Central Recreation Center. This includes badminton, basketball, and pickleball.
- ◆ A lease agreement with Hillsborough Youth Athletic League to pay the County 25% of the real rental costs for ballfields and light usage.
- ◆ Youth participants enrolled in the Orange County Schools with a copy of their reduced or free lunch certificate received a 25% fee reduction for participation in certain programming. But this fee reduction is not available for afterschool, summer camp and preschool.
- ◆ DSS covers up to \$250 of the cost for children in various DSS programs through the Youth Enhancement Fund. The County absorbs the expense of these children without adding any revenue to the department.

As noted in the Legal, Economic, and Policy Considerations section above, community benefit and individual and public benefit activities typically follow within the 0% to 20% and 20% to 80% recovery levels, respectively. These percentages are not hard-set rules but instead serve as general guidance when making policy decisions regarding cost recovery. DEAPR, and specifically the Parks and Recreation division, have activities that fall between each of the different levels of the cost recovery pyramid. Guidance for cost recovery levels for Parks and Recreation is not as clearly defined as it is for departments such as Planning and Inspections. The County Commissioners should evaluate each program individually and the Division wholistically to determine an allowable subsidy range for each program and the Division. Budgetary factors must be considered as subsidizing Parks and Recreation programs more than current levels could strain the County's general fund, but the Commissioners could consider prioritizing subsidy level efforts to youth sports at the cost of reducing subsidies for other programs such as adult sports, recreation classes, drop-in fees, and certain special events.

Peer Comparison Analysis

For the Parks and Recreation comparison analysis, MGT collected information from several peer agencies, parks and recreation departments or divisions. The fees compared mainly focused on rentals, but MGT did gather information for some other services, such as youth and adult athletes and youth summer camps.

For youth athletics, the County is similar to the peer average, being only \$6 more than the peers. For adult athletics however, the County is \$115 less per team than the peer average with the County's current rate of \$350 and the average being \$465.

For rental rates, the County appears to be in the middle of most offerings. The peer group has several different methods of charging fees such as hourly, daily, flat rate, or a combination of methods. No specific method is the "correct" method, and MGT generally suggest agencies not change its methods of charging fees unless its current system does not meet the needs of the agency. Please see Exhibit B for the complete listing of peers and fees MGT collected data for.

Planning and Inspections

The Planning and Inspections Department serves residents by implementing adopted land use, environmental, and building policies through a system of development regulations. The department manages current planning and zoning, building permitting and inspections, erosion control and stormwater review, floodplain management, and related development services to support stable, high-quality growth while protecting the environment.

The user fee analysis covered the full range of development review and inspection services, including zoning and subdivision applications, special use and rezoning requests, site plan and engineering review, and residential and non-residential building permits and inspections. The model estimates that fees related to Planning and Inspections services cost approximately \$4 million per year. Current fees recover approximately \$2.6 million, or 65% of these costs, leaving an annual general fund subsidy of about \$1.4 million for services that primarily benefit private development activity.

Two factors are relevant when considering cost recovery and revenues. First, planning market activity can be highly cyclical, meaning that departments activity is not consistent over time. In some years, like FY25, planning market activity was lower than average. A fee schedule may need to be set to cover the cost in an average year, one that considers fluctuations in activity over time.

Second, many Erosion Control fees are paid upfront and pay for work that is performed by staff over the course of several years. The County started many large Erosion Control Projects in FY 2025, which means that the excess revenue generated by the fees will be used to cover staff time in future fiscal years.

Like the Emergency Services Department, MGT discussed with management potential changes to the fee schedule that could refine its structure to better match workload drivers. Based on these conversations, Department management do see potential for revisions, such as adjusting fees to better match workload drivers, such as aligning permit costs with the project type and complexity, rather than a flat fee.

From a policy standpoint, this shift moves development review closer to a “growth pays for growth” model. Private projects that generate the work are expected to cover the full cost of those services, which in turn reduces the extent to which general taxpayers subsidize private construction and land use decisions.

During the study, the County expressed a desire to streamline the Planning and Inspections fee schedule by either removing or reclassifying fee groupings and descriptions. MGT has reviewed the fee structure and believes the best opportunity to combine or reduce the number of fee listings is within the Building Miscellaneous and Trades permits section.

Once recovery levels and recommendations are in place, County staff should look for services being charged at the same price point and should discuss whether those services should remain individualized or if they can be grouped together. For example, schedule I in the Building section has four fees that are all charged at the same rate (currently \$125). The fees within that section could be grouped into one line item with a new all-encompassing description.

Peer Comparison Analysis

As with the other sections of this study, MGT collected peer data from several other agencies. Based on the information gathered, the County’s fees generally fall within the middle of the peers reviewed for subdivision review, zoning compliance, and map amendments. The County’s Erosion Control Plan Review is the main outlier when compared to peer agencies. The County’s fee is much higher than the selected peers. Please see Exhibit B for the complete listing of peers and fees MGT collected data for.

Recommendations

MGT's recommendations for Orange County are grounded in the cost-of-service analysis completed for DEAPR, Planning and Inspections, and Emergency Services and are designed to be practical and implementable. The overarching objective is to align the County's fee structure and fee levels with the cost and beneficiaries of service, while honoring policy choices around accessibility, equity, and public safety.

- ◆ Orange County should build on its investment in this detailed user fee study by treating the cost models as living tools rather than one-time exercises. Whether maintained by County staff or updated periodically with outside support, the models for DEAPR, Planning and Inspections, and Emergency Services should be refreshed and reused to evaluate new fees, test policy scenarios, and support future budget decisions. Once the County has a clear picture of full cost, it is important to keep that picture current as service design, staffing, and demand evolve.
- ◆ Orange County should repeat this level of detailed fee analysis at least every three, but not more than every five, years, with minor schedule and rate adjustments in the intervening years. This cadence will allow the Board to recalibrate cost recovery targets as conditions change, including development activity, recreation participation, EMS call volumes, and broader fiscal pressures, while avoiding large, disruptive adjustments that can result from long gaps between studies.
- ◆ Orange County should incorporate an annual inflationary adjustment into its ongoing fee management practices, particularly once it adopts explicit cost recovery targets by program area. Applying a standard index, such as the Consumer Price Index (CPI) or another locally relevant indicator, during each annual budget cycle will help keep fees aligned with underlying labor, benefit, and operating cost trends. This is especially important for departments like Planning and Inspections, where the policy direction is to move development review toward full cost recovery, and for DEAPR and EMS, where fees are intentionally set below full cost but should still keep reasonable pace with rising costs.

Appendix A – User Fee Study Results

The following pages show user fee study results by department.

Emergency Services – Emergency Medical Services

Orange County, North Carolina								
Emergency Services Department - Emergency Medical Services								
FY25								
		Current Conditions				Annual Totals		
No.	Service Name	Fee	Annual Demand	Cost	Recovery %	Cost	Revenue	Subsidy
1	ALS-1 Non-Transport	\$ 150		\$ 893	17%	\$ 1,317,044	\$ 49,848	\$ 1,267,196
2	ALS-2 Non-Transport	\$ 225	1,475	\$ 893	25%			
3	ALS-1 Emergency	\$ 897	5,779	\$ 5,467	16%	\$ 7,773,918	\$ 2,475,189	\$ 5,298,729
4	ALS-2 Emergency	\$ 1,299	299	\$ 1,922	68%	\$ 402,215	\$ 172,965	\$ 229,250
5	BLS Emergency	\$ 755.49	4,847	\$ 2,158	35%	\$ 6,520,191	\$ 1,698,187	\$ 4,822,003
6	Mileage	\$ 16.01	340,096	\$ 22.16	72%	\$ 2,827,255	\$ 127,577	\$ 2,699,677
Total User Fees						\$ 16,013,368	\$ 4,523,767	\$ 11,489,601
% of Full Cost							28%	72%

Footnotes

6: The total cost for Mileage is included in total costs for services 1-5 and is not part of the formula that sums Total User Fees.

Emergency Services – Fire Marshal Division

Orange County, North Carolina								
Emergency Services Department - Fire Marshal Division								
FY25								
No.	Service Name	Current Conditions				Annual Totals		
		Fee	Annual Demand	Cost	Recovery %	Cost	Revenue	Subsidy
1	FIRE MARSHAL							
2	Fire Inspections (by facility type)							
3	Assembly	\$ -	-	\$ -	0%	\$ -	\$ -	\$ -
4	Business	\$ -	-	\$ -	0%	\$ -	\$ -	\$ -
5	Church/Assembly	\$ -	-	\$ -	0%	\$ -	\$ -	\$ -
6	Daycare facility	\$ -	-	\$ -	0%	\$ -	\$ -	\$ -
7	Educational, private	\$ -	-	\$ -	0%	\$ -	\$ -	\$ -
8	Foster Care Home	\$ -	-	\$ -	0%	\$ -	\$ -	\$ -
9	Hazardous	\$ -	-	\$ -	0%	\$ -	\$ -	\$ -
10	Industrial	\$ -	-	\$ -	0%	\$ -	\$ -	\$ -
11	Institutional	\$ -	-	\$ -	0%	\$ -	\$ -	\$ -
12	Mercantile	\$ -	-	\$ -	0%	\$ -	\$ -	\$ -
13	Residential (Common Areas)	\$ -	-	\$ -	0%	\$ -	\$ -	\$ -
14	Storage	\$ -	-	\$ -	0%	\$ -	\$ -	\$ -
15	Fire Inspections (by square footage)							
16	Up to 999 sf	\$ 30	76	\$ 102	29%	\$ 7,781	\$ 2,280	\$ 5,501
17	1,000 to 2,499 sf	\$ 45	188	\$ 314	14%	\$ 60,680	\$ 8,460	\$ 52,220
18	2,500 to 10,000 sf	\$ 100	173	\$ 419	24%	\$ 90,967	\$ 17,300	\$ 73,667
19	10,001 to 25,000 sf	\$ 140	65	\$ 524	27%	\$ 34,060	\$ 9,100	\$ 24,960
20	25,001 to 50,000 sf	\$ 180	25	\$ 629	29%	\$ 15,720	\$ 4,500	\$ 11,220
21	50,001 to 75,000 sf	\$ 225	5	\$ 734	31%	\$ 3,668	\$ 1,125	\$ 2,543
22	75,001 to 100,000 sf	\$ 300	7	\$ 1,048	29%	\$ 7,336	\$ 2,100	\$ 5,236
23	100,001 to 200,000 sf	\$ 425	5	\$ 1,467	29%	\$ 7,336	\$ 2,125	\$ 5,211
24	200,001 to 300,000 sf	\$ 475	-	\$ 1,677	28%	\$ 40,244	\$ -	\$ 40,244
25	300,001 to 400,000 sf	\$ 525	-	\$ -	0%	\$ -	\$ -	\$ -
26	400,001 to 500,000 sf	\$ 600	-	\$ -	0%	\$ -	\$ -	\$ -
27	500,001 to 600,000 sf	\$ 675	-	\$ -	0%	\$ -	\$ -	\$ -
28	600,001 to 700,000 sf	\$ 750	-	\$ -	0%	\$ -	\$ -	\$ -
29	700,001 to 800,000 sf	\$ 825	-	\$ -	0%	\$ -	\$ -	\$ -
30	800,001 to 900,000 sf	\$ 900	-	\$ -	0%	\$ -	\$ -	\$ -
31	900,001 to 1,000,000 sf	\$ 975	-	\$ -	0%	\$ -	\$ -	\$ -
32	1,000,000 sf and greater	\$ 1,200	-	\$ -	0%	\$ -	\$ -	\$ -
33	Re-Inspection Fee							
34	1st Re-Inspection	\$ 50	140	\$ 314	16%	\$ 63,824	\$ 7,000	\$ 56,824
35	2nd Re-Inspection	\$ 100	136	\$ 105	95%	\$ 14,253	\$ 13,600	\$ 653
36	3rd Re-Inspection	\$ 200	10	\$ 52	382%	\$ 524	\$ 2,000	\$ (1,476)
37	Mandatory and Optional Permit Fees							
38	Aerosol products	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
39	Amusement Buildings	\$ 150	-	\$ 210	72%	\$ -	\$ -	\$ -
40	Aviation Facilities	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
41	Battery Systems	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -

No.	Service Name	Current Conditions				Annual Totals		
		Fee	Annual Demand	Cost	Recovery %	Cost	Revenue	Subsidy
42	Blocked Exit	\$ 250	2	\$ 314	80%	\$ 629	\$ 500	\$ 129
43	Carbon Dioxide Systems used in beverage dispensing applications	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
44	Carnivals & Fairs	\$ 150	-	\$ 210	72%	\$ -	\$ -	\$ -
45	Cellulose nitrate film	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
46	Combustible Dust	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
47	Combustible Fibers	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
48	Compressed Gas	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
49	Covered Mall Bldg	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
50	Cryogenic Fluids	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
51	Cutting & Welding	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
52	Dry Cleaning	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
53	Exhibit/Trade Show	\$ 150	-	\$ 210	72%	\$ -	\$ -	\$ -
54	Explosives/Blasting	\$ 350	3	\$ 210	167%	\$ 629	\$ 1,050	\$ (421)
55	30 day Renewal for Explosives/Blasting	\$ 50	2	\$ 210	24%	\$ 419	\$ 100	\$ 319
56	Flammable/Combustible	\$ 50	7	\$ 210	24%	\$ 1,467	\$ 350	\$ 1,117
57	Floor Finishing	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
58	Fruit and crop ripening	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
59	Fumigation/Thermal Fog	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
60	Hazardous Materials	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
61	High-Piled Storage	\$ 50	12	\$ 210	24%	\$ 2,515	\$ 600	\$ 1,915
62	Hot work operations	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
63	Industrial Ovens	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
64	Liquid Fuel Vehicle in Building	\$ 100	-	\$ 210	48%	\$ -	\$ -	\$ -
65	LP Gas	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
66	Lumber yards and woodworking plants	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
67	Magnesium	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
68	Motor Fuel dispensing activities	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
69	Mulch Pile	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
70	Nuisance Fire Alarms	\$ 100	-	\$ 419	24%	\$ -	\$ -	\$ -
71	Open Burning	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
72	Open Flame/Candles	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
73	Open Flame/Torches	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
74	Organic Coatings	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
75	Out of Service Clean Agent Suppression System	\$ 250	-	\$ 210	119%	\$ -	\$ -	\$ -
76	Followup visit non compliant	\$ 500	-	\$ 210	239%	\$ -	\$ -	\$ -
77	Out of Service Exit/Emergency Light	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
78	Out of Service Fire Alarm System	\$ 250	-	\$ 210	119%	\$ -	\$ -	\$ -
79	Followup visit non compliant	\$ 500	-	\$ 210	239%	\$ -	\$ -	\$ -
80	Out of Service Kitchen Suppression	\$ 500	-	\$ 210	239%	\$ -	\$ -	\$ -
81	Out of Service Sprinkler System	\$ 250	-	\$ 210	119%	\$ -	\$ -	\$ -
82	Followup visit non compliant	\$ 500	-	\$ 210	239%	\$ -	\$ -	\$ -
83	Places of Assembly	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
84	Private Fire Hydrant	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
85	Public Education & Orange County Facilities	\$ -	-	\$ 210	0%	\$ -	\$ -	\$ -
86	Pyrotechnics/Fireworks (per location)	\$ 175	3	\$ 210	83%	\$ 629	\$ 525	\$ 104
87	Pyroxylin Plastics	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
88	Refrigeration Equipment	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
89	Repair Garage/FCL Disp.	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -

No.	Service Name	Current Conditions				Annual Totals		
		Fee	Annual Demand	Cost	Recovery %	Cost	Revenue	Subsidy
90	Rooftop Heliports	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
91	Scrap Tire Storage	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
92	Spraying/Dipping	\$ 50	-	\$ 419	12%	\$ -	\$ -	\$ -
93	Stop Work Order Fine	\$ 250	4	\$ 210	119%	\$ 838	\$ 1,000	\$ (162)
94	Tank Install / Removal	\$ 200	3	\$ 838	24%	\$ 2,515	\$ 600	\$ 1,915
95	Tank Install / Removal per additional tank	\$ 25	-	\$ 210	12%	\$ -	\$ -	\$ -
96	Temporary Tents / Canopy (per)	\$ 50	9	\$ 210	24%	\$ 1,886	\$ 450	\$ 1,436
97	Tire-Rebuilding Plants	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
98	Waste Handling	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
99	Wood Products	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
100	Failure to obtain proper permit	\$ -	-	\$ 210	0%	\$ -	\$ -	\$ -
101	1st Violation	\$ 750	-	\$ 210	358%	\$ -	\$ -	\$ -
102	2nd Violation	\$ 1,500	-	\$ 210	716%	\$ -	\$ -	\$ -
103	3rd and Subsequent Violations	\$ 2,500	-	\$ 210	1193%	\$ -	\$ -	\$ -
104	Required Construction Permit Fees							
105	ABC Permit Inspections	\$ -	6	\$ 314	0%	\$ 1,886	\$ -	\$ 1,886
106	Alternative Fire Extinguishing Systems	\$ 150	-	\$ 210	72%	\$ -	\$ -	\$ -
107	Auto Fire Extinguishing System	\$ 0	11	\$ 419	0%	\$ 4,611	\$ 0	\$ 4,611
108	Battery Systems	\$ 150	-	\$ 210	72%	\$ -	\$ -	\$ -
109	Compressed Gas	\$ 150	-	\$ 210	72%	\$ -	\$ -	\$ -
110	Cryogenic Fluids	\$ 150	-	\$ 210	72%	\$ -	\$ -	\$ -
111	Fire Alarm/Detect. Install	\$ 0	18	\$ 419	0%	\$ 7,546	\$ 0	\$ 7,545
112	Fire Extinguisher Class	\$ 20	-	\$ 419	5%	\$ -	\$ -	\$ -
113	Fire Pump	\$ 500	-	\$ 419	119%	\$ -	\$ -	\$ -
114	Fit Testing	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
115	Flammable/Combustible	\$ 175	-	\$ 210	83%	\$ -	\$ -	\$ -
116	Gates and barricades across fire apparatus access roads	\$ 150	-	\$ 210	72%	\$ -	\$ -	\$ -
117	Hazardous Materials	\$ 50	-	\$ 629	8%	\$ -	\$ -	\$ -
118	Hazardous Materials Mitigation	\$ -	-	\$ 210	0%	\$ -	\$ -	\$ -
119	Industrial Ovens	\$ 150	-	\$ 210	72%	\$ -	\$ -	\$ -
120	Life Safety Plan Review	\$ 200	-	\$ 419	48%	\$ -	\$ -	\$ -
121	LP Gas	\$ 50	-	\$ 210	24%	\$ -	\$ -	\$ -
122	Private Fire Hydrant	\$ 150	-	\$ 210	72%	\$ -	\$ -	\$ -
123	Spraying/Dipping	\$ 150	-	\$ 210	72%	\$ -	\$ -	\$ -
124	Standpipe Systems	\$ 200	-	\$ 210	95%	\$ -	\$ -	\$ -
125	Tents/Membranes	\$ 100	-	\$ 210	48%	\$ -	\$ -	\$ -
126	Additional Tent	\$ 25	-	\$ -	0%	\$ -	\$ -	\$ -
127	Non Fee-Related Activities	\$ -	1	\$ 303,562	0%	\$ 303,562	\$ -	\$ 303,562
Total User Fees						\$ 371,965	\$ 74,765	\$ 297,200
% of Full Cost							20%	80%

Environment, Agriculture, Parks, and Recreation – Parks and Recreation Division

Orange County, North Carolina								
Department of Environment, Agriculture, Parks, and Recreation								
FY25								
		Current Conditions				Annual Totals		
No.	Service Name	Fee	Annual Demand	Cost	Recovery %	Cost	Revenue	Subsidy
1	Local Landmark Program	\$ 100	-	\$ -	0%	\$ -	\$ -	\$ -
2	Youth Athletics/Clinics/Classes	\$ 65	1,914	\$ 140	46%	\$ 274,766	\$ 124,410	\$ 150,356
3	Adult Athletics/Clinics/Classes	\$ 113	190	\$ 1,090	10%	\$ 207,036	\$ 21,500	\$ 185,536
4	Recreation - Classes	\$ 50	391	\$ 341	15%	\$ 133,199	\$ 19,550	\$ 113,649
5	Recreation - Summer Camps	\$ 75	2,058	\$ 160	47%	\$ 341,013	\$ 154,350	\$ 186,663
6	Recreation - Afterschool	\$ 160	313	\$ 487	33%	\$ 152,438	\$ 50,080	\$ 102,358
7	Recreation - Preschool	\$ 190	249	\$ 482	39%	\$ 120,042	\$ 47,310	\$ 72,732
8	Special events/equipment purchase for adult and youth athletics, instructional and recreational classes, summer camps and afterschool	\$ -	-	\$ -	0%	\$ -	\$ -	\$ -
9	Recreation - Special Events	\$ 15	153	\$ 455	3%	\$ 69,616	\$ 2,295	\$ 67,321
10	Admin - Alcohol Permit	\$ 30	5	\$ 242	12%	\$ 1,212	\$ 150	\$ 1,062
Total User Fees						\$ 1,299,321	\$ 419,645	\$ 879,676
% of Full Cost							32%	68%

Planning and Inspections

Orange County, North Carolina Planning and Inspections Department FY25							
No.	Service Name	Current Conditions			Annual Totals		
		Fee	Annual Demand	Cost	Recovery %	Cost	Revenue
1	CURRENT PLANNING FEES						
2	Comprehensive Plan						
3	Text Amendment	\$ 550	1	\$ 7,373	7%	\$ 7,373	\$ 550 \$ 6,823
4	Future Land Use Map Amendment	\$ 550	1	\$ 7,966	7%	\$ 7,966	\$ 550 \$ 7,416
5	Unified Development Ordinance						
6	Text Amendments	\$ 550	1	\$ 13,324	4%	\$ 13,324	\$ 550 \$ 12,774
7	Zoning Atlas Amendment - Rezoning						
8	Rezone to Conventional District - Residential	\$ 550	1	\$ 6,398	9%	\$ 6,398	\$ 550 \$ 5,848
9	Rezone to Conventional District - Nonresidential - BASE	\$ 2,250	1	\$ 5,500	41%	\$ 5,500	\$ 2,250 \$ 3,250
	Rezone to Conventional District - Nonresidential (an additional \$100.00 per acre of proposed disturbed area)	\$ 2,000	1	\$ 2,107	95%	\$ 2,107	\$ 2,000 \$ 107
10	Rezone to Conditional District - BASE	\$ 2,000	5	\$ 15,140	13%	\$ 75,698	\$ 10,000 \$ 65,698
	Rezone to Conditional District (an additional \$100.00 per acre of proposed disturbed area staff review fee)	\$ 2,000	5	\$ 888	225%	\$ 4,438	\$ 10,000 \$ (5,562)
11							
12							
13	Zoning Fees: Telecommunication Towers						
	Zoning Compliance Permits for Administratively Approved New Towers - BASE	\$ 1,000	5	\$ 2,347	43%	\$ 11,734	\$ 5,000 \$ 6,734
14							
	Zoning Compliance Permits for Administratively Approved New Towers (plus \$100.00 per acre of the proposed)	\$ 200	5	\$ 322	62%	\$ 1,612	\$ 1,000 \$ 612
15							
	Telecommunication Antenna Collocation/Eligible Facilities Request	\$ 200	-	\$ 97	206%	\$ -	\$ - \$ -
16							
	Zoning Permit Review Fee - Telecommunication Tower Class A	\$ 2,500	-	\$ -	0%	\$ -	\$ - \$ -
17							
	Zoning Permit Review Fee - Telecommunication Tower SUP	\$ 1,500	1	\$ 5,113	29%	\$ 5,113	\$ 1,500 \$ 3,613
18							
	Consultant Fee	\$ -	30	\$ 282	0%	\$ 8,456	\$ - \$ 8,456
19							
	Co-Location Fee	\$ 100	30	\$ 282	35%	\$ 8,456	\$ 3,000 \$ 5,456
20							
21	Board of Adjustment						
	Appeal of Interpretation and Variance - residential	\$ 400	4	\$ 5,844	7%	\$ 23,377	\$ 1,600 \$ 21,777
22							
	Appeal of Interpretation and Variance - non-residential	\$ 600	2	\$ 7,013	9%	\$ 14,027	\$ 1,200 \$ 12,827
23							
	Special Use Permits	\$ 600	3	\$ 11,415	5%	\$ 34,244	\$ 1,800 \$ 32,444
24							
25	Subdivision						
	Concept Plan - BASE	\$ 150	45	\$ 1,830	8%	\$ 82,331	\$ 6,750 \$ 75,581
26							
	Concept Plan (plus \$25.00 per lot)	\$ 300	45	\$ 112	269%	\$ 5,022	\$ 13,500 \$ (8,478)
27							
	Final Plat - BASE	\$ 200	45	\$ 2,540	8%	\$ 114,293	\$ 9,000 \$ 105,293
28							
	Final Plat (plus \$25.00 per lot)	\$ 300	45	\$ 434	69%	\$ 19,551	\$ 13,500 \$ 6,051
29							
	Re-approval	\$ 250	4	\$ 1,232	20%	\$ 4,927	\$ 1,000 \$ 3,927
30							
	Exempt Plat	\$ 50	75	\$ 284	18%	\$ 21,311	\$ 3,750 \$ 17,561
31							
32	Major Subdivision						
	Concept Plan - BASE	\$ 600	4	\$ 2,247	27%	\$ 8,988	\$ 2,400 \$ 6,588
33							
	Concept Plan - Per lot	\$ 1,000	4	\$ 161	619%	\$ 646	\$ 4,000 \$ (3,354)
34							
	Preliminary - BASE	\$ 400	4	\$ 3,438	12%	\$ 13,750	\$ 1,600 \$ 12,150
35							
	Preliminary - Per lot	\$ 1,000	4	\$ 161	619%	\$ 646	\$ 4,000 \$ (3,354)
36							
	Final - BASE	\$ 500	4	\$ 5,747	9%	\$ 22,990	\$ 2,000 \$ 20,990
37							
	Final - Per lot	\$ 500	4	\$ 223	224%	\$ 893	\$ 2,000 \$ (1,107)
38							
	Re-approval	\$ 500	4	\$ 1,255	40%	\$ 5,020	\$ 2,000 \$ 3,020
39							
	Modification of approved subdivision - preliminary or final plat	\$ 500	2	\$ 1,348	37%	\$ 2,696	\$ 1,000 \$ 1,696
40							

No.	Service Name	Current Conditions				Annual Totals		
		Fee	Annual Demand	Cost	Recovery %	Cost	Revenue	Subsidy
41	Zoning Compliance Permits and Site Plan Approvals							
42	Zoning Compliance Permits for single family / duplex residential structure(s)	\$ 55	2,200	\$ 199	28%	\$ 437,825	\$ 121,000	\$ 316,825
43	Residential site plan associated with Conditional District approval - BASE	\$ 600	4	\$ 1,313	46%	\$ 5,253	\$ 2,400	\$ 2,853
44	Residential site plan associated with Conditional District approval - Per dwelling	\$ 2,500	4	\$ 223	1120%	\$ 893	\$ 10,000	\$ (9,107)
45	Nonresidential uses - BASE	\$ 1,000	15	\$ 2,470	40%	\$ 37,043	\$ 15,000	\$ 22,043
46	Nonresidential uses - Per acre	\$ 2,000	15	\$ 192	1040%	\$ 2,885	\$ 30,000	\$ (27,115)
47	Home Occupation Plan Review	\$ 200	15	\$ 1,099	18%	\$ 16,482	\$ 3,000	\$ 13,482
48	EDD Site Plan - BASE	\$ 1,000	2	\$ 2,619	38%	\$ 5,238	\$ 2,000	\$ 3,238
49	EDD Site Plan - Per acre	\$ 2,000	2	\$ 228	878%	\$ 456	\$ 4,000	\$ (3,544)
50	Sign permit application - BASE	\$ 50	25	\$ 563	9%	\$ 14,063	\$ 1,250	\$ 12,813
51	Sign permit application - Per sq. ft.	\$ 64	25	\$ 81	79%	\$ 2,018	\$ 1,600	\$ 418
52	Major Modification to approved site plan (new construction, engineering modifications to the site plan, stormwater revisions, etc.) - BASE	\$ 500	2	\$ 1,287	39%	\$ 2,575	\$ 1,000	\$ 1,575
53	Major Modification to approved site plan (new construction, engineering modifications to the site plan, stormwater revisions, etc.) - Per acre	\$ 2,000	2	\$ 605	331%	\$ 1,210	\$ 4,000	\$ (2,790)
54	Minor Modification to approved site plan (changes in use, site improvement without building additions)	\$ 250	2	\$ 351	71%	\$ 702	\$ 500	\$ 202
55	Administrative approvals, including one-year extensions to approved site plans	\$ 250	12	\$ 529	47%	\$ 6,344	\$ 3,000	\$ 3,344
56	Miscellaneous							
57	Re-Inspection Fee for failed inspection - Residential	\$ 50	-	\$ 295	17%	\$ -	\$ -	\$ -
58	Re-Inspection Fee for failed inspection - Non-Residential	\$ 150	-	\$ 295	51%	\$ -	\$ -	\$ -
59	Review of Traffic Impact study associated with project	\$ 250	-	\$ 295	85%	\$ -	\$ -	\$ -
60	Private Road Right-of-way request	\$ 125	3	\$ 1,291	10%	\$ 3,874	\$ 375	\$ 3,499
61	Abandonment of rights-of-way/release of easements per abandonment or release (includes advertising)	\$ 375	3	\$ 1,009	37%	\$ 3,028	\$ 1,125	\$ 1,903
62	Payment-in-Lieu of Parkland Dedication							
63	Community Park	\$ 5,064	-	\$ 201	2514%	\$ -	\$ -	\$ -
64	District Park	\$ 5,460	-	\$ 201	2711%	\$ -	\$ -	\$ -
65	Hire outside consultants	\$ -	-	\$ 201	0%	\$ -	\$ -	\$ -
66	Other							
67	2030 Comprehensive Plan - B&W	25	-	\$ -	0%	\$ -	\$ -	\$ -
68	2030 Comprehensive Plan - Color	\$ 125	-	\$ -	0%	\$ -	\$ -	\$ -
69	Unified Development Ordinance (UDO) - B&W	\$ 40	-	\$ -	0%	\$ -	\$ -	\$ -
70	Unified Development Ordinance (UDO) - Color	\$ 200	-	\$ -	0%	\$ -	\$ -	\$ -
71	Copy of Map 8.5 x 11	\$ 3	-	\$ -	0%	\$ -	\$ -	\$ -
72	Copy of Map 8.5 x 11 - add'l copy	\$ 2	-	\$ -	0%	\$ -	\$ -	\$ -
73	Copy of Map 11x17	\$ 5	-	\$ -	0%	\$ -	\$ -	\$ -
74	Copy of Map 11x17 - add'l copy	\$ 3	-	\$ -	0%	\$ -	\$ -	\$ -
75	Copy of Map 18x24	\$ 10	-	\$ -	0%	\$ -	\$ -	\$ -
76	Copy of Map 24x32	\$ 15	-	\$ -	0%	\$ -	\$ -	\$ -
77	Copy of Map 30x40	\$ 25	-	\$ -	0%	\$ -	\$ -	\$ -
78	Custom Map 24x32 (Using Existing Data), Zoning Report	\$ 30	-	\$ -	0%	\$ -	\$ -	\$ -
79	Technology Fee	\$ 0	-	\$ -	0%	\$ -	\$ -	\$ -
80	Zoning Verification Letter	\$ 360	12	\$ 2	287918%	\$ 4,320	\$ (1,441)	\$ 1
81	Zoning Compliance Permits for administratively approved new towers	\$ 1,000	-	\$ -	0%	\$ -	\$ -	\$ -

No.	Service Name	Current Conditions				Annual Totals		
		Fee	Annual Demand	Cost	Recovery %	Cost	Revenue	Subsidy
82	EROSION CONTROL / STORMWATER MANAGEMENT							
83	Erosion and Sedimentation Control Plan Review and Inspection Fees							
84	Buffer Authorization Certificate (BAC)	\$ 250	4	\$ 595	42%	\$ 2,379	\$ 1,000	\$ 1,379
85	Floodplain Development Permit (FDP)	\$ 250	1	\$ 1,353	18%	\$ 1,353	\$ 250	\$ 1,103
86	Floodplain No Rise Certificate Review	\$ 250	4	\$ 933	27%	\$ 3,734	\$ 1,000	\$ 2,734
87	Residential and Non-Residential development - Per acre < 10 ac	\$ 900	137	\$ 459	196%	\$ 62,861	\$ 123,300	\$ (60,439)
88	Residential and Non-Residential development - Per acre > 10 ac < 25	\$ 3,300	23	\$ 547	603%	\$ 12,587	\$ 75,900	\$ (63,313)
89	Residential and Non-Residential development - Per acre > 25 ac	\$ 7,800	5	\$ 539	1446%	\$ 2,696	\$ 39,000	\$ (36,304)
90	Erosion Control Plan Revisions - BASE	\$ 450	6	\$ 539	83%	\$ 3,236	\$ 2,700	\$ 536
91	Erosion Control Plan Revisions - Per acre	\$ 450	6	\$ 191	236%	\$ 1,146	\$ 2,700	\$ (1,554)
92	Skimmer Basin Sediment, Trap, and/or Diversion Ditch Review	\$ 600	4	\$ 111	543%	\$ 442	\$ 2,400	\$ (1,958)
93	Land Disturbing (Grading) Permits							
94	Subdivisions and/or Common Plan of Development SFRs <1 acre lots	\$ 100	1,372	\$ 477	21%	\$ 654,425	\$ 137,200	\$ 517,225
95	Less than 10 acres - BASE	\$ 600	51	\$ 517	116%	\$ 26,377	\$ 30,600	\$ (4,223)
96	Less than 10 acres - Per acre	\$ 1,800	137	\$ 176	1025%	\$ 24,055	\$ 246,600	\$ (222,545)
97	Greater than 10 acres but less than 25 acres	\$ 12,000	23	\$ 609	1971%	\$ 14,006	\$ 276,000	\$ (261,994)
98	Greater than 25 acres	\$ 45,000	5	\$ 596	7556%	\$ 2,978	\$ 225,000	\$ (222,022)
99	Land Disturbance Permit (LDP) Renewal	\$ -	4	\$ 355	0%	\$ 1,418	\$ -	\$ 1,418
100	Express EC&SW plan Review	\$ -	2	\$ 1,092	0%	\$ 2,184	\$ -	\$ 2,184
101	Plan Re-Review Fee for >1 disapproval 2nd subsequent disapprovals	\$ 2,100	10	\$ 515	408%	\$ 5,147	\$ 21,000	\$ (15,853)
102	Unscheduled Site Re-Inspection for Single Family House (SFH)	\$ 250	4	\$ 310	81%	\$ 1,238	\$ 1,000	\$ 238
103	Unscheduled Site Re-Inspection for Subdivision, Commercial, Industrial	\$ 500	8	\$ 486	103%	\$ 3,891	\$ 4,000	\$ (109)
104	Unpermitted Land Disturbance: Single Family House (SFH)	\$ 500	2	\$ 486	103%	\$ 973	\$ 1,000	\$ (27)
105	Unpermitted Land Disturbance: Subdivision, Commercial, Industrial	\$ 1,000	1	\$ 486	206%	\$ 486	\$ 1,000	\$ (514)
106	Private Roads	\$ 155	1	\$ 587	26%	\$ 587	\$ 155	\$ 432
107	Storm water Management Plans	\$ 1,000	14	\$ 828	121%	\$ 11,597	\$ 14,000	\$ (2,403)
108	Storm water Management Plan Review (LID)	\$ 500	18	\$ 426	117%	\$ 7,674	\$ 9,000	\$ (1,326)
109	Re-Inspection of Stormwater Control Measure (SCM) associated with a Notice of Violation	\$ 250	4	\$ 964	26%	\$ 3,855	\$ 1,000	\$ 2,855
110	Inspection of Stormwater Control Measure (SCM) associated with a Notice of Violation	\$ 250	2	\$ 1,141	22%	\$ 2,281	\$ 500	\$ 1,781
111	Recurring 5-Year Inspection of Stormwater Control Measure (SCM)	\$ 750	8	\$ 1,768	42%	\$ 14,141	\$ 6,000	\$ 8,141
112	Appeal of Land Disturbing (Grading) Permit	\$ -	1	\$ 1,183	0%	\$ 1,183	\$ -	\$ 1,183
113	Surface Water Identification (SWID) field work.	\$ 300	58	\$ 362	83%	\$ 20,982	\$ 17,400	\$ 3,582
114	Stop Work Order/Notice of Violation for Single Family House (SFH)	\$ 500	1	\$ 1,278	39%	\$ 1,278	\$ 500	\$ 778
115	Stop Work Order/Notice of Violation for Subdivision, Commercial, Industrial	\$ 1,000	1	\$ 1,278	78%	\$ 1,278	\$ 1,000	\$ 278
116	Re-Application Fee	\$ 200	2	\$ 84	238%	\$ 168	\$ 400	\$ (232)
117	Watershed Boundary Amendment	\$ 250	2	\$ 2,330	11%	\$ 4,660	\$ 500	\$ 4,160
118	ENGINEERING (PART OF CP)							
119	Plan Review	\$ 500	-	\$ 322	155%	\$ -	\$ -	\$ -
120	Utility Construction Observation	\$ 600	1	\$ -	0%	\$ -	\$ -	\$ -
121	Land Disturbance Permit (LDP) Renewal	\$ 1	4	\$ 17	3%	\$ 67	\$ 2	\$ 65
122	Express EC&SW plan Review	\$ 10,000	2	\$ 1,306	765%	\$ 2,613	\$ 20,000	\$ (17,387)
123	Technology Fee	\$ 0	165	\$ -	0%	\$ -	\$ 5	\$ (5)
124	INSPECTION BUILDING FEES							
125	Permit Change Fee	\$ 83	139	\$ 12	687%	\$ 1,669	\$ 11,468	\$ (9,799)
126	Change of Contractor Fee	\$ 30	115	\$ 12	250%	\$ 1,381	\$ 3,450	\$ (2,069)
127	Credit Card use fee	\$ -	3,023	\$ -	0%	\$ -	\$ -	\$ -
128	Plans Review - Amendment Fee	\$ 150	101	\$ -	0%	\$ -	\$ 15,150	\$ (15,150)
129	Schedule A							
130	New Residential (1&2 family)	\$ -	180	\$ 529	0%	\$ 95,204	\$ 8	\$ 95,196
131	Residential Plan Review	\$ 180	712	\$ 647	28%	\$ 461,003	\$ 128,160	\$ 332,843

No.	Service Name	Current Conditions				Annual Totals		
		Fee	Annual Demand	Cost	Recovery %	Cost	Revenue	Subsidy
132	Schedule B							
133	Residential renovation/addition	\$ 406	-	\$ 737	0%	\$ 299,265	\$ 133	\$ 299,132
134	Schedule C							
135	Mobile/Modular Homes	\$ -	-	\$ 350	0%	\$ -	\$ -	\$ -
136	Singlewide	\$ 315	26	\$ 599	53%	\$ 15,569	\$ 8,190	\$ 7,379
137	Doublewide	\$ 365	13	\$ 599	61%	\$ 7,784	\$ 4,745	\$ 3,039
138	Triplewide	\$ 465	-	\$ 350	133%	\$ -	\$ -	\$ -
139	Schedule D							
140	New Commercial-per square foot	\$ 1,288	52	\$ 602	0%	\$ 31,281	\$ 14	\$ 31,267
141	Commercial Plan Review	\$ 175	582	\$ 242	0%	\$ 140,584	\$ 22	\$ 140,563
142	(Additional 15% Town of Hillsborough)	\$ -	129	\$ 343	0%	\$ 44,278	\$ -	\$ 44,278
143	Commercial Renovations and Alterations	\$ 185	32	\$ 526	35%	\$ 16,831	\$ 5,920	\$ 10,911
144	Schedule E							
145	Miscellaneous Bldg Inspections							
146	Moving Building - Commercial	\$ 185	7	\$ 321	58%	\$ 2,348	\$ 1,355	\$ 994
147	Moving Building - Residential	\$ 125	7	\$ 321	39%	\$ 2,348	\$ 915	\$ 1,433
148	Building Demolition - Commercial	\$ 125	2	\$ 247	51%	\$ 1,481	\$ 750	\$ 731
149	Building Demolition - Residential	\$ 125	28	\$ 247	51%	\$ 6,910	\$ 3,500	\$ 3,410
150	Change of Occupancy/Use	\$ 125	7	\$ 247	51%	\$ 1,807	\$ 915	\$ 892
151	Swimming Pools - Commercial	\$ 125	-	\$ 312	40%	\$ -	\$ -	\$ -
152	Swimming Pools - Residential	\$ 125	33	\$ 321	39%	\$ 10,585	\$ 4,125	\$ 6,460
153	Woodstove/Fireplace - Commercial	\$ 60	-	\$ 312	19%	\$ -	\$ -	\$ -
154	Woodstove/Fireplace - residential	\$ 60	-	\$ 312	19%	\$ -	\$ -	\$ -
155	Prefabricated residential Utility Bldgs.	\$ 125	7	\$ 321	39%	\$ 2,245	\$ 875	\$ 1,370
156	Sign Permits	\$ 125	10	\$ 334	37%	\$ 3,342	\$ 1,250	\$ 2,092
157	Schedule F							
158	Temporary Serv	\$ 60	150	\$ 118	51%	\$ 17,672	\$ 9,000	\$ 8,672
159	Temporary Serv	\$ 60	150	\$ 118	51%	\$ 17,672	\$ 9,000	\$ 8,672
160	Gasoline Pumps	\$ 60	16	\$ 118	51%	\$ 1,885	\$ 960	\$ 925
161	Miscellaneous Inspections	\$ 125	633	\$ 118	106%	\$ 74,577	\$ 79,125	\$ (4,548)
162	Miscellaneous Inspections	\$ 125	633	\$ 118	106%	\$ 74,577	\$ 79,125	\$ (4,548)
163	Schedule G							
164	Electrical Service Changes	\$ -	-	\$ 2,428	0%	\$ -	\$ -	\$ -
165	Single Phase	\$ 155	-	\$ 17	886%	\$ -	\$ -	\$ -
166	Three phase	\$ 215	-	\$ 17	1230%	\$ -	\$ -	\$ -
167	Schedule H							
168	Electrical Service	\$ -	763	\$ 235	0%	\$ 179,214	\$ -	\$ 179,214
169	>400A Single Phase	\$ 250	338	\$ 244	103%	\$ 82,419	\$ 84,500	\$ (2,081)
170	>400A Three Phase	\$ 320	88	\$ 244	131%	\$ 21,458	\$ 28,160	\$ (6,702)
171	600A - 1200A Single Phase	\$ 560	305	\$ 244	230%	\$ 74,372	\$ 170,800	\$ (96,428)
172	600A - 1200A Three Phase	\$ 640	80	\$ 244	262%	\$ 19,508	\$ 51,200	\$ (31,692)
173	Over 1200A	\$ 2,100	33	\$ 279	63%	\$ 9,201	\$ 5,775	\$ 3,426
174	Schedule I							
175	Water Heater Installation Single Phase	\$ 125	375	\$ 57	220%	\$ 21,267	\$ 46,875	\$ (25,608)
176	Water Heater Installation Three Phase	\$ 125	188	\$ 57	220%	\$ 10,662	\$ 23,500	\$ (12,838)
177	Miscellaneous Inspections Single Phase	\$ 125	375	\$ 57	220%	\$ 21,267	\$ 46,875	\$ (25,608)
178	Miscellaneous Inspections Three Phase	\$ 125	188	\$ 57	220%	\$ 10,662	\$ 23,500	\$ (12,838)
179	Schedule J							
180	Residential Mechanical	\$ -	540	\$ 89	0%	\$ 48,292	\$ -	\$ 48,292
181	Installation ea add'l system	\$ 60	72	\$ 98	61%	\$ 7,084	\$ 4,320	\$ 2,764
182	Replacement of one system	\$ 185	72	\$ 98	188%	\$ 7,084	\$ 13,320	\$ (6,236)
183	Miscellaneous Inspections	\$ 125	36	\$ 98	127%	\$ 3,542	\$ 4,500	\$ (958)

No.	Service Name	Current Conditions				Annual Totals		
		Fee	Annual Demand	Cost	Recovery %	Cost	Revenue	Subsidy
184	Schedule K							
185	Non-residential/ Commercial							
186	Commercial Cooling	\$ 185	5	\$ 35	529%	\$ 175	\$ 925	\$ (750)
187	Commercial Heating	\$ 185	6	\$ 35	529%	\$ 210	\$ 1,110	\$ (900)
188	Commercial Heat/Cool	\$ 185	60	\$ 1,287	14%	\$ 77,217	\$ 11,100	\$ 66,117
189	Commercial Ventilation/Exhaust	\$ 185	-	\$ 77	239%	\$ -	\$ -	\$ -
190	Commercial Cooking (one)	\$ 185	2	\$ 1,287	14%	\$ 2,006	\$ 288	\$ 1,717
191	Refunds	\$ 50	21	\$ 98	-31%	\$ 2,099	\$ (643)	\$ 2,741
192	Issue Certificate of Occupancy	\$ 20	21	\$ 77	26%	\$ 1,656	\$ 428	\$ 1,228
193	Permit Renewal	\$ 60	21	\$ 87	69%	\$ 1,874	\$ 1,285	\$ 589
194	Day Care Permits (existing building new occupancy)	\$ 125	21	\$ 98	128%	\$ 2,099	\$ 2,677	\$ (579)
195	Sprinkler system	\$ 245	21	\$ 86	284%	\$ 1,848	\$ 5,248	\$ (3,400)
196	Temporary Electrical Final Inspection	\$ 125	166	\$ 86	145%	\$ 14,324	\$ 20,750	\$ (6,426)
197	Fire Alarm system	\$ 245	21	\$ 86	284%	\$ 1,848	\$ 5,248	\$ (3,400)
198	Archive research (per project)	\$ 25	21	\$ 317	8%	\$ 6,800	\$ 535	\$ 6,264
199	Grease trap installation	\$ 125	21	\$ 86	145%	\$ 1,848	\$ 2,677	\$ (829)
200	Critical event permit fee waiver (2)	\$ -	21	\$ 77	0%	\$ 1,656	\$ -	\$ 1,656
201	Reinspection fee (no charge for 1st rejection for project. All subsequent	\$ 125	593	\$ 77	162%	\$ 45,855	\$ 74,125	\$ (28,270)
202	Reinspection fee (no charge for 1st rejection for project. All subsequent	\$ 125	21	\$ 77	162%	\$ 1,656	\$ 2,677	\$ (1,021)
203	Application Fee	\$ 55	21	\$ -	0%	\$ -	\$ 1,178	\$ (1,178)
204	Technology Fee	\$ 0	2,787	\$ -	0%	\$ -	\$ 84	\$ (84)
205	Work started with no permits	\$ -	21	\$ -	0%	\$ -	\$ -	\$ -
206	Temporary Certificate of Compliance application fee	\$ 110	21	\$ -	0%	\$ -	\$ 2,356	\$ (2,356)
207	Non Fee-Related Activities	\$ -	1	\$ -	0%	\$ -	\$ -	\$ -
Total User Fees						\$ 3,987,139	\$ 2,578,261	\$ 1,408,878
% of Full Cost							65%	35%

Appendix B – Peer Comparison Survey

The following pages show the results of the peer comparison survey.

Emergency Services – Emergency Medical Services

Activity	Orange County Current Fee	Additional Charge	Alamance County	Catawba County	Mecklenburg County	Durham County	Guilford County	Harnett County	Johnston County	Wake County	Peer Average	Peer Median
Emergency Services Fee Schedule Comparison												
Basic Life Support (Emergency)	\$ 755.49		\$ 863.44	\$ 582.81	\$ 1,194.00	\$ 863.00	Fee not listed	\$ 630.07	\$ 510.86	\$ 1,449.22	\$ 870.49	\$ 863.00
Advanced Life Support-1 (Emergency)	\$ 897.16		\$ 1,025.30	\$ 692.09	\$ 1,194.00	\$ 1,025.00	Fee not listed	\$ 748.21	\$ 606.66	\$ 1,449.22	\$ 962.93	\$ 1,025.00
Advanced Life Support-1 (Non-Transport)	\$ 150.00		\$ 150.00	\$ 150.00	No fee listed	\$ 250.00	Fee not listed	\$ 90.00	\$ 100.00	\$ 200.00	\$ 156.67	\$ 150.00
Advanced Life Support-2 (Emergency)	\$ 1,298.50		\$ 1,484.00	\$ 1,001.70	\$ 1,194.00	\$ 1,484.00	Fee not listed	\$ 1,082.94	\$ 878.05	\$ 1,449.22	\$ 1,224.84	\$ 1,194.00
Advanced Life Support-2 (Non-Transport)	\$ 225.00		\$ 150.00	\$ 150.00	No fee listed	\$ 250.00	Fee not listed	\$ 90.00	\$ 100.00	\$ 200.00	\$ 156.67	\$ 150.00
Mileage	\$ 16.01	Per mile	\$ 18.30	\$ 12.35	\$ 29.00	\$ 18.00	Fee not listed	\$ 13.33	\$ 16.24	\$ 17.88	\$ 17.87	\$ 17.88
Standby Coverage	\$ 120.00	Per hour (3 hour minimum)	\$ 200.00	\$ 100.00	\$ 401.00	\$ 250.00	Fee not listed	Fee not listed	\$ 125.00	Fee not listed	\$ 215.20	\$ 200.00
BLS Non-Transport	Fee not listed		\$ 150.00	\$ 150.00	No fee listed	\$ 250.00	Fee not listed	\$ 75.00	\$ 50.00	\$ 150.00	\$ 137.50	\$ 150.00
The use of procedural charges, e.g., defib, oxygen, blood products	Fee structure not used/listed		Fee structure not used/listed	Fee structure not used/listed	Fee structure not used/listed	Fee structure not used/listed	Fee structure not used/listed	Has dedicated fees for procedural charges (\$20 - \$125)	Fee structure not used/listed	Fee structure not used/listed	Fee structure not used/listed	Fee structure not used/listed
Payor Mix & Collection Mechanism: Third party billing vs. in-house?	In-House Billing		Third-Party Billing (EMS/IMC)	Third-Party Billing (EMS/IMC)	Third-Party Billing via Controlled Nonprofit Agency (Medic 911)	Third-Party Billing (EMS/IMC)	Third-Party Billing (EMS/IMC)	Third-Party Billing (EMS/IMC)	Third-Party Billing (EMS/IMC)	Third-Party Billing (EMS/IMC)	Third-Party Billing	Third-Party Billing
Payor Mix & Collection Mechanism: Assistance / Hardship program	Assistance Offered		No Assistance	No Assistance	Assistance Available	No Assistance	No Assistance	No Assistance	No Assistance	No Assistance	No Assistance	No Assistance
Payor Mix & Collection Mechanism: Subscription Service	No Subscription		No Subscription	No Subscription	No Subscription	No Subscription	No Subscription	No Subscription	Subscription Available	Subscription Available	Some Subscriptions	No Subscription
Special event coverage fees	Hourly Rates		Special Event Standby - Ambulance w/ 2 EMS Providers: \$200.00/hr Special Event Standby - Medic Truck (QRV) w/ 1 EMS Provider: \$100.00/hr	EMS Standby Fee (ALS Unit and two personnel): \$100.00/hr	Varying Rates & Flat Rate Pricing for Specific Events	Hourly Rates		Hourly Rates	Hourly Rates	Hourly Rates	Varying Hourly Rates based on Resource Offering	Varying Hourly Rates based on Resource Offering

Emergency Services – Fire Marshal Division

Activity	Orange County Current Fee	Alamance County	Catawba County	Mecklenburg County	Durham County	Guilford County	Harnett County	Johnston County	Wake County	Peer Average	Peer Median
Fire & Life Safety Division Fee Schedule Comparison											
Fire Inspections											
0–999 sq ft	\$ 30.00	\$ 80.00	\$ 80.00	Varies by construction cost	\$ 30.00	\$ 100.00	\$ 50.00	Not published	\$ 35.00	\$ 62.50	\$ 65.00
1,000–2,499 sq ft	\$ 45.00	\$ 80.00	\$ 80.00	Varies by construction cost	\$ 45.00	\$ 150.00	\$ 50.00	Not published	\$ 70.00	\$ 79.17	\$ 75.00
2,500–9,999 sq ft	\$ 100.00	\$80 (up to 5,000 sq. ft.), \$120 (5,001 to 10,000 sq. ft.)	\$ 120.00	Varies by construction cost	\$ 100.00	\$ 150.00	\$50 (up to 5,000 sq. ft.), \$150 (5,001 to 10,000 sq. ft.)	Not published	\$ 139.00	\$ 115.57	\$ 110.00
10,000–49,999 sq ft	\$ 140.00	\$ 165.00	\$ 165.00	Varies by construction cost	\$ 200.00	\$ 200.00	\$150 (up to 25,000 sq. ft.), \$0.01 / sq. ft. (25,001 sq. ft. and up)	Not published	\$ 250.00	\$ 186.67	\$ 200.00
50,000+ sq ft	\$ 225.00	\$ 205.00	\$ 205.00	Varies by construction cost	\$ 300.00	\$ 300.00	\$0.01 / sq. ft.	Not published	\$477 – \$977	\$ 247.00	\$ 252.50
Other Inspections											
Temporary tents / membrane structures (>800 sf)	\$ 50.00	\$75 (1001–2000 sq. ft.)	\$ 50.00	\$ 135.00	\$ 150.00	Not listed	\$0 (operational); \$100 (construction)	Not listed	\$210 (construction permit to erect >800 sq. ft.)	\$ 111.67	\$ 135.00
Pyrotechnics / fireworks exhibition (per event or location)	\$ 175.00	\$ 150.00	\$ 150.00	\$ 200.00	\$ 175.00	Not listed	\$ 150.00	\$ 75.00	\$ 210.00	\$ 158.57	\$ 150.00
Blasting / explosives	\$ 350.00	\$225 (30-day blasting)	\$ 150.00	\$ 200.00	\$400 (30-day blasting)	Not listed	\$100 (72hr) or \$250 (90-day)	Not listed	Not listed	\$ 215.00	\$ 200.00
Fire alarm & detection (construction)	\$0.015 per sq. ft. gross floor area for each system	\$150 (1–30k sq. ft. new)	\$ 50.00	\$ 200.00	\$150 (1–10k sq. ft.) then \$0.015/sq. ft. >10k	Not listed	\$50 + \$2/device	Not listed	\$0.02/sf	\$ 137.50	\$ 150.00
Automatic fire extinguishing / sprinkler (construction)	\$ 245.00	\$150 (sprinkler ≤2 risers)	\$ 75.00	\$ 200.00	\$150 (1–10k sq. ft.) then \$0.015/sq. ft. >10k	Not listed	\$50 + \$2/nozzle head	Not listed	\$0.02/sf	\$ 143.75	\$ 150.00
Hazardous materials facility (construction / permit)	\$ 50.00	Not listed	\$ 50.00	\$ 200.00	\$ 150.00	Not listed	\$ 100.00	Not listed	\$ 210.00	\$ 142.00	\$ 150.00
Open burning	\$ 50.00	Not listed	Not listed	\$ 100.00	\$ 150.00	Not listed	Not listed	Not listed	\$ 210.00	\$ 153.33	\$ 150.00

Footnotes

Harnett County: Inspection fee data shown is for plan reviews.

Wake County: Inspection fee data was not available, so fees levied by the City of Raleigh were used as a proxy.

Environment, Agriculture, Parks, and Recreation

Agency	Youth Athletics (Sports)	Adult Athletics (Sports)	Youth Summer Camps	Youth Afterschool Programs	Gym Rentals	Athletic Fields Rentals	Athletic Fields Tournaments	Athletic Fields - Lighting	Tennis / Basketball Court Rental	Tennis / Basketball Court Rental with Lights	Tournament Vending Fee	Special Event Vending	Picnic Shelter	Group Camping	Parks Open Space Permit	Amphitheater Use	Large Shelter at park	Special Event (Over 500 people)	Wedding Rental	Farmer's Market Pavilion
Orange County DEAPR	\$65 per child	\$350 per team	\$75 per week/child	\$160 per month/child	Resident: \$50/hour Non-Resident: \$75/hour	Resident: \$40/hour Non-Resident: \$60/hour	Resident: \$50/hour Non-Resident: \$75/hour	\$35/hour	\$10/hour	\$15/hour	\$100/day	\$25/booth per day	Resident - Half Day: \$30 Resident - All Day: \$45 Non-Resident - Half Day: \$35 Non-Resident - All Day: \$50	\$30 per group of 6-30	\$20/hr, or \$75/day	Half Day / Per Hour: \$50 for 1 hour or \$150 for 4 hours All Day: \$2,500	< 4 hours: - Resident: \$75 - Non-Resident: \$80 > 4 hours: - Resident: \$100 - Non-Resident: \$110	Nonprofit: \$265 Business: \$500	\$300	Resident - Half Day: \$20 Resident - All Day: \$35 Non-Resident - Half Day: \$35 Non-Resident - All Day: \$50
Alamance County Parks and Recreations			N/A	N/A	Resident: \$40 for every 2 hours Non-Resident: \$60 for every 2 hours	Resident: \$10/hr or \$50/day Non-Resident: \$15/hr or \$75/day	No tournament-specific pricing for athletic field rentals online	Resident: \$20/hr or \$50/day Non-Resident: \$30/hr or \$75/day	No court rentals listed in available facilities	No court rentals listed in available facilities	No tournaments listed online	Food vendors allowed with permit, but fees not listed online	Resident: \$30 per 4 hours Non-Resident: \$40 per 4 hours	\$10-15 per night	N/A	N/A	Resident: \$30 per 4 hours Non-Resident: \$40 per 4 hours	Resident/Nonprofit: \$2,000 first day Non-Resident/Corporate: \$3,000 first day	\$250-\$500 depending on facility	N/A - refer to Picnic Shelter fees as comp to the Farmer's Market Pavilion
Durham Parks and Recreation	Varies by sport	\$475 per team	\$132 per week	1188/year	Resident: \$60/hr Non-Resident: \$75/hr	Turf Fields: - Resident: \$40/hr - Non-Resident: \$55/hr Grass/All Other Fields: - Resident: \$20/hr - Non-Resident: \$25/hr	Baseball Tournaments (DBAP): \$1,300/day No tournaments listed online for other athletic fields	Turf Fields (w/ lights): - Resident: \$60/hr - Non-Resident: \$75/hr Grass Fields (w/ lights): - Resident: \$40/hr - Non-Resident: \$55/hr DBAP Field Lighting: - Resident: \$25/hr - Non-Resident: \$30/hr	Resident: \$3/hr Non-Resident: \$8/hr	Resident: \$6/hr Non-Resident: \$11/hr	No vending fees online for tournaments	Rec Center Events: <5 hours: \$25 Events >=5 hours: \$35 Other special event fees vary by vendor and event type	Mon-Thurs: - Resident: \$30 \$80/day - Non-Resident: \$45-\$95/day Fri-Sun & Holidays: - Resident: \$55-\$105/day - Non-Resident: \$70-\$120/day	\$20 per night	N/A	Residents: - Mon-Thurs: \$20/hr - Fri-Sun & Holidays: \$25/hr Non-Residents: - Mon-Thurs: \$25/hr - Fri-Sun & Holidays: \$30/hr	Mon-Thurs: - Resident: \$80/day - Non-Resident: \$95/day Fri-Sun & Holidays: - Resident: \$105/day - Non-Resident: \$120/day	Varies by venue, day of week, and customer type. Pricing breakdown in comment.	Mon - Thurs (Min 4 hours): - Resident: \$50/hr - Non-Resident: \$65/hr Fri - Sun & Holidays (Min 6 hours): - Resident: \$60/hr - Non-Resident: \$75/hr	N/A - refer to Picnic Shelter fees as comp to the Farmer's Market Pavilion

Agency	Youth Athletics (Sports)	Adult Athletics (Sports)	Youth Summer Camps	Youth Afterschool Programs	Gym Rentals	Athletic Fields Rentals	Athletic Fields Tournaments	Athletic Fields - Lighting	Tennis / Basketball Court Rental	Tennis / Basketball Court Rental with Lights	Tournament Vending Fee	Special Event Vending	Picnic Shelter	Group Camping	Parks Open Space Permit	Amphitheater Use	Large Shelter at park	Special Event (Over 500 people)	Wedding Rental	Farmer's Market Pavilion
Fayetteville-Cumberland Parks and Recreation	\$40	\$400 per team	\$90 per week	\$140 per month	Nonprofit: \$230 (1-4 hours) - \$50 per additional hour For Profit: \$460 (1-4 hours) - \$100 per additional hour	Rentals w/o Field Prep, Lights & Site Supervision: - Residents: \$40 (up to 4 hrs) or \$55/day - Non-Residents: \$80 (up to 4 hrs) or \$110/day Rentals w/ Field Prep, Lights, etc: - Residents: \$195/day - Non-Residents: \$390/day	No tournament-specific pricing available that differs from standard Athletic Field Rentals	Resident: \$25/hr Non-Resident: \$50/hr	Resident: \$35 (1-4 hrs), \$50 (>4 hours) Non-Resident: \$70 (1-4 hrs), \$100 (>4 hours)	Tennis court fees plus lighting if requested: - Resident: \$175 - Non-Resident: \$350	\$50/day per field/facility	\$50/day per field/facility	- Resident, Non-Profit: \$45 (1-4 hrs), \$75 over 4 hrs - Non-Resident, Non-Profit: \$90 (1-4 hrs), \$150 over 4 hrs - For Profit: Double non-profit fees	\$1 per person per night, \$25 minimum	Resident: \$100 (1-4 hours) - \$25 each additional hour (per side) Non-Resident: \$200 (1-4 hours) - \$50 each additional hour (per side)	N/A	- Resident, Non-Profit: \$70 (1-4 hrs), \$130 over 4 hrs - Non-Resident, Non-Profit: \$140 (1-4 hrs), \$260 over 4 hrs - For Profit: Double non-profit fees	Festival Park can be reserved for special events - pricing TBD	Large/Multi-Purpose Room Rental: - Resident/Nonprofit: \$150 (1-4 hrs); \$25 per additional hr up to 8 hrs maximum; \$200 deposit Small/Medium Room Rental: - Resident/Nonprofit: \$75 (1-4 hrs); \$25 per additional hr up to 8 hrs maximum; \$200 deposit	N/A - refer to Picnic Shelter fees as comp to the Farmer's Market Pavilion
Greensboro Parks and Recreation	\$50	\$400 per team	\$100 per week	\$45 per week	Resident: \$63/hr Non-Resident: \$63/hr	\$40-\$65 per 2 hours, or \$125 per day	Range from \$125 per field per day to \$780 per day for the entire complex	\$40 per field per day	Tennis Courts: - \$5 per person per 1.5 hrs Indoor Basketball Courts: - Resident: \$40/hr per court - Non-Resident: \$55/hr per court	Tennis Courts: - \$5 per person per 1.5 hrs Indoor Basketball Courts: - Resident: \$40/hr per court - Non-Resident: \$55/hr per court	\$200 per event	\$200 per event	Full Day Rental Fees vary by location/capacity: - Resident: \$50-\$175 - Non-Resident: \$75-\$200	N/A - Offered by Guilford County	N/A	\$2,000/day	Full Day Rental Fees: - Resident: \$150 - Non-Resident: \$200	Special Event (Large): - Rental Fee: \$2,000 for the whole park - Permit Fee: \$125-\$200 (varies by event type)	Residents (Guilford): \$125/hr Non-Residents: \$150/hr Entire Garden: \$2,000/day	N/A - refer to Picnic Shelter fees as comp to the Farmer's Market Pavilion

Agency	Youth Athletics (Sports)	Adult Athletics (Sports)	Youth Summer Camps	Youth Afterschool Programs	Gym Rentals	Athletic Fields Rentals	Athletic Fields Tournaments	Athletic Fields - Lighting	Tennis / Basketball Court Rental	Tennis / Basketball Court Rental with Lights	Tournament Vending Fee	Special Event Vending	Picnic Shelter	Group Camping	Parks Open Space Permit	Amphitheater Use	Large Shelter at park	Special Event (Over 500 people)	Wedding Rental	Farmer's Market Pavilion
Mechlenburg County Parks and Recreation	\$95	\$600 per team	Multiple offerings at several prices	\$50/week	Resident: \$100/hr Non-Resident: \$17/hr Non-Resident: \$100/hr	Natural Grass Field: - Resident: \$17/hr - Non-Resident: \$24/hr Synthetic Field: - Resident: \$42/hr - Non-Resident: \$65/hr Sportsplex Rentals: - Resident: \$50/hr (increasing to \$60/hr) - Non-Resident: \$78/hr (increasing to	Sportsplex Tournaments : \$3,000/day - \$7,550/day	Grass & Synthetic Fields: Resident: \$25/hr Non-Resident: \$35/hr Sportsplex Fields: - Resident: \$30/hr - Non-Resident: \$45/hr	Tennis Courts: - Resident: \$5/hr per court - Non-Resident: \$5/hr per court	Tennis Courts: - Resident: \$5/hr per court - Non-Resident: \$5/hr per court	\$50/day	\$50/day	Fees vary by day of week and shelter size: - Resident: \$21-\$103 - Non-Resident: \$31-\$138	Resident: \$15-\$26/night Non-Resident: \$19-\$33/night	Fees not listed online	No amphitheater available among the county's facilities and venues	Resident: - Mon-Thurs: \$62 - Fri-Sun & Holidays: \$163 Non-Resident: - Mon-Thurs: \$92 - Fri-Sun & Holidays: \$226	Based on total headcount - Application Fee: \$300-\$500 - Trade Permits: \$79.61 per permit - Event Main Permit: \$250 outdoor assembly permit required for 1000+ people	Resident: \$450 - \$550 Non-Resident: \$600 - \$750	N/A - refer to Picnic Shelter fees as comp to the Farmer's Market Pavilion
Raleigh Parks, Recreations & Cultural Resources	\$51	\$450	Multiple offerings at several prices	\$1760/year	\$85/hr	\$40/hr	Walnut Creek Athletic Complex: \$20-\$30/day per team Buffalo Road Athletic Park: - Field Rental: \$150/day - Multipurpose Field & Track: \$175/day - 5 Fields: \$950 (weekend, excludes multipurpose field	\$25/hr	Tennis Courts: \$5/hr per court - Same for residents and non-residents Outdoor Basketball Courts: \$40/hr - Same for residents and non-residents	Tennis Courts: \$5/hr per court No additional fees for lighting on tennis courts; manual push button with timer for lights	\$50/day	\$50/day	Small Shelters: \$10/hr Medium Shelters: \$12/hr	N/A	\$40/hr	\$60/hr	\$15-\$30/hr	N/A	Resident: \$150/hr Non-Resident: \$200/hr	N/A - refer to Picnic Shelter fees as comp to the Farmer's Market Pavilion

Planning and Inspections

Activity	Current Fee	Proposed Fee	Alamance County		Buncombe County		Catawba County		Chapel Hill (city)		Chatham County		Durham City / County Planning Department		Wake County	
			Residential	Non-Residential	Residential	Non-Residential	Residential	Non-Residential	Residential	Non-Residential	Residential	Non-Residential	Residential	Non-Residential	Residential	Non-Residential
Community Development – Development Services																
Trade Permits (MEP)	Not listed on shared fee schedule		Electrical: \$0.25/Amp Mechanical: \$90 Plumbing: \$90	Electrical: \$120 up to 200 amps; \$180 exceeding 200 amps Mechanical: Dependent on service, typically by BTU Plumbing: \$90-120	\$80 per instance \$160 Multiple Trades	Based on Commercial Fees (Not Specified)	Electric: \$60 (\$75 for new service) Mechanical: \$60-75 per service, \$275 MAX Plumbing: \$60 (\$275 MAX)	Electric: \$100-150 (\$150 for new service) Mechanical: \$60-100 (\$3000 MAX) Plumbing: \$60 (\$3000 MAX)	Electrical: \$115 Mechanical: \$70-100 based on service Plumbing: \$10-100 (\$50 MIN)	Electric: \$200 Mechanical: \$100-135 based on service Plumbing: \$15-150 (\$75 MIN)	\$75/trade (\$100 MIN)	\$75/trade (\$100 MIN)	Electrical: \$156 (100-200amp) , \$187 (400amp) Mechanical: \$50-125 based on service Plumbing: \$170	Electrical: \$156 (100-200amp) , \$187 (400amp) Mechanical: \$0.058/sf (\$98 MIN, \$3000 MAX) Plumbing: \$7.90/fixture (\$187 MIN)	\$75 (Single Fee for ALL Trades)	Calculated based on project cost for EACH trade \$0-1500: \$75 \$750K-\$1M: \$6314 \$1M+: \$6314 + 0.15% of each added \$M to project
Subdivision Review	Minor-Concept: \$150 + \$25/lot Minor-Final: \$200 + \$25/lot Major-Preliminary: \$400 + \$50/lot Major-Concept: \$600 + \$50/lot Major-Final: \$500 + \$25/lot		Minor (Up to 14 lots): \$160 + \$40/lot Major (More than 14 lots): \$200 + \$50/lot	Minor (Up to 14 lots): \$160 + \$40/lot Major (More than 14 lots): \$200 + \$50/lot	Minor (4-10 lots): \$100 + \$10/lot Major (11 or More): \$200 + \$15/lot	Minor (4-10 lots): \$100 + \$10/lot Major (11 or More): \$200 + \$15/lot	Minor: \$65 Major: \$200 + \$5/lot	Minor: \$65 Major: \$200 + \$5/lot	Minor: \$1050 + \$68/lot Major: \$9465 + 331/lot	Minor: \$1050 + \$68/lot Major: \$9465 + 331/lot	Minor (<5 lots): \$250 Major: \$500 + \$50/lot	Minor (<5 lots): \$250 Major: \$500 + \$50/lot	Minor: \$624 (2-6 lots) Major: \$1248 + \$52/new lot	Minor: \$624 (2-6 lots) Major: \$1248 + \$52/new lot	Preliminary Review: \$1000 Final Review: \$600	Preliminary Review: \$1000 Final Review: \$600
Zoning Compliance Permit	Residential: \$55 New Towers: \$1000		Not Separate Permit, Handled through Building Permit \$35: Zoning Letter	Not Separate Permit, Handled through Building Permit \$35: Zoning Letter	Zoning Determination Letter \$35	Zoning Determination Letter \$35	By building Type \$25 - \$50	By building Type \$50 - \$200	\$1330 + \$16/100SF	\$1330 + \$16/100SF	\$50	\$500	Zoning Verification Letter: \$26/address	Zoning Verification Letter: \$26/address	\$50	\$50
Map Amendment	\$550		Not required in most area Some areas might require	Not required in most area Some areas might require	\$500	\$500	\$720	\$720	\$1390 + \$68/acre	\$1390 + \$68/acre	\$750 + \$25/acre	\$750 + \$25/acre	\$3562: <5acres \$4602: 5+ acres	\$3562: <5acres \$4602: 5+ acres	\$1,000	\$1,000
Erosion Control Plan Review	\$450 + \$450/acre		\$119 per Acre	\$119 per Acre	0.25-1 acre: \$100 1+ acre: \$525 Per Acre, Prorated	0.25-1 acre: \$100 1+ acre: \$525 Per Acre, Prorated	<1acre: \$50 (permit only) 1+ acre: \$200 + \$150/acre	<1acre: \$50 (permit only) 1+ acre: \$200 + \$150/acre	\$450 + \$450/acre	\$450 + \$450/acre	\$250/acre	\$250/acre	<2000SF: No plan req. 20000SF - 1acre: \$100 1+ acre: \$125/acre	<2000SF: No plan req. 20000SF - 1acre: \$100 1+ acre: \$125/acre	Lesser of: \$100/lot OR \$250/acre	\$250/acre

Activity	Current Fee	Proposed Fee	Alamance County		Buncombe County		Catawba County		Chapel Hill (city)		Chatham County		Durham City / County Planning Department		Wake County	
			Residential	Non-Residential	Residential	Non-Residential	Residential	Non-Residential	Residential	Non-Residential	Residential	Non-Residential	Residential	Non-Residential	Residential	Non-Residential
Community Development – Development Services																
Land Disturbance Permit	Residential: \$500 Commerical: \$1,000		\$119 per Acre	\$119 per Acre	Stormwater & Erosion Control Plan Review Fees Cover Permit	Stormwater & Erosion Control Plan Review Fees Cover Permit	<1acre: \$50 1+ acre: \$200 + \$150/acre (this requires a plan review)	<1acre: \$50 1+ acre: \$200 + \$150/acre (this requires a plan review)	Small: \$200 Large: \$600	Small: \$200 Large: \$600	\$250/acre	\$250/acre	<12000SF: No plan or permit req. 12-20000SF: \$275 1-10 acres: \$525/acre 10+ acres: \$800/acre	<12000SF: No plan or permit req. 12-20000SF: \$275 1-10 acres: \$525/acre 10+ acres: \$800/acre	\$250/acre	\$250/acre
Stormwater Plan Review	\$500		\$739 (Includes Permit + Plan Review)	\$739 (Includes Permit + Plan Review)	<1 acre: \$525 1+ Acre: \$525 Per Acre, Prorate	<1 acre: \$525 1+ Acre: \$525 Per Acre, Prorate	\$200 + \$150 per add'l acre	\$200 + \$150 per add'l acre	\$0 (0-199 sf) up to \$241.62 (5000-6000 sf), then increase \$40.27 per 1000 sf	Not Specified, Calculation Dependent on development-type and Fee Distribution	\$125/acre	\$125/acre	21780SF-1acre: \$225 1+ acre: \$325/acre	21780SF-1acre: \$225 1+ acre: \$325/acre	\$50	\$250/acre



Fee Study Report

DEAPR, Planning & Inspections, Emergency Services

February 10, 2026

Worksession

Fee Study Background

Need to Review Fees

- County Management sought to have a comprehensive review of fees due to the impact of rapid cost of inflation after Covid.
 - County Budget had to either accept higher county subsidy - higher tax burden or set higher fees - pushing more costs to direct users.
- County released an RFP for an external review of fees by end of 2024, and selected MGT consulting to perform total cost accounting of performing fee generating services.
 - Staff reviewed three departments, rather than all fee generating services.
- County departments provided detailed accounting of all relevant costs and revenues and met biweekly with consultant to iron out a detailed model.

Fee Study Background

Full Cost of User Fees Services

- MGT Model is based on determining the full cost of user fees, a distinct way of estimating cost that has not been used by county departments or by county budget office.
- Collects the following information from departments:
 - Schedule of all fees and annual volumes for each fee
 - FY 2025 Revenue and Expenditure data
 - Personnel costs and organizational chart of the department
 - Cost Allocation Plan – value of the support provided by other departments such as HR, IT, and Finance.
- Allocates all costs to each fee (or to non-fee activity) by time allocation provided by departments.
- Compares the total cost to provide the activity to the current revenue generated by the fee, which generates a cost recovery percentage.
- The total cost recovery percentage of all studied fees is 35%, which means general fund revenue is subsidizing 65% of the cost to run these programs, or \$14.1 M.

Fee Study Background

Different Cost Recovery Models

Full Cost of User Fees

- Shows all costs associated with fee activity, allocated by each fee.
- Includes department expenditures, staff salaries who directly work on the fee, indirect costs of supervisors and costs in other departments.
- Removes costs for staff time that are not associated with a fee.

Budget Cost Recovery

- Cost recovery figures as communicated in the budget process, summarized at the division level.
- Includes all costs in that division, including direct staff, division leadership, and operational costs.
- Will not include costs of department leadership in other divisions, or support costs of other departments.

Direct Cost Recovery

- Cost recovery estimate sometimes considered by fee generating departments.
- Considers only the supplies, seasonal staff, and contract personnel costs to operating a class or collect a fee.
- Does not consider the cost of staff time, administration, or any indirect costs.

- Full Cost is not the typical way the county has considered cost recovery for fee programs, and so the cost recovery percentage will be different, and often much lower than reported otherwise.
- To set a policy target for each unit, county will need to translate back into Budget Cost Recovery.

Fee Study Background

Qualitative Factors for Subsidizing Fees

MGT Model has provided the required cost to achieve 100% cost recovery in program areas, but the County needs to consider other factors to set policy. Presentation will include staff considerations on the following factors that could recommend subsidizing fees:

- Community Benefit – Some types of fee activity are broadly expected to have significant county subsidy, like classes for youth and seniors.
- Demand Impact – A high fee may diminish demand for a county service, resulting in lower utilization and lower fee recovery for staff time.
- User Impact – A high fee may cause an unwanted hardship for the fee user, that could lead to decisions that are unwanted by the county.
- Peer Comparison – The MGT report includes peer comparisons to five other similar county or municipal governments.
- Strategic Alignment – A fee activity that is prioritized through the Board of County Commissioner's Strategic Plan could be subsidized to encourage usage.
- Targeted Subsidy – In addition to subsidizing the fee for all users, the county can further subsidize some specific users for fees to ensure program is available to those with the highest need.

Fee Study Background

Qualitative Factors for Increasing Fees and Reducing Subsidy

While there are policy reasons to subsidize county fee programs, there are policy reasons why it is harmful to overly subsidize county programming:

- **Cost to Taxpayer** – All costs that are subsidized by county are ultimately charged back to county residents through Property and Sales Tax, regardless of whether they could use the service.
- **Opportunity Cost of Subsidy** – Any funding that is used to subsidize a program could instead be used to improve that program or fund a different county program that is of higher strategic priority.
- **Unanticipated Uses** – Any fee that is set too low could have unanticipated uses or users. Out-of-County users could use county services if we are priced below our peers. Users of subsidized programs may not necessarily be highest need county residents.
- **Discourage Use** – Fees can be set to actively discourage or limit types of use. Most frequently this is used to discourage multiple submissions or re-inspections.

Fee Study Background

Other Tools for improving Fee activities

- While this report only considers improving revenue to improve cost recovery, county staff are also reviewing expenditure efficiencies.
- Budget staff will compare Budget Cost Recovery to peer agencies, to determine if county cost recovery is out of line with peers.
- Departments will be working with Strategic Planning Manager to create Department Strategic Plans to ensure work aligns with county wide strategic plan in implementing fee-based programs.
- Some efficiencies can occur due to improved staff workflow and use of technology.
- Policy changes with respect to streamlining or simplifying development processes and approvals would need to be considered by the Board.
- Fees that are not mandated, not Board priorities, and cannot make adequate cost recovery can be considered for de-prioritization.

Fee Study Review

Goals for this presentation

- Present to the Board findings of MGT consultant, including full cost of providing service and peer comparisons.
- Discuss qualitative factors that can dictate different fee recovery policies.
- Understand Board priorities and feedback to staff recommendations in this presentation.
- County Manager will use this feedback to set new recovery targets and recommend fee changes in Manager's Recommended Budget.

Fee Study Review – Current Planning

Fee Recovery %	Net Cost to County
31%	\$745,709

Fee Services Provided:

Text and Future Land Use Map Amendments to the Comprehensive Plan, to Unified Development Ordinance. Rezoning, and Subdivisions.

Fees are relatively low volume but require significant staff time and county cost.

Considerations for Fee Recovery

- Peer Comparison: County is generally within the middle of peers, though this is fee-dependent.
- Demand Impact: while demand is impacted by market forces, high fees and high costs to developers to satisfy process requirements dampens demand for rezoning and major subdivisions.
- For example: Peer with highest fees, Town of Chapel Hill, has the worst budgeted cost recovery.
- Strategic Alignment: Housing for All Obj. 5 – Review County ordinances, policies, agreements, and the regulatory processes to streamline practices, and increase opportunities and reduce barriers to construct housing.

Fee Study Review – Current Planning

Staff Recommendations

- Fees can be increased incrementally but would not significantly impact recovery rate.
 - Some increases could also be a burden to homeowners trying to improve their properties
- Staff will review efficiency of managing current processes.
- Board could change (increase or decrease) requirements for applications and associated materials. What applications require Planning Board and/or BOCC reviews?
 - Fewer public hearings will reduce staff time and development costs and can satisfy strategic plan objectives. Staff can administratively confirm alignment with UDO or specific approval requirements once Board approves when and whether rezoning or subdivision should occur.
 - Can be changes to UDO standards of review
 - Can be changes to what is needed for a zoning case's public hearing requirements
- Approval of new Comprehensive Land Use Plan could alleviate some of the staff time commitment by decreasing volume of hearing items and ensuring statements of consistency are more in line with contemporary board priorities, as reflected in the Strategic Plan.

Fee Study Review – Erosion Control

Fee Recovery %*	Net Cost to County*
138%	(\$344,805)

Fee Services Provided:

Reviews, approves, inspects, administers and enforces Federal, State and County Erosion and Sedimentation Control requirements throughout the County (including Chapel Hill, Carrboro, Mebane and Hillsborough). It also regulates stream buffers and development activity within the 100-year floodplain throughout Orange County's Planning Jurisdiction.

Considerations for Fee Recovery

- Peer Comparison: County is above peers.
- Fees for large subdivisions and industrial projects cover multiple years of staff work.
 - *In FY 25 staff received fees that will count towards staff time that will occur in FY 26 and FY 27.
- Demand Impact: high fees and high costs to developers to provide erosion control dampens demand for subdivisions and economic development projects.

Fee Study Review – Inspections

Fee Recovery %	Net Cost to County
50%	\$1,007,974

Fee Services Provided:

The building inspections division receives, processes, and issues building construction permits. This division verifies compliance with the mandated NC State Building Code by conducting inspections during construction of building, structures, mechanical, electrical and plumbing systems. County provides services for Town of Hillsborough and Unincorporated Orange County.

Volume in FY 25 was notably low and FY 26 is already outperforming historic norms in terms of permit volume and revenue. Positions that were held vacant and defunded in FY 25 were included in the MGT model.

Considerations for Fee Recovery

- Demand Impact: while demand is impacted by market forces, high fees and high costs for new development can reduce demand.
- Strategic Alignment: Housing for All Obj. 5 – Review County ordinances, policies, agreements, and the regulatory processes to streamline practices, and increase opportunities and reduce barriers to construct housing.
- Cost to Taxpayer: lower subsidy levels mean that taxpayers across the county are subsidizing inspections for construction in only parts of the county.
- Opportunity Cost of Subsidy: State law requires a certain timeframe of responsiveness, funding that is subsidizing program could be used to increase staff and meet responsiveness requirements.

Fee Study Review – Inspections

Staff Recommendations

- Demand in FY 2025 was low, but management held positions vacant to reduce expenditures. Department expressed strain to personnel to meet all deadlines.
- Going forward, department will need to set a target recovery level based on the expectation of a historically average year of demand and set staffing levels sufficient to meet state deadlines.
- Budget Office conducting peer review of budgeted recovery levels of peer departments, first review shows department's FY 26 budgeted recovery was within peer standards but need to do deeper review to ensure apples-to-apples comparison. Some larger peers, Buncombe and Durham City/County have achieved 100% cost recovery or greater. Town of Chapel Hill has the worst recovery rate.
- Planning office staff have identified that the schedule is overly complicated for users to navigate and will propose a new fee framework for the board to approve at a future board meeting.
- Staff recommends increasing fees for large residential, commercial, and non-essential features (i.e. pools) but continue to subsidize small residential to maintain county strategic priorities.
- Request Board input on weighing different factors, Manager will set policy recovery target in Budget based on board deliberation.

Fee Study Review – DEAPR Recreation

Fee Recovery %	Net Cost to County
32%	\$879,676

Fee Services Provided:

Recreation Division provides classes, athletic leagues for children and adults, as well as summer camps, preschool and afterschool. While there are no restrictions on who can apply to utilize DEAPR services, the location of services are most convenient to residents in Hillsborough and the unincorporated parts of the county.

Fee Recovery By Category:

Fee Activity	Fee Recovery %	Net Cost to County
Youth Athletics	46%	\$150,356
Adult Athletics	10%	\$185,536
Recreation – Classes	15%	\$113,649
Summer Camps	47%	\$186,663
Afterschool	33%	\$102,358
Preschool	39%	\$72,732
Alcohol Permits	12%	\$1,062

Fee Study Review – DEAPR Recreation

Fee Recovery %	Net Cost to County
32%	\$879,676

Considerations for Fee Recovery

- Peer Comparison: At top of peer range for youth athletics, below peers at adult athletics.
- Community Benefit: County provides a low-cost option for recreation and classes to benefit the members of the community who cannot afford other private recreation options.
- Strategic Alignment: Healthy Community Obj. 8 – Invest in services and programs that improve the health and quality of life of the community (e.g., recreation and public open spaces, arts, etc.)
- Unanticipated Uses: Orange County’s recreation fee schedule does not make any adjustments for out-of-county use, and is first-come, first-serve, so services may not be used by those with greatest financial need.
- Opportunity Cost of Subsidy: County funds that are subsidizing certain recreation services could be used to expand services instead. For example, the general fund subsidy that is currently applied to adult programming could be shifted to expand youth programming.
- Targeted Subsidy: County has several subsidy mechanisms for certain programs or users. Detailed on upcoming slide.

Fee Study Review – DEAPR Recreation

TMO

Targeted Subsidy Arrangements

- All peers in the peer review utilize different targeted subsidy arrangements, as does the county. Targeted subsidies can ensure that those who can't afford private services can take advantage of the county services.
- However, administering a targeted subsidy adds administrative costs that add to the total cost of programs. Typical subsidy programs also require income verification, which can feel invasive to users.
- County has two primary subsidy programs:
 - DSS covers up to \$250 per child that are receiving benefits from DSS out of its Youth Enhancement Fund. DSS provides the administrative support to track the usage of the program.
 - DEAPR uses free or reduced lunch certificates from OCS to provide 25% discount to classes and programming. Does not apply to afterschool, summer camp or preschool.
- Separately, a prior Board removed the fee for both youth and adult drop-in programming at Central Recreation Center. This includes badminton, basketball and pickleball. Staff are required to supervise these drop-in periods, so 633 hours of staff time have no reimbursement. Fees could be established for adults, for youth, or both.

Slide 16

TMO Is this adult drop in or does it include youth as well?

Travis Myren, 2026-02-04T16:29:36.099

KVO 0 It includes all drop in, there is no fee at all right now, but we could bring back a fee for all or just a fee for adults

Kirk Vaughn, 2026-02-04T16:49:07.053

Fee Study Review – DEAPR Recreation

Staff Recommendations

- Charge full cost for Alcohol Permits.
- Fees and cost recovery for Youth Athletics, Summer Camp and Preschool within reasonable expectations. Afterschool slightly lower.
 - Staff can review expanding targeted subsidies to ensure better accessibility for lower income users, either by expanding existing subsidy programs or exploring peer models.
- Cost Recovery for Adult Athletics and Classes is notably insufficient.
 - Increase league costs to peer levels. Could cause some sports to have insufficient teams for leagues.
 - Review staff time efficiency in managing these programs.
 - Review offerings for sufficient interest, determine if offerings are redundant with Aging and local municipal recreation organizations.
- Board could reconsider having a nominal drop-in fee for Central Rec usage or target free usage of Central Rec to specific users i.e. youth, low-income.

Fee Study Review – Fire Marshal

Fee Recovery %	Net Cost to County*
20%	\$217,200

Fee Services Provided:

The Fire & Life Safety Division provides plans for new construction and enforces the North Carolina fire code. County provides services for Town of Hillsborough and Unincorporated Orange County.

*The Town of Hillsborough provides \$80,000 in funding for the county to provide services in the town, and to inspect Town facilities for free.

Volume in FY 25 was notably low and FY 26 is already outperforming in terms of revenue.

Considerations for Fee Recovery

- Peer Comparison: County is at low end of peer comparisons.
- Demand Impact: while demand is impacted by market forces, high fees and high costs for new development can reduce demand.
- Strategic Alignment: Healthy Community Obj. 7 – Provide sustainable, equitable, and high-quality community safety and emergency services to meet the community’s evolving needs.
- Cost to Taxpayer: lower subsidy levels mean that taxpayers across the county are subsidizing fire inspections for construction in only parts of the county.

Fee Study Review – Fire Marshal

Staff Recommendations

- Budget Office conducting peer review of budgeted recovery levels of peer departments. Not all peers break out Fire Marshall in public budget documents. There was some notable variances of recovery rates in other counties. Alamance budgeted minimal cost recovery, while Mecklenburg budgeted 100%+ cost recovery. Wide variance on how other entities viewed cost recovery for this service.
- Staff recommends increasing fees for 1st and 2nd reinspection to add more cost to failed inspections.
- Request Board input on weighing different factors, Manager will set policy recovery target in Budget based on Board deliberation.
- Staff previously did not charge Orange County Schools, based on difficulty of receiving payment. Budget staff confirmed that CHCCS was charged by towns. Should this practice be reversed to maintain equity between the districts? MGT model assumes revenue is received from OCS going forward.

Fee Study Review – Emergency Medical Services

Fee Recovery %	Net Cost to County
28%	\$11,498,601

Fee Services Provided:

The Emergency Medical Services Division provides 24/7 ambulance transport and life services support. County provides services for the whole county. EMS cost recovery is limited by Federal and state reimbursement schedules, commercial insurance contracts, and limited collection rates for self-pay.

Considerations for Fee Recovery

- Peer Comparison: County is at low end of peer comparisons. County uses 175% of Medicaid reimbursement rates as a standard for its ALS/BLS billing, which updates automatically each year.
 - Community Benefit: County provides an essential service to ensure resident well-being at life-critical events.
 - User Impact: Despite current cost recovery, current ALS/BLS fees are very significant, especially for uninsured residents.
 - Strategic Alignment: Healthy Community Obj. 7 – Provide sustainable, equitable, and high-quality community safety and emergency services to meet the community's evolving needs.
 - Opportunity Cost of Subsidy: Funding that is used to subsidize EMS services could instead invest in increased staffing, improving response times and health outcomes.
 - Targeted Subsidy: County provides hardship assistance through a waiver administered through DSS.
- 20 Federal law prohibits an automatic discount for self pay patients.

Fee Study Review – Emergency Medical Services

Staff Recommendations

- Costs can be increased incrementally to regional peer averages. This will not dramatically improve cost recovery due to constraints from Medicaid reimbursement and self-insured low payment rates.
- County cost to run this service is high, and based on current CIP & Operating model, county subsidy will increase in future years. While County has limited ability to offset these investments, the County can communicate the need for these investments during budget process.
 - CIP includes significant investments in EMS services that will drive increases to debt service. These include a robust EMS vehicle replacement schedule, new CAD software, and two new EMS substations that will add staff and vehicles. New ES headquarters and VIPER radio towers are also significant capital investments in next 5 years.
 - County currently uses grant funding to cover new EMS programs like PORT and CARES, that will eventually need to rely on county funding if they are maintained.
- One component for future review is external collections. County currently has staff in Tax Office collect EMS fees. All peer reviewed counties use external collection services. County added an FTE in Tax in 2025 to improve collection recovery. Staff will review alternative models and reach out to peer staff which use external collections.

Fee Study Review – Review and Questions

- Questions about fee study, presentation and findings?
- Are there other types of information that the Board would want to see based on findings in this report?
- Staff can move to studying other Fee generating departments based on this framework: Aging, Animal Services, Environmental Health and Solid Waste.
- Staff will have access to excel-based models for these departments, and so can periodically update models based on changes in fees, costs or volume.

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: February 10, 2026

**Action Agenda
Item No. 3**

SUBJECT: Board of Health – Appointment Discussion

DEPARTMENT: Board of Commissioners

ATTACHMENT(S):

Recommendation
Member and Applicant Summary Sheet
Application of Person Recommended
Applications of Other Applicants
Membership Roster
Applicant Interest List
Annual Work Plan

INFORMATION CONTACT:

Clerk's Office, 919-245-2130

PURPOSE: To discuss an appointment to the Board of Health.

BACKGROUND: The Board of Health makes policy and is charged with protecting and promoting public health in Orange County.

The Board of County Commissioners appoints all eleven (11) members, with representatives from specific health-related professions and the public.

The following individual is recommended for Board consideration:

NAME	SPECIAL REPRESENTATIVE	TYPE OF APPOINTMENT TERM	EXPIRATION DATE
Dr. Natalicio Serrano	At-Large	Partial Term	06/30/2027

If the individual listed above is appointed, no vacancies remain.

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

ALIGNMENT WITH STRATEGIC PLAN: This item supports:

- **GUIDING PRINCIPLE – INCLUSIVITY AND ENGAGEMENT**
We foster an environment in which all are welcomed, represented, and empowered to participate in and feel connected to their community.
- **GUIDING PRINCIPLE – DEDICATION AND RESPECT**

We commit to our roles in public service and organizational excellence by fostering the skills, talents, and innovation of our residents, employees, volunteers, and boards needed to carry out this work.

RECOMMENDATION(S): The Manager recommends that the Board discuss an appointment to the Board of Health.

Orange County Board of Health

November 21st, 2025

Jamezetta Bedford, Chair
Orange County Board of County Commissioners
PO Box 8181
Hillsborough, NC 27278

Re: Board of Health Appointment Recommendation

Dear Chair Bedford:

The Orange County Board of Health (BOH) discussed membership at its regular meeting on November 19th, 2025. The BOH asks the Board of Commissioners to consider the following recommendation:

Appoint Dr. Natalicio Serrano to fill the vacant at-large position. Dr. Serrano possesses a BS, MPH, and PhD in Public Health, with a work career that includes almost 15 years of experience in community-engaged and community-based health promotion. He has a strong interest in Health Equity and lived experiences that may contribute to a diverse viewpoint of Health.

Thank you on behalf of the BOH. We are grateful that Dr. Serrano is willing to share his experience and time to assist with Orange County's health and wellbeing.

Sincerely,



Kimberly "Jean" Phillips-Weiner
Strategic Plan Manager
Orange County Board of Health

cc: Alison Stuebe, Chair
Quintana Stewart, Health Director

Board of Health Members and Applicants						
Name	Member or Applicant?	Gender Identity	Race/Ethnic Background	Age Range	Township	Also Serves on
Dr. Lee Pickett	Member	Female	White		Eno	
Dr. Brian Crandell	Member	Male	White	35-59	Eno	
Dr. Rachel Royce	Member	Female	White	60+	Hillsborough	
Dr. Shielda Rodgers	Member	Female	African American	60+	Eno	
Dr. Bruce Baldwin	Member	Male	White		Chapel Hill	
Dr. Alison Stuebe	Member	Female	White		Chapel Hill	
Tony Whitaker	Member	Male	White	35-59	Hillsborough	
Dr. Davia Nickelson	Member	Female	African American	35-59	Hillsborough	
Dr. Aparna Jonnal	Member	Female	Asian American		Hillsborough	
Earl McKee	Member					
VACANT						
Sandra Okeke Bates	Applicant	Female	African American	18-34	Cheeks	Adult Care Home and Nursing Home Community Advisory Committee
Dr. Ann Brady	Applicant	Female	White	60+	Bingham	
David Colston	Applicant	Male	White	18-34	Bingham	
Matt Epstein	Applicant	Male	White	60+	Hillsborough	
Dr. Timothy Ives	Applicant	Male	White	60+	Bingham	
Dr. Katrina Mattison-Chalwe	Applicant	Female	African American	35-59	Cedar Grove	
Victoria Menz	Applicant	Female	White	18-34	Cheeks	Opioid Advisory Committee
Rhonda Patterson	Applicant	Female	Other	60+	Chapel Hill	Animal Services Advisory Board
Dr. Chris Ringwalt	Applicant	Male	White	60+	Hillsborough	Opioid Advisory Committee
Dr. Beth Rosenberg	Applicant	Female	White	60+	Chapel Hill	
Dr. Natalicio Serrano	Applicant	Male	Hispanic	18-34	Chapel Hill	
Matthrew Sprenkle	Applicant	Male	Hispanic	18-34	Chapel Hill	
Gary West	Applicant	Male	White	60+	Chapel Hill	
James Wheeler	Applicant	Male	White	35-59	Little River	Animal Services Hearing Panel Pool
Randolph Wilson	Applicant	Male	African American	35-59	Hillsborough	
Christine Wisnewski	Applicant	Female	White	35-59	Cedar Grove	

Volunteer Application Orange County Advisory Boards and Commissions

Name: Dr. Natalicio Serrano
Name Called:
Home Address: 609 Copperline Dr.
 Chapel Hill NC 27516
Phone: 619-459-1582
Email: natalicioserrano@gmail.com
Year of OC Residence: 2023
Township of Residence: Chapel Hill
Zone of Residence: C.H. City Limits
Gender Identity: Male
Ethnic Background: Hispanic
Age Range: 18-34

Community Activities/Organizational Memberships:

As faculty in Health Behavior at UNC I work with community on research related to neighborhoods, policy, and healthy living behaviors.

Past Service on Orange County Advisory Boards:

N/A

Boards/Commissions applied for:

Board of Health

Please explain how your background, education and experience is relevant to this board

As a Latine cis-gendered male who grew up in a low-income household in a predominantly Latine and Black neighborhood in Southeast San Diego, California, my personal background has guided my professional interests of health equity, especially as it relates to chronic disease prevention. Professionally, I have almost 15 years of experience in community engaged and based health promotion, mainly in the areas of physical activity and healthy eating. As a component of this, I work to understand and create a more equitable and sustainable environment and policy strategies for healthy living. I hold a BS, MPH, and PhD in Public Health.

Please explain your reasons for wanting to serve on this board

I believe my lived experience, education and training, as well as my professional experience can be insightful to this Board.

How would your participation on this board contribute to the diversity of viewpoints?

As mentioned above, my positionality as a Latine cis-gendered male who grew up in a low-income household in a predominantly Latine and Black neighborhood in Southeast San Diego, California I have certain lived experiences that may contribute a diverse viewpoint of Health.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:

Other Comments:

This application was current on: 10/2/2025 9:08:32 AM

Date Printed: 10/3/2025

Volunteer Application Orange County Advisory Boards and Commissions

Name: Mrs. Sandra Okeke Bates
Name Called:
Home Address: 318 McClellan Trl.
 Mebane NC 27302
Phone: 703-943-6558
Email: sandra.bates0617@gmail.com
Year of OC Residence: 2022
Township of Residence: Cheeks
Zone of Residence: Town of Mebane City Limits
Gender Identity: Female
Ethnic Background: African American
Age Range: 18-34

Community Activities/Organizational Memberships:

Most recent community activities: Served as the 2023-2024 Duke Graduate & Professional Student Government Director of DEI Graduate & Professional Student Government Representative on Duke President Council on Black Affairs Veteran Health Promotion Educator - CASA Veteran Housing Community, Durham NC Dementia Care-Senior Community Care of North Carolina (PACE), Durham NC

Past Service on Orange County Advisory Boards:

N/A

Boards/Commissions applied for:

Board of Health

Please explain how your background, education and experience is relevant to this board

With my multifaceted background, I can contribute significantly to advancing public health initiatives and improving our community well-being. As a nursing student, I have gained a solid foundation in community health. I have planned and implemented evidenced based interventions for diverse communities. I have organized sustainable health campaigns that empowered individuals to make informed decisions. Engaged in fireside chat conversations with various policy makers to discuss health-related policy changes and its effect on our communities.

Serving as a DEI director has honed my skills in fostering inclusivity. My commitment to assessing the SDOH, addressing health disparities and advocating for equitable access to healthcare services for all community members is very pivotal in my decision to join the board.

Please explain your reasons for wanting to serve on this board

I want to gain a better understanding of the roles and responsibilities of the board, and I am eager to collaborate with fellow board members, advocate for evidence-based policies, and promote health equity for all of Orange County community members. I would like to contribute to the fullest extent of my potential to Orange County

How would your participation on this board contribute to the diversity of viewpoints?

I collaborate with multidisciplinary healthcare professionals on a daily basis, attend health-related policy conferences, and immerse myself in our communities, so I believe that I can bring valuable and holistic lens to health related discussions

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Board of Social Services

Please explain how your background, education and experience is relevant to this board

With my multifaceted background, I can contribute significantly to advancing social services initiatives and improving our community well-being. As a nursing student, I have gained a solid foundation in community health, and worked with social workers and case managers to connect patients with community based resources. I have planned and implemented evidenced based interventions for diverse communities. I have organized sustainable campaigns that empowered individuals to make informed decisions. Engaged in fireside chat conversations with community members to talk about homelessness, domestic violence, and exploitation of our aging community members. As a domestic violence survivor myself, I knew that the only way that I survived and thrived is because of the help and resources that I was connected to. I want to be able to contribute the same to our community members.

I also volunteer as a postpartum doula to families and single parents that can't afford a doula service after given birth. Connect them to accessible community resources for diapers, food, baby clothing and many more. I offer the gift of time to these families & single birthing persons, with the hope that they get sometime to do something for themselves (sleeping, take a long bath, calling family and friends...).

Volunteers at Parktown food hub in Durham to help pack give away bag to people in the communities

Please explain your reasons for wanting to serve on this board

I am eager to collaborate with fellow board members, advocate for evidence-based policies that ensures that resources and support are provided to community members that are at risk for homelessness, violence, and exploitation. I also want to do the best I can to contribute optimally to our community

How would your participation on this board contribute to the diversity of viewpoints?

I collaborate with multidisciplinary healthcare professionals on a daily basis, attend health-related policy conferences, and immerse myself in our communities, so I believe that I provide valuable contributions to discussions

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Adult Care Home and Nursing Home Community Advisory Committee

Please explain how your background, education and experience is relevant to this board

Being a Duke cardiothoracic nurse provides me with a unique set of skills and experiences that make me an excellent candidate for the Adult Care Home and Nursing Home Community Advisory Committee. I have a good understanding of complex medical conditions that affects seniors in our community, this can directly contribute in ensuring that residents in nursing homes are receiving evidence-based care. Also, I have experience with advocating for seniors and/or adults with disability both in healthcare settings, and in the community, and also with communicating with patients, families, and multidisciplinary team. I have received dementia care training, and can effectively conduct assessments like functionality assessments (ADLs & IADLs), depression screening, cognitive screening, medication reconciliation using the BEERs criteria and many other geriatric assessment. I participated in a community health initiative that is geared towards health promotion for veterans. I served as a health promotion educator and

organized weekly educational activities on diabetes managements, high blood pressure, tobacco cessation, nutrition, physical activities, fall prevention, hydration, and stress first aid. I provided mental health resources, and went to Capitol Hill in DC to advocate for legislative reforms that increases mental health accessibility in North Carolina

Please explain your reasons for wanting to serve on this board

Serving on this board allows me to bring my clinical nursing expertise to the board and helps me to advocate for policies and practices that improve the quality of care that residents receive in these homes. Doing my part in ensuring that the needs of the elderly and vulnerable populations in adult care homes and nursing homes are met is one of the ways that I hope to contribute to the community

How would your participation on this board contribute to the diversity of viewpoints?

As a nurse, I bring a clinical perspective that can offer insights into evidence-based care, medical protocols, healthcare challenges, and more. I care for a diverse population and provide culturally competent care to all my clients in a holistic manner. I believe that my ability to understand and respect different cultural backgrounds and identities, while taking a holistic approach, can go a long way to ensure that the board create more comprehensive, inclusive, and equitable policies that support each resident in these homes, and address all facets of residents well-being

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:

Other Comments:

This application was current on: 8/11/2024 12:04:34 PM

Date Printed: 8/21/2024

Volunteer Application Orange County Advisory Boards and Commissions

Name: Dr. Ann Brady
Name Called:
Home Address: 1477 Radnor Farm Rd.
 Mebane NC 27302
Phone: 336-260-7454
Email: annbrady933@gmail.com
Year of OC Residence: 2015
Township of Residence: Bingham
Zone of Residence: County
Gender Identity: Female
Ethnic Background: White
Age Range: 60+

Community Activities/Organizational Memberships:

foster for Crisis Dogs NC
 NC Veterinary Medical Assoc., Humane Veterinary Medical Alliance

Past Service on Orange County Advisory Boards:

N/A

Boards/Commissions applied for:

Board of Health

Please explain how your background, education and experience is relevant to this board

10 years of research experience at EPA; 32 years of veterinary practice; frequent attendance at One Health conferences

Please explain your reasons for wanting to serve on this board

I want to be involved in local government.

How would your participation on this board contribute to the diversity of viewpoints?

I have worked closely with the public for 32 years in veterinary practice. I understand the role of animals in community physical and mental health.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

retired 8/29/2026 and sold my practice;
 currently organizing a Mobile small animal veterinary practice

Boards/Commissions appointments:

Other Comments:

Volunteer Application Orange County Advisory Boards and Commissions

Name: Mr. David Colston
Name Called:
Home Address: 1319 Heron Pond Dr.
 Chapel Hill NC 27516
Phone: 734-355-1500
Email: dcolston@unc.edu
Year of OC Residence: 2021
Township of Residence: Bingham
Zone of Residence: County
Gender Identity: Male
Ethnic Background: White
Age Range: 18-34

Community Activities/Organizational Memberships:

Co-chair, opioid student research group Injury and Violence Prevention Fellow at UNC Injury Prevention Research Center PhD candidate, UNC Department of Health Behavior

Past Service on Orange County Advisory Boards:

This would be the first community activity I have engaged with as a resident of Orange County, though I have previously applied to be on the opioid advisory board.

Boards/Commissions applied for:

Opioid Advisory Committee

Please explain how your background, education and experience is relevant to this board

I am a current second-year PhD Student in Health Behavior at UNC-Chapel Hill, where I am helping to understand and guide the development of interventions related to substance use in rural, Southern Ohio. I hold a Masters in Public Health from the University of Michigan in Global Health Epidemiology, and an undergraduate degree in Public Administration (from Miami University in Oxford, Ohio).

Please explain your reasons for wanting to serve on this board

I have a demonstrated interest in reducing the burden of morbidity and mortality tied to substance use. I am excited at the prospect of working with an interdisciplinary group in Orange County to help form opioid-related policies and develop harm reduction strategies to make opioid use safer, and facilitate the linkage to treatment services for those who hope to begin their recovery process.

How would your participation on this board contribute to the diversity of viewpoints?

While this would be the first advisory board I'd be participating on, I feel I am uniquely positioned to contribute to the board as a researcher with degrees in Public Administration and Epidemiology, and experience working in the field of public health (specifically in the area of substance use). Further, I am a harm reduction advocate - my primary intention is to reduce the burden of overdose mortality, and a major piece of that is making substance use safer for those who are in active use and do not intend or are unable to enter the recovery process. I fully recognize this might differ from the perspective of others on the committee, and would greatly

appreciate the opportunity to have these discussions with individuals of various backgrounds and mindsets to make salient, impactful change surrounding opioid use and overdose in Orange County.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

No. I do not have any personal or business interests that could create a conflict of interest if appointed to this board.

Board of Health

Please explain how your background, education and experience is relevant to this board

I am a current fourth-year PhD candidate in Health Behavior at UNC-Chapel Hill, where my work focuses primarily on understanding the social determinants of health in the United States. . I hold a Masters of Public Health from the University of Michigan in Global Health Epidemiology, and an undergraduate degree in Public Administration (from Miami University in Oxford, Ohio). Most relevant to the Orange County Board of Health is my experience working with community members in Appalachian Ohio to develop and scale up evidence based interventions that align with the needs of individuals with substance use disorders and individuals in recovery, though I also served as an Ohio Public Leaders Fellow, where I spent a month working with the city government of Troy, Ohio, on issues related to public health. Most recently, I have been interviewing North Carolina residents with substance use disorders, harm reduction service providers, and substance use treatment providers to better understand the development and treatment of polysubstance use.

Please explain your reasons for wanting to serve on this board

I am a passionate and informed advocate for improving health at the population level, and I have always been intentional with my educational efforts and work experience to better understand how to work with community members to identify needs, develop studies to understand and illuminate needs to policy-makers, and ultimately work with policy-makers at the local, state, and national level to make informed, evidence-based change to improve public health. I believe working with the Board of Health would allow me to directly impact the community I live in, and would be invaluable experience to my work in the future for the residents of Orange County and North Carolina as a whole.

How would your participation on this board contribute to the diversity of viewpoints?

While this would be the first advisory board I would be participating on, I feel I am uniquely positioned to contribute to the board as a researcher with degrees in Public Administration and Epidemiology, and experience working in the field of public health.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

No. I do not have any personal or business interests that could create a conflict of interest if appointed to this board.

Boards/Commissions appointments:

Other Comments:

Originally applied for Opioid Advisory Committee 10/18/2022 3:37:29 PM
Updated application and applied for Board of Health 1/15/2025 9:41 PM

Volunteer Application Orange County Advisory Boards and Commissions

Name: Mr. Matt Epstein
Name Called:
Home Address: 709 Lorentello Cir
 Hillsborough NC 27278
Phone: 919-491-0626
Email: mattepstein7@gmail.com
Year of OC Residence: 1994
Township of Residence: Hillsborough
Zone of Residence: Hillsborough Town Limits
Gender Identity: Male
Ethnic Background: White
Age Range: 60+

Community Activities/Organizational Memberships:

Board Member, Orange County Dispute Settlement Center; Faculty Shared Learning and Duke OLLI

Past Service on Orange County Advisory Boards:

None

Boards/Commissions applied for:

Board of Health

Please explain how your background, education and experience is relevant to this board

Past ED of Center for Child and Family Health, ED global health group, extensive experience in mental health and elderlaw

Please explain your reasons for wanting to serve on this board

Glad to help if needed

How would your participation on this board contribute to the diversity of viewpoints?

Cannot answer without knowing the viewpoints of others but never one to go along with the crowd or value my opinions over those of others

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Opioid Advisory Committee

Please explain how your background, education and experience is relevant to this board

Worked with drug addicts years ago and have had lifetime interest in drug policy.

Please explain your reasons for wanting to serve on this board

Important issue. If my involvement would be helpful, glad to step up

How would your participation on this board contribute to the diversity of viewpoints?

Cannot answer without knowing the viewpoints of others but never one to go along with the crowd or value my opinions over those of others

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:

Other Comments:

This application was current on: 3/12/2025 1:49:49 PM

Date Printed: 3/14/2025

Volunteer Application Orange County Advisory Boards and Commissions

Name: Dr. Timothy Ives
Name Called:
Home Address: 5502 Bradshaw Quarry Rd.
 Efland NC 27243-9615
Phone: 919-563-2246
Email: timothy_ives@med.unc.edu
Year of OC Residence: 1981
Township of Residence: Bingham
Zone of Residence: County
Gender Identity: Male
Ethnic Background: White
Age Range: 60+

Community Activities/Organizational Memberships:

Recently, I have moved into full time teaching and research in the UNC Eshelman School of Pharmacy, but for the last 23 years, I directed the Chronic Pain Program in the Department of Medicine, School of Medicine. Our focus was on mitigating opioid risk by concentrating on non-opioid or non-drug therapies.

Past Service on Orange County Advisory Boards:

Board of Health, Orange County Health Department (1991-2000); Chair (1995-2000)
 Orange County Home and Community Care Block Grant Advisory Committee (1992-1997)
 Health Department Representative, UNC Hospitals Managed Care Committee (1997-1998)

Boards/Commissions applied for:

Opioid Advisory Committee

Please explain how your background, education and experience is relevant to this board

In speaking with Dr. Evan Ashkin, I heard about the vacancies on the Opioid Advisory Committee, and wish to be considered for it. In terms of experience, for the last 22 years, I directed the Chronic Pain Program in the Division of General Medicine and Clinical Epidemiology, Department of Medicine, at UNC. In that program, we have worked to manage various chronic pain conditions with a minimum of use of opioids. In the past, I saw on the Advisory Board of the NC Governor's Academy for Prevention Professionals, and the Governor's Institute on Alcohol and Substance Abuse, and from the outset, the NC Controlled Substances Reporting System Advisory Committee in the NC Department of Health and Human Services. Years ago, I was on the Orange County Board of Health, serving as its Chair for four of those years. This is to say that I am well aware of the issues associated with the opioid epidemic, and that there are a number of solutions to be considered. It would be an honor to be considered for one of the vacancies as there is a lot to be done, and I would like to contribute here in Orange County.

As noted previously, I have directed the Chronic Pain Program in the Department of Medicine at UNC. In it, the emphasis is on minimizing opioid use to manage pain while guarding against or managing opioid use disorder (OUD). My residency (in pharmacy) was in family medicine with a

focus on addictions and mental health.

Please explain your reasons for wanting to serve on this board

In addition to wanting to contribute to the welfare of the county, I believe that we have an excellent opportunity to model some of the policies and ideas that have demonstrated benefit for those in the community who need the services the most but may not adequately have the personal resources to stay in control and contribute to society themselves.

How would your participation on this board contribute to the diversity of viewpoints?

I've seen the pain and suffering that many patients have and continue to have, and compassion and caring for them is always the best place to start, especially for health care practitioners. Also, as someone who lives and interacts out in the rural part of the county, the perspectives that I can provide may give a balance to our efforts to provide care.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Board of Health

Please explain how your background, education and experience is relevant to this board

MPH from UNC Gillings School of Public Health, and prior service on the Board of Health (Chair for 4 years) about 20 years ago are two of the main experiences.

Please explain your reasons for wanting to serve on this board

The sentinel effect of a board of health has an impact on numerous parts of the community simultaneously. We did a lot of good in the past (e.g., tobacco use bans county-wide), but there always more to do.

How would your participation on this board contribute to the diversity of viewpoints?

I was the Pharmacist member of the Board and could always cover medication issues, but living and acting within the county can always provide a different perspective, independent of the designation that you may have.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Animal Services Advisory Board

Please explain how your background, education and experience is relevant to this board

My wife and I have participated in numerous shelters, and we have 3 dogs (all from shelters in the region) and 2 cats.

Please explain your reasons for wanting to serve on this board

There are far too many feral/homeless animals in our community that need support and fostering and forever homes, and it is a shame that this condition still persists.

How would your participation on this board contribute to the diversity of viewpoints?

I'm not sure, other than we live out in the country west of Carrboro, and we see too many animals being dumped out here and we may be able to educate more people across the country about this issue and offer positive solutions. It's a teachable moment.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:

Other Comments:

This application was current on: 11/20/2024 11:30:40 AM

Date Printed: 3/21/2025

Volunteer Application Orange County Advisory Boards and Commissions

Name: Dr. Katrina Mattison-Chalwe

Name Called:

Home Address: 928 Ten Oaks Dr. S
Efland NC 27243

Phone: 919-360-5286

Email: chalwedds@gmail.com

Year of OC Residence: 2014

Township of Residence: Cedar Grove

Zone of Residence: County

Gender Identity: Female

Ethnic Background: African American

Age Range: 35-59

Community Activities/Organizational Memberships:

NC Dental Society

Alpha Kappa Alpha sorority Inc. Psi Gamma Omega Chapter

American Dental Association

NC association of Community health centers

National Association of community health centers

National Network of Oral Health Access

Crosslink Community Church/ Missions work/ Hospitality committee

Past Service on Orange County Advisory Boards:

none

Boards/Commissions applied for:

Board of Health

Background, education and experience relevant to this board:

I have been a dentist since 2004, attended UNC CH for hospital residency in general dentistry. I work in a community health center and worked in private practice in hillsborough until 2021.

Reasons for wanting to serve on this board:

I want to have a voice and represent diverse voices and opinions.

Contribution to the diversity of viewpoints on this board:

I'm a woman of color who isn't just in private practice. I also serve the underserved populations on a daily basis, as well as write policies and procedures for the CHC I work with.

Conflict of Interest:

Boards/Commissions appointments:

Other Comments:

This application was current on: 4/4/2023 10:41:42 AM

Date Printed: 4/4/2023

Volunteer Application Orange County Advisory Boards and Commissions

Name: Ms. Victoria Menz
Name Called:
Home Address: 1211 Ben Johnston Rd.
 Hillsborough NC 27278
Phone: 423-963-9655
Email: vcoopmenz@gmail.com
Year of OC Residence: 2018
Township of Residence: Cheeks
Zone of Residence: County
Gender Identity: Female
Ethnic Background: White
Age Range: 18-34

Community Activities/Organizational Memberships:
 Campus & Community Coalition (CCC)

Past Service on Orange County Advisory Boards:
 n/a

Boards/Commissions applied for:

Opioid Advisory Committee

Please explain how your background, education and experience is relevant to this board

I hold an MSW, and my role concentrates on macro/mezzo practice and public health. I currently serve as the Substance Use Education & Prevention Coordinator at UNC-Chapel Hill, where I lead campus-wide harm reduction initiatives, oversee naloxone distribution, and collaborate with community partners on sustainable prevention strategies. I've managed over \$300,000 in substance use-related grants and have authored funding proposals for opioid settlement dollars. I also bring lived experience as a person in long-term recovery, which deepens my understanding of effective and compassionate approaches to substance use.

Please explain your reasons for wanting to serve on this board

I want to ensure that opioid settlement funds are allocated in ways that promote equity, sustainability, and evidence-based practices. With both professional and personal insight into substance use and recovery, I hope to advocate for strategies that reduce harm, support communities, and invest in prevention and treatment infrastructure. I also bring experience tracking outcomes, managing grants, and evaluating programs' skills that can support responsible and impactful allocation of these funds.

How would your participation on this board contribute to the diversity of viewpoints?

I bring both professional and lived experience to the board. As a person in recovery working in public health, I understand the nuances of substance use across different communities, including how stigma and systemic inequities limit access to care. I also work regularly with students from a variety of backgrounds and identities, which has shaped an intersectional lens I apply to all policy and program work.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

I am employed at UNC-CH as the Substance Use Education & Prevention Coordinator within Student Wellness. While this position involves substance use prevention and education, I do not oversee any budgets funded by county dollars. If appointed, I would recuse myself from any decisions that directly affect my employer to avoid any real or perceived conflicts.

Board of Health

Please explain how your background, education and experience is relevant to this board

I have an MSW, and my role concentrates on macro/mezzo practice and public health. My role at UNC-Chapel Hill centers on substance use prevention and wellness promotion. I manage media campaigns, strategic planning, and coalition-building efforts that span multiple dimensions of health, including mental health, substance use, and health equity. I regularly collaborate with local and statewide public health partners and use data-informed approaches to improve health outcomes on campus and beyond.

Please explain your reasons for wanting to serve on this board

I'm committed to advancing holistic, equity-based public health strategies in Orange County. Serving on the Health Board would allow me to support broader systems-level efforts and represent the needs of young adults, people in recovery, and underserved communities. I also hope to contribute my knowledge of harm reduction, stigma reduction, and prevention to ongoing public health discussions and decisions.

How would your participation on this board contribute to the diversity of viewpoints?

My background in both social work and public health gives me a unique systems-level lens. As a woman in recovery working in higher education, I can offer perspectives that are often underrepresented in public health governance including youth mental health, substance use stigma, and barriers to prevention and care. My work prioritizes the voices of marginalized communities and centers health equity.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

I work at UNC-Chapel Hill in a public health-related role focused on substance use prevention within Student Wellness. My position does not involve seeking or managing county funding, and I do not represent my employer in any official capacity. I would recuse myself from any decisions that could directly affect UNC-CH to avoid any conflict of interest.

Board of Social Services

Please explain how your background, education and experience is relevant to this board

I hold a Master of Social Work and currently serve in a public health role that involves working closely with students facing housing insecurity, food insecurity, and mental health challenges all of which intersect with the work of social services. My experience includes systems-level planning, grant management, and program implementation. I've also worked in community-based crisis support, leading trauma-informed healing groups through an intersectional lens.

Please explain your reasons for wanting to serve on this board

I want to help ensure that social services in our county are inclusive, trauma-informed, and responsive to the needs of diverse populations. I'm particularly interested in the social determinants of health and how county programs can improve access to housing, food, behavioral health, and prevention services. I hope to bring a strong systems thinking approach that considers both immediate needs and long-term impact.

How would your participation on this board contribute to the diversity of viewpoints?

As a social worker and public health professional who has also personally navigated systems of care, I bring both analytical and lived perspectives to the table. I understand the barriers that exist in accessing services, especially for those impacted by stigma, poverty, or discrimination. My lens is shaped by equity, prevention, and long-term well-being for individuals and families.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

I am employed in a university-based public health role that focuses on student wellness and substance use prevention. I do not manage or apply for county-administered social services funding. If appointed, I would ensure transparency and recuse myself from any decisions that could involve my employer.

Boards/Commissions appointments:

Other Comments:

This application was current on: 8/8/2025 9:37:26 AM

Date Printed: 8/8/2025

Volunteer Application Orange County Advisory Boards and Commissions

Name: Ms. Rhonda Patterson
Name Called:
Home Address: 1000 Novus Ln.
 #335
 Chapel Hill NC 27514
Phone: 410-505-0496
Email: Rhondear@yahoo.com
Year of OC Residence: 2016
Township of Residence: Chapel Hill
Zone of Residence: C.H. City Limits
Gender Identity: Female
Ethnic Background: Other
Age Range: 60+

Community Activities/Organizational Memberships:

Presently, being recommended for At Large position with Orange County Animal Services. Volunteer with Eyes Ears Nose & Paws; will start training this August 25 with GAL (Guardian ad Litem).

Past Service on Orange County Advisory Boards:

Recommended to become a member of the Advisory Board with Orange County Animal Services for position At-Large. BOCC to vote in September

Boards/Commissions applied for:

Animal Services Advisory Board

Please explain how your background, education and experience is relevant to this board

Passionate about animal safety and care.

Please explain your reasons for wanting to serve on this board

Would be honored to become more involved in servicing Orange County and making a valuable meaningful contribution.

How would your participation on this board contribute to the diversity of viewpoints?

I am confident my background in healthcare finances, administration, operations and my deep passion to make a difference in my community along in the lives of animals could add value in making a positive difference.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Board of Health

Please explain how your background, education and experience is relevant to this board

My background and expertise is in the Health Care Industry where I provided leadership on operational, finance, customer service and human resources.

Please explain your reasons for wanting to serve on this board

I'm certain I can make a meaningful contribution.

How would your participation on this board contribute to the diversity of viewpoints?

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Advisory Board on Aging

Please explain how your background, education and experience is relevant to this board

I've participated and volunteered in various programs for the aging.

Please explain your reasons for wanting to serve on this board

To be of service and to make a contribution.

How would your participation on this board contribute to the diversity of viewpoints?

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Commission for the Environment

Please explain how your background, education and experience is relevant to this board

Passionate human who cares deeply for our planet!

Please explain your reasons for wanting to serve on this board

Passionate human who cares deeply for our planet!

How would your participation on this board contribute to the diversity of viewpoints?

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:

Other Comments:

Applied for Animal Services Advisory Board 1/4/2025 8:49:30 AM

Applied for Board of Health, Advisory Board on Aging, and Commission for the Environment 6/23/2025 1:21:47 PM

This application was current on: 6/23/2025 1:21:47 PM

Date Printed: 6/24/2025

Volunteer Application Orange County Advisory Boards and Commissions

Name: Dr. Chris Ringwalt
Name Called:
Home Address: 144 N. Wake St.
 Hillsborough NC 27278
Phone: 919-259-0643
Email: RINGWALT@PIRE.ORG
Year of OC Residence: 1982
Township of Residence: Hillsborough
Zone of Residence: Town of Hillsborough
Gender Identity: Male
Ethnic Background: White
Age Range: 60+

Community Activities/Organizational Memberships:

Hillsborough Community Garden (Board member) Reentry House Plus (Board member)
 Orange County Opioid Advisory Committee A250 Committee Yokefellows (ministry at
 Orange Correctional) St. Matthews Episcopal Church

Past Service on Orange County Advisory Boards:

Opioid Advisory Committee

Boards/Commissions applied for:

Board of Health

Please explain how your background, education and experience is relevant to this board

Doctor of Public Health from UNC Gillings School of Public Health Chair, Alcohol, Tobacco and Other Drug Section, American Journal of Public Health Board Secretary, Society for Prevention Research Senior Scientist, UNC Injury Prevention Research Center Senior Scientist, Pacific Institute for Research and Evaluation Advisory, Law Enforcement Against Drugs 35 years of research experience in substance use prevention with support from NIDA, NIAAA, CDC, and many other sources

Please explain your reasons for wanting to serve on this board

I have a passionate interest in public health practice and promotion. My particular area of expertise relates to behavioral health

How would your participation on this board contribute to the diversity of viewpoints?

Good question. I freely recognize that as a white male my contribution to diversity may be limited. But I am also a strong advocate of harm reduction strategies that meet and support people with opioid and alcohol misuse problems where they are, non-judgmentally.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:**Opioid Advisory Committee****Application Date:** 9/20/2022**Background, education and experience relevant to this board:**

I have a DrPH (Public Health) from UNC and a longstanding personal and professional interest in the prevention of opioid overdose. I was active for many years in the NC Harm Reduction Coalition, and have served as a preceptor for a UNCSPH Capstone Team su

Reasons for wanting to serve on this board:

I am a strong advocate of harm reduction strategies - I am currently writing a book chapter on the subject - and how they can be effectively applied in community settings. I would like to see them adopted widely across Orange County.

Conflict of Interest:**Other Comments:**

Applied for Opioid Advisory Committee 9/20/2022 10:46:15 AM

Applied for Board of Health 6/26/2025 1:27:34 PM

This application was current on: 6/26/2025 1:27:34 PM

Date Printed: 6/30/2025

Volunteer Application Orange County Advisory Boards and Commissions

Name: Dr. Beth Rosenberg
Name Called:
Home Address: 3519 Lyric Circle
 Hillsborough NC 27278
Phone: 919-619-4356
Email: drbsr91@gmail.com
Year of OC Residence: 1991
Township of Residence: Chapel Hill
Zone of Residence: County
Gender Identity: Female
Ethnic Background: White
Age Range: 60+

Community Activities/Organizational Memberships:

I am currently employed by Piedmont Health Services as the Director of Employee Health and Consulting Cardiologist for our 2 PACE programs. I plan to retire from my position as Director of Employee Health on June 30, 2024.

Past Service on Orange County Advisory Boards:

None

Boards/Commissions applied for:

Board of Health

Please explain how your background, education and experience is relevant to this board

I have been practicing medicine (cardiology, geriatrics, internal medicine) for the past 33 yrs in Orange County. I served on the faculty at UNC Schooof Medicine for 20+ years including 5 years on the admissions committee. Prior to retiring from private practice I worked with the OC Dept on Aging on the OC MAP. Following my retirement from private practice cardiology in 2017 I joined Piedmont Health Services and worked in the PACE programs for 5 years before being asked to create an Employee Health & Wellness Clinic. In this position I have had the opportunity to work on some of the many policies in place pertaining to Employee Health & Wellness. I have also been responsible for keeping our staff informed regarding infectious diseases (mostly COVID & FLU) affecting our community. I have also served on the DEI Committee at Piedmont Health for the past 2+ years.

Please explain your reasons for wanting to serve on this board

As I retire I will have more time to engage in volunteer activities. I would like to be able to use my various prior experiences in medicine and related activities to serve and hopefully benefit my community. In addition to ensuring optimal health and safety of our community, I would also like to work toward maximizing equity in health care for marginalized groups in our community.

How would your participation on this board contribute to the diversity of viewpoints?

I think that as a physician who has spent her entire medical career here in Orange County I have had the opportunity to see how our population has grown and changed over the past 33 years. My medical experience has included some of the wealthiest and most prominent members of our community (while in private practice) and some of the poorest (through my work with our PACE programs which consist primarily dual eligible, frail older citizens). As an older, gay woman I feel that I would help this board to address health issues unique to the LGBTQ+ community.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:

Other Comments:

This application was current on: 4/11/2024 8:47:26 PM

Date Printed: 4/12/2024

Volunteer Application Orange County Advisory Boards and Commissions

Name: Mr. Matthew Sprenkle
Name Called:
Home Address: 109 Shadowood Dr. Unit H
 Chapel Hill NC 27514
Phone: 336-528-8510
Email: matthewsprenkle10@gmail.com
Year of OC Residence: 2024
Township of Residence: Chapel Hill
Zone of Residence: C.H. City Limits
Gender Identity: Male
Ethnic Background: Hispanic
Age Range: 18-34

Community Activities/Organizational Memberships:

Currently assist Habitat for Humanity at Weaver Grove and backup the Ronald McDonald House.

Past Service on Orange County Advisory Boards:

N/A

Boards/Commissions applied for:

Board of Health

Please explain how your background, education and experience is relevant to this board

My bachelors of psychology/biology in tandem with my background in healthcare via dental assisting makes me eligible for this role.

Please explain your reasons for wanting to serve on this board

I want to become more involved with my community.

How would your participation on this board contribute to the diversity of viewpoints?

Being hispanic has shown me that small differences in color and culture can shift viewpoints.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Board of Social Services

Please explain how your background, education and experience is relevant to this board

My specialization in mental health first aid and my bachelors in psychology/biology has given me knowledge of the underlying mental health issues across the county in underserved populations.

Please explain your reasons for wanting to serve on this board

I want to be a part of something bigger and join the community.

How would your participation on this board contribute to the diversity of viewpoints?

Being hispanic has shown me that small differences in color and culture can shift viewpoints.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?**Adult Care Home and Nursing Home Community Advisory Committee****Please explain how your background, education and experience is relevant to this board**

My specialization in mental health first aid and my bachelors in psychology/biology has given me knowledge of the underlying mental health issues across the county in underserved populations.

Please explain your reasons for wanting to serve on this board

I want to be a part of something bigger and join the community.

How would your participation on this board contribute to the diversity of viewpoints?

I want to be a part of something bigger and join the community.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?**Boards/Commissions appointments:****Other Comments:**

This application was current on: 12/13/2025 11:44:46 AM

Date Printed: 12/15/2025

Volunteer Application Orange County Advisory Boards and Commissions

Name: Gary West
Name Called:
Home Address: 602 Lake Hogan Farm Rd.
 Chapel Hill NC 27516-4330
Phone: 919-360-1034
Email: grwatlanta@yahoo.com
Year of OC Residence: 2003
Township of Residence: Chapel Hill
Zone of Residence: Carrboro City Limits
Gender Identity: Male
Ethnic Background: White
Age Range: 60+

Community Activities/Organizational Memberships:

Not current involved. I taught classes on a range of issues with and Peer Learning and Chapel Hill based NGO. It closed a couple of years ago after the death of its President. Interested no in becoming more involved in community activities.

Past Service on Orange County Advisory Boards:

I am not currently serving on any of the boards, nor have I ever served before.

Boards/Commissions applied for:

Board of Health

Please explain how your background, education and experience is relevant to this board

I was a CDC staff member for 34 years and worked domestically in multiple states and internationally in multiple countries mostly Asia. Served as FHI 360's Vice President for Research for 12 years. FHI 360 is a Durham-based NGO. I have a masters in Public Management and Health Care Systems. I have authored or co-authored many scientific publications focused on public health.

Please explain your reasons for wanting to serve on this board

I had a long career in public health focused domestically and internationally and on many issues. I worked domestically in multiple states and internationally in many countries I am still deeply committed to public health goals and a major proponent of community involvement in decision making on public health issues.

How would your participation on this board contribute to the diversity of viewpoints?

I have long experience in facing many public health issues and in designing and implementing programs and research. Just a few examples including participating as an epidemiologist on smallpox eradication in Bangladesh, measles elimination in the U.S., community planning for HIV prevention in the U.S. My broad experience and direct personal experience will help other board members gain deep understanding of issues.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:**Other Comments:**

This application was current on: 1/26/2026 11:30:58 AM

Date Printed: 1/28/2026

Volunteer Application Orange County Advisory Boards and Commissions

Name: Mr. James Wheeler
Name Called:
Home Address: 2926 Little River Dr.
 Hillsborough NC 27278
Phone: 310-801-5841
Email: jameswheeler.2009@gmail.com
Year of OC Residence: 2024
Township of Residence: Little River
Zone of Residence: County
Gender Identity: Male
Ethnic Background: White
Age Range: 35-59

Community Activities/Organizational Memberships:

Member of various nursing organizations

Past Service on Orange County Advisory Boards:

None

Boards/Commissions applied for:

Board of Health

Please explain how your background, education and experience is relevant to this board

Over 20 years working in healthcare. 15 years working as a nurse. Over four years working in nursing leadership.

Please explain your reasons for wanting to serve on this board

I want to improve health literacy and advocacy in the community.

How would your participation on this board contribute to the diversity of viewpoints?

I have lived all over the country and have experienced various opportunities and viewpoints in my career.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Animal Services Hearing Panel Pool

Please explain how your background, education and experience is relevant to this board

College educated with MBA. Have adopted pets from shelters since 2014.

Please explain your reasons for wanting to serve on this board

As above.

How would your participation on this board contribute to the diversity of viewpoints?

Provide a unique perspective to help with animal rights and advocacy.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Commission for the Environment

Please explain how your background, education and experience is relevant to this board

As above.

Please explain your reasons for wanting to serve on this board

I have a very strong interest in preserving our environment and educating regarding climate change.

How would your participation on this board contribute to the diversity of viewpoints?

I have a diverse education from living in LA and around the country.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:

Other Comments:

This application was current on: 8/10/2024 5:55:51 PM

Date Printed: 8/21/2024

Volunteer Application Orange County Advisory Boards and Commissions

Name: Mr. Randolph Wilson
Name Called:
Home Address: 1315 Carolina Loop
 Hillsborough NC 27278
Phone: 252-532-9302
Email: Randolp.hwilson96@yahoo.com
Year of OC Residence: 2024
Township of Residence: Hillsborough
Zone of Residence: County
Gender Identity: Male
Ethnic Background: African American
Age Range: 35-59

Community Activities/Organizational Memberships:

Quaker Community
 Weaver Street Market Breakfast meeting
 We Are a Poem: Poetry Night
 Panel Discussion (The Strike)
 Member of Peace and Justice Committee of Chapel Hill Friends
 SWIT

Past Service on Orange County Advisory Boards:

N/A

Boards/Commissions applied for:

Board of Health

Please explain how your background, education and experience is relevant to this board

I have been through the struggles that the board is trying to address such as homelessness and incarceration.

Please explain your reasons for wanting to serve on this board

I want to help bring new ideas to the board and help make the community better with different ideas

How would your participation on this board contribute to the diversity of viewpoints?

I can bring new ideas based on my experiences with homeless and incarceration that the other board members have not experienced

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:

Other Comments:

This application was current on: 4/27/2025 4:11:47 PM

Date Printed: 4/28/2025

Volunteer Application Orange County Advisory Boards and Commissions

Name: Mrs. Christine Wisnewski
Name Called:
Home Address: 2545 Woods Loop
 Hurdle Mills NC 27541
Phone: 919-360-9591
Email: Wisnewskichristine@gmail.com
Year of OC Residence: 1998
Township of Residence: Cedar Grove
Zone of Residence: County
Gender Identity: Female
Ethnic Background: White
Age Range: 35-59

Community Activities/Organizational Memberships:

Pastoral Council at Holy Family Catholic Church

Past Service on Orange County Advisory Boards:

Never served before

Boards/Commissions applied for:

Advisory Board on Aging

Please explain how your background, education and experience is relevant to this board

I am an ambulatory care nurse at a clinic whose population is primarily over 65. I am a mother and a daughter.

Please explain your reasons for wanting to serve on this board

I would like to learn more about Services OC provides, share it with my patient population and take what I have learned at my current position and share with the community.

How would your participation on this board contribute to the diversity of viewpoints?

Working as a nurse with gives me a unique position of understanding of the health needs of our community.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Board of Health

Please explain how your background, education and experience is relevant to this board

I am an RN who works with the aging population, I am a daughter of parents who are aging. I am a member of several community organizations with a variety of ages backgrounds. I am a mother of 4 adult children, whom I homeschooled for 17 years.

Please explain your reasons for wanting to serve on this board

I care about the people in this community and my family and I want to serve it.

How would your participation on this board contribute to the diversity of viewpoints?

Working as a nurse gives me a unique position of understanding of the health needs of our community.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?**Orange Water & Sewer Authority Board of Directors****1. Please describe, generally, your reasons for wanting to serve on the OWASA Board of Directors.**

I would like to serve on this board to contribute to the growth and conservation of resources in my community. of Directors.

2a. Please list/explain your experience, either professionally and/or from other boards/commissions that you have in the areas of budget, personnel, and management.

I have not served on other boards and have not worked with budgets or management, except in my household while homeschooling for 17 years before I went back to work as a nurse. I am currently enrolled in an MBA program at UNCG

2b. In addition to the experience listed in the question above, please list the work/volunteer experience/qualifications that would add to your expertise for this board.

Currently, I am an RN in an ambulatory care clinic and a member of my Parish Council. I have been a Girl Scout Leader volunteer, a boyscout parent volunteer, a youth group religious education leader. I have lived in the community and volunteered in this community for 25+ years.

3. What do you understand OWASA's role to be regarding issues of growth and development?

OWASA helps to maintain the clean/safe water supply and waste treatment facilities and some recreation facilities in Orange County. OWASA provides guidance to developers related to growth and resource availability for the community. Basically, it manages water, land and some recreation facilities facilities and protects them for future use.

4. What do do you hope to accomplish if appointed?

I want to contribute to creating and sustaining a healthy environment for now and later.

5. Please indicate your availability to attend regularly scheduled meetings.

I can make evening meetings. Daytime meetings may be more difficult, but, I will try to request time from my employer.

6. How would your participation on this board contribute to the diversity of viewpoints?

I have always been interested in and concerned about environmental sustainability. I have traveled within the USA and have seen the beauty of our country. I want to keep America as beautiful as it is, and make it even better for the next generation.

Boards/Commissions appointments:**Other Comments:**

This application was current on: 4/1/2024 12:49:47 PM

Date Printed: 4/10/2024

Board and Commission Members

And Vacant Positions

Board of Health

Meeting Times: 7:00 pm Fourth Wednesday of every month

Contact Person: Quintana Stewart & Jean Phillips-Weiner

Meeting Place: C.H. & Hillsborough Health Depts. (alternating)

Contact Phone: 919-245-2411

Positions: 11

Length: 3 years

Terms: 3

Description: The Board of Health is the primary policy-making and adjudicatory body for the Health Department and is charged to protect and promote the public health of Orange County. The Board is mandated by state law and is composed of professionals representing specified health-related fields in addition to several at-large members.

Dr. Lee Pickett

1

Gender Identity: Female

Township: Eno

First Appointed: 09/17/2019

Ethnic Background: White

Residency Req:

Current Appointment: 05/16/2023

Age Range:

Special Repr: Veterinarian

Expiration: 06/30/2026

Number of Terms: 2

Dr. Brian Crandell

2

Gender Identity: Male

Township: Eno

First Appointed: 10/06/2020

Ethnic Background: White

Residency Req: At-Large

Current Appointment: 04/15/2025

Age Range: 35-59

Special Repr: Pharmacist

Expiration: 06/30/2028

Number of Terms: 2

Dr. Rachel Royce

3

Gender Identity: Female

Township: Hillsborough

First Appointed: 11/01/2022

Ethnic Background: White

Residency Req: At-Large

Current Appointment: 05/16/2023

Age Range: 60+

Special Repr: Citizen/Commissioner Appointment

Expiration: 06/30/2026

Number of Terms: 1

Dr. (Ph.D.) Shilda Rodgers

4

Gender Identity: Female

Township: Eno

First Appointed: 05/14/2020

Ethnic Background: African American

Residency Req: At-Large

Current Appointment: 05/16/2023

Age Range: 60+

Special Repr: Nurse

Expiration: 06/30/2026

Number of Terms: 2

Dr. Bruce Baldwin

5

Gender Identity: Male

Township: Chapel Hill

First Appointed: 06/20/2017

Ethnic Background: White

Residency Req: At-Large

Current Appointment: 05/07/2024

Age Range:

Special Repr: Optometrist

Expiration: 06/30/2027

Number of Terms: 3

Dr. Alison Stuebe

6

Chair

Gender Identity: Female

Township: Chapel Hill

First Appointed: 06/18/2019

Ethnic Background: White

Residency Req: At-Large

Current Appointment: 05/07/2024

Age Range:

Special Repr: Citizen/commissioner appointment

Expiration: 06/30/2027

Number of Terms: 2

Board and Commission Members

And Vacant Positions

Board of Health

Meeting Times: 7:00 pm Fourth Wednesday of every month

Contact Person: Quintana Stewart & Jean Phillips-Weiner

Meeting Place: C.H. & Hillsborough Health Depts. (alternating)

Contact Phone: 919-245-2411

Positions: 11

Length: 3 years

Terms: 3

Tony Whitaker

7 Vice-Chair

First Appointed: 10/05/2021

Gender Identity: Male

Township: Hillsborough

Current Appointment: 05/07/2024

Ethnic Background: White

Residency Req: At-Large

Expiration: 06/30/2027

Age Range: 35-59

Special Repr: Professional Engineer

Number of Terms: 2

VACANT

8

First Appointed:

Gender Identity:

Township:

Current Appointment:

Ethnic Background:

Residency Req: At-Large

Expiration: 06/30/2027

Age Range:

Special Repr: Citizen/Commissioner Appointment

Number of Terms:

Dr. Davia Nickelson

9

First Appointed: 09/19/2023

Gender Identity: Female

Township: Hillsborough

Current Appointment: 04/15/2025

Ethnic Background: African American

Residency Req: At-Large

Expiration: 06/30/2028

Age Range: 35-59

Special Repr: Dentist

Number of Terms: 1

Dr Aparna Jonnal

10

First Appointed: 06/18/2019

Gender Identity: Female

Township: Hillsborough

Current Appointment: 04/15/2025

Ethnic Background: Asian American

Residency Req: At-Large

Expiration: 06/30/2028

Age Range:

Special Repr: Physician

Number of Terms: 3

Earl McKee

11

First Appointed: 12/01/2025

Gender Identity: Male

Township: Little River

Current Appointment: 12/01/2025

Ethnic Background: White

Residency Req: At-Large

Expiration: 12/31/2026

Age Range:

Special Repr: B.O.C.C.

Number of Terms:

Applicant Interest Listing

by Board Name and by Applicant Name

Board of Health

Contact Person: Quintana Stewart & Jean Phillip
Contact Phone: 919-245-2411

Mrs. Sandra Okeke Bates

Gender Identity: Female Date Applied: 08/11/2024
Ethnic Background: African American Township: Cheeks
Age Range 18-34 Zone of Residence: Town of Mebane City Limits

Also Serves On: Adult Care Home and Nursing Home Community Advisory Committee

Dr. Ann Brady

Gender Identity: Female Date Applied: 01/21/2026
Ethnic Background: White Township: Bingham
Age Range 60+ Zone of Residence: County

Also Serves On:

Mr. David Colston

Gender Identity: Male Date Applied: 01/16/2025
Ethnic Background: White Township: Bingham
Age Range 18-34 Zone of Residence: County

Also Serves On:

Mr. Matt Epstein

Gender Identity: Male Date Applied: 03/12/2025
Ethnic Background: White Township: Hillsborough
Age Range 60+ Zone of Residence: Hillsborough Town Limits

Also Serves On:

Dr. Timothy Ives

Gender Identity: Male Date Applied: 11/20/2024
Ethnic Background: White Township: Bingham
Age Range 60+ Zone of Residence: County

Also Serves On:

Dr. Katrina Mattison-Chalwe

Gender Identity: Female Date Applied: 04/04/2023
Ethnic Background: African American Township: Cedar Grove
Age Range 35-59 Zone of Residence: County

Also Serves On:

Applicant Interest Listing

by Board Name and by Applicant Name

Board of Health

Contact Person: Quintana Stewart & Jean Phillip
Contact Phone: 919-245-2411

Ms. Victoria Menz

Gender Identity: Female Date Applied: 08/08/2025
Ethnic Background: White Township: Cheeks
Age Range 18-34 Zone of Residence: County

Also Serves On: Opioid Advisory Committee

Ms. Rhonda Patterson

Gender Identity: Female Date Applied: 06/23/2025
Ethnic Background: Other Township: Chapel Hill
Age Range 60+ Zone of Residence: C.H. City Limits

Also Serves On: Animal Services Advisory Board

Dr. Chris Ringwalt

Gender Identity: Male Date Applied: 06/26/2025
Ethnic Background: White Township: Hillsborough
Age Range 60+ Zone of Residence: Town of Hillsborough

Also Serves On: Opioid Advisory Committee

Dr. Beth Rosenberg

Gender Identity: Female Date Applied: 04/11/2024
Ethnic Background: White Township: Chapel Hill
Age Range 60+ Zone of Residence: County

Also Serves On:

Dr. Natalicio Serrano

Gender Identity: Male Date Applied: 10/02/2025
Ethnic Background: Hispanic Township: Chapel Hill
Age Range 18-34 Zone of Residence: C.H. City Limits

Also Serves On:

Mr. Matthew Sprenkle

Gender Identity: Male Date Applied: 12/13/2025
Ethnic Background: Hispanic Township: Chapel Hill
Age Range 18-34 Zone of Residence: C.H. City Limits

Also Serves On:

Applicant Interest Listing

by Board Name and by Applicant Name

Board of Health

Contact Person: Quintana Stewart & Jean Phillip
Contact Phone: 919-245-2411

Gary West

Gender Identity: Male
Ethnic Background: White
Age Range 60+

Date Applied: 01/26/2026
Township: Chapel Hill
Zone of Residence: Carrboro City Limits

Also Serves On:

Mr. James Wheeler

Gender Identity: Male
Ethnic Background: White
Age Range 35-59

Date Applied: 08/10/2024
Township: Little River
Zone of Residence: County

Also Serves On: Animal Services Hearing Panel Pool

Mr. Randolph Wilson

Gender Identity: Male
Ethnic Background: African American
Age Range 35-59

Date Applied: 04/27/2025
Township: Hillsborough
Zone of Residence: County

Also Serves On:

Mrs. Christine Wisnewski

Gender Identity: Female
Ethnic Background: White
Age Range 35-59

Date Applied: 04/01/2024
Township: Cedar Grove
Zone of Residence: County

Also Serves On:

ORANGE COUNTY BOARDS AND COMMISSIONS ANNUAL REPORT AND WORK PLAN

Name of Board/Commission: Board of Health

Report Period: January 2025-December 2025

The Board of County Commissioners (BOCC) appreciates the dedication of all volunteers on Orange County boards and commissions and asks each body to complete an Annual Report and Work Plan. This document will inform the BOCC of the activities each board/commission has conducted over the past year and detail a plan for future activities. These activities should be consistent with the board/commission's assigned charge and the goals identified in the [Orange County Strategic Plan](#) (Strategic Plan). General information about the Strategic Plan is available [here](#).

Person to address the BOCC, title, and contact information: **Tony Whitaker, Chair,**
twhitaker511@gmail.com

Primary staff contact: **Quintana Stewart, Health Director – ext. 2412**

1. How many times per month does this board/commission meet, including any special meetings and subcommittee meetings?

Board meets once monthly except for July and December. Committee meetings resumed in September 2023. The committees meet at a minimum quarterly, with most choosing to meet bi-monthly. There are currently four committees. The committees are Access to Care, Behavioral Health, Connections to Community Support, and an Ad Hoc Committee on Well Rules.

2. Please briefly describe this board/commission's assigned charge and responsibilities. Board-specific Policies and Procedures documents, which detail the charge and responsibilities for each board/commission, are available [here](#).

The Board of Health is the primary policy-making and adjudicatory body (NCGS 130A-39(a) (powers and duties of the boards of health) and NCGS 130A-24 (appeals), for the health department and is charged to protect and promote the public health of Orange County.

3. What are your board/commission's most important accomplishments during the report period?
- **March 2025** – The BOH approved a resolution drafted by the Behavioral Health Committee recognizing the harms of screens and social media to youth mental health and encouraging community members to educate themselves and their families.
 - **October 2025** – The BOH approved a resolution drafted by the Access to Care Committee recognizing that the NC General Assembly has charged the health department with providing healthcare services to the most vulnerable and disavowing the presence of law enforcement in the Orange County Health Department, as it prevents vulnerable community members from accessing needed services.
 - **October 2025** – The BOH approved a resolution drafted by the Connections to Community Support Committee recognizing housing as a public health issue and encouraging local governments to incorporate certain public health approaches to increasing the affordable housing supply in their upcoming land use plan revisions.
 - During the Spring and Summer, the Access to Care Committee sponsored a photovoice project to learn more from vulnerable community members, including individuals who have experienced incarceration, who are living unsheltered, and with limited English proficiency, about their experiences accessing healthcare services.
 - Throughout the year, committees held educational sessions with various subject matter experts to help inform planning and prioritization.
4. Please list any specific tasks, events, or functions performed or sponsored annually.
- **Community Health Assessment – Conducted every 4 years; 2023 Assessment submitted to NC DHHS in March 2024**
 - **Financial Reports and Billing Dashboards – Quarterly Review**
 - **Budget – Annual Review**
 - **Outside Agency Funding Request – Annual Review**
 - **Alliance Annual Report – Annual Review**
 - **Policy Review – Annual Review**
 - **Communicable Disease Report – Annual Review**
 - **Child Fatality Report – Annual Review**
 - **Tobacco Prevention Program – Annual Update**
 - **Health Director Annual Performance Review**
 - **BOH Reappointments – Chair and Vice Chair – Annual Review**
 - **Healthy Carolinians of Orange County – Annual Update**
 - **BOH Meeting Schedule – Annual Review**
 - **Delinquent Accounts – Annual Review**
 - **Immigrant and Refugee Health – Annual Update**

5. Describe this board/commission's activities/accomplishments in carrying out the goals identified in the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#).
- **Environmental Protection and Climate Action** – *Promote sustainability and resiliency across the County and collaborate with our partners to activate our community, protect and preserve our natural resources, and reduce greenhouse gas emissions.*
 - **The Board's ad hoc committee has been reviewing the Health Department's groundwater protection program to consider the science around the current well rules and ensure that the rules are equitable while ensuring safe groundwater for all. The committee is currently deciding how to proceed in terms of revising the rules related to the outcome of a recent adjudication case.**
 - **Healthy Community** – *Increase equitable access to care and social safety net programming to promote the physical, social, and mental well-being of our community.*
 - **The Board of Health is the primary policy-making and adjudicatory body for the Health Department and is charged with protecting and promoting the public health of Orange County residents.**
 - **The Board is sponsoring a Photovoice project, allowing Orange County residents to submit photographs detailing challenges that they face in accessing healthcare. So far, the Board has heard from individuals who have experienced incarceration, individuals who are living unsheltered, and individuals with limited English proficiency. The results are helping inform changes at the Health Department to improve their services and outreach.**
 - **Housing for All** – *Promote equitable and accessible housing and address housing disparities through policies, partnerships, and collaboration to create a thriving community*
 - **The Board approved a resolution recognizing housing as a public health issue and encouraging local governments to incorporate specific public health approaches to increasing affordable housing supply in their land use plans.**
 - **Multi-modal Transportation** – *Collaborate with our regional partners to expand, integrate/connect, and provide accessible public transportation options.*
 - **The Board heard from Vision Zero: Chapel Hill about their efforts to improve safety for pedestrians and cyclists and reduce traffic fatalities in Chapel Hill to zero by 2030.**
 - **Public Education/Learning Community** – *Enhance and maintain quality school operations and infrastructure and cultivate lifelong learning.*
 - **The Board approved a resolution on the potential negative impact of excessive screen use and social media on youth mental health. In this resolution, the Board encouraged local school systems to review their school cell phone policies to promote youth mental health.**

- **Diverse and Vibrant Economy – *Foster an environment that attracts and retains sustainable and diverse businesses and visitors, employment opportunities and diversifies our tax base.***
 - **The Board hears regular updates from Environmental Health Services about their work maintaining healthy restaurant and lodging services and clean swimming pools. Environmental Health Services also provides permitting, which encourages development.**
6. Describe any collaboration between this board/commission and other boards and commissions.
- **The Health Director serves as the designee for several Board activities and collaborative initiatives. The Board receives monthly updates via the Health Director’s Report, which shows meetings, presentations, and other activities completed each month. Some of the local boards and governing bodies that the Board of Health/Health Department have worked with during this reporting period include:**
 - **BOCC**
 - **Alliance**
 - **Carrboro Town Council**
 - **Chapel Hill Town Council**
 - **Chapel Hill-Carrboro City Schools Board of Education**
 - **DEAPR**
 - **Family Success Alliance**
 - **Healthy Carolinians of Orange County**
 - **Hillsborough Board of Commissioners**
 - **Opioid Advisory Committee**
 - **Justice Advisory Council**
 - **Orange County Partnership for Young Children**
 - **Orange County Schools Board of Education**
 - **Other Boards that BOH members sit on:**
 - **CHCCS School Health Advisory Council (SHAC)**
 - **North Carolina Dental Society**
 - **North Carolina Dental Society Political Action Committee**
 - **Old North State Dental Society Student Affairs Committee**
 - **SNDA CAARES Dental Clinic**
 - **Board of Directors for Nonprofit After the Rain**
 - **Orange County Animal Services Advisory Board**
 - **Orange Partnership (former Board member, Keith Bagby, served as Chair)**

7. Identify any activities this board/commission expects to carry out in 2026 that are related to the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#). If applicable, please list any fiscal impact (i.e., funding, staff time, other resources) associated with these proposed activities.
- **Environmental Protection and Climate Action** – *Promote sustainability and resiliency across the County and collaborate with our partners to activate our community, protect and preserve our natural resources, and reduce greenhouse gas emissions.*
 - **The Board’s ad hoc committee will continue reviewing the Health Department’s groundwater protection program and make recommendations for how to proceed in terms of revising the rules related to the outcome of a recent adjudication case.**
 - **Healthy Community** – *Increase equitable access to care and social safety net programming to promote the physical, social, and mental well-being of our community.*
 - **The Board is planning to continue their Photovoice project, allowing Orange County residents to submit photographs detailing challenges that they face in accessing healthcare. While the first round of photos were collected in collaboration with certain vulnerable populations, the next phase will be open to all residents of Orange County. This will help inform planning for future projects and ensure the needs and values of the community are represented in future work. This project will involve staff time and a small budget (~\$1.5k).**
 - **Housing for All** – *Promote equitable and accessible housing and address housing disparities through policies, partnerships, and collaboration to create a thriving community.*
 - **The Board will continue to learn about housing issues and ways that they can be helpful in promoting affordable housing as a public health issue.**
 - **Multi-modal Transportation** – *Collaborate with our regional partners to expand, integrate/connect, and provide accessible public transportation options.*
 - **Nothing planned at this time.**
 - **Public Education/Learning Community** – *Enhance and maintain quality school operations and infrastructure and cultivate lifelong learning.*
 - **The Board will continue to promote excessive screen time and youth mental health as an area of concern and may seek to collaborate with the school systems to promote National Screen-Free Week in May.**
 - **Diverse and Vibrant Economy** – *Foster an environment that attracts and retains sustainable and diverse businesses and visitors, employment opportunities and diversifies our tax base.*
 - **Nothing planned at this time.**

8. What concerns or emerging issues does this board/commission anticipate for the upcoming year that it plans to address or wishes to bring to the BOCC's attention?
- **Capacity of current public health workforce to provide services to residents if Medicaid Expansion is discontinued.**
 - **Capacity of current public health workforce to provide services to Medicaid eligible residents if private practice providers limit/eliminate Medicaid patients due to reduction in Medicaid reimbursement rates.**
 - **Sustainability of Opioid Mitigation Strategies beyond use of Opioid Settlement Funds.**
 - **Mental health resources in the community, especially a lack of diverse mental health providers.**
 - **Vaping among young people.**
 - **Potential health risks of high levels of screen time in children and teenagers.**
 - **Affordable housing and homelessness.**
 - **Concerns about access to public health resources in light of immigration enforcement and fear of their presence at healthcare facilities, including the Health Department.**
 - **Concerns about changes to the public health ecosystem (e.g., rollbacks to fluoridation, rollbacks to vaccination requirements, changes in CDC leadership and infrastructure, cuts to program funding including SNAP and Medicaid, etc.).**

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: February 10, 2026

**Action Agenda
Item No. 4**

SUBJECT: Chapel Hill-Orange County Visitors Bureau Advisory Board – Appointments Discussion

DEPARTMENT: Board of Commissioners

ATTACHMENT(S):

Members and Applicants Summary Sheet
Membership Roster
Applicant Interest List
No Eligible Applicants
Annual Work Plan

INFORMATION CONTACT:

Clerk's Office, 919-245-2125

PURPOSE: To discuss appointments to the Chapel Hill-Orange County Visitors Bureau Advisory Board.

BACKGROUND: The Chapel Hill-Orange County Visitors Bureau Advisory Board is charged with developing and coordinating visitor services in Orange County. It also implements marketing programs that enhance the economic activity and quality of life in the community.

The Board of County Commissioners appoints all seventeen (17) members, with representatives from specific entities and fields.

The Carrboro Town Council, Chapel Hill Town Council, and Hillsborough Board of Commissioners each nominate a member to serve.

The following individuals have been nominated to serve:

NAME	POSITION DESCRIPTION	TYPE OF APPOINTMENT TERM	EXPIRATION DATE
Theo Nollert	Chapel Hill Town Council	Partial Term	12/31/2027
Fred Joiner	Carrboro Town Council	First Full Term	12/31/2028

If the individuals listed above are appointed, the following vacancy remains:

POSITION DESIGNATION	EXPIRATION DATE	VACANCY INFORMATION
Chapel Hill Downtown Partnership Staff	06/30/2026	Vacant since 05/07/2025

NOTE: There are no applicants eligible for this vacancy.

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

ALIGNMENT WITH STRATEGIC PLAN: This item supports:

- **GUIDING PRINCIPLE – INCLUSIVITY AND ENGAGEMENT**

We foster an environment in which all are welcomed, represented, and empowered to participate in and feel connected to their community.

- **GUIDING PRINCIPLE – DEDICATION AND RESPECT**

We commit to our roles in public service and organizational excellence by fostering the skills, talents, and innovation of our residents, employees, volunteers, and boards needed to carry out this work.

RECOMMENDATION(S): The Manager recommends that the Board discuss appointments to the Chapel Hill-Orange County Visitors Bureau Advisory Board.

Chapel Hill Orange County Visitors Bureau Advisory Board Members and Applicants						
Name	Member or Applicant?	Gender Identity	Race/Ethnic Background	Age Range	Township	Also Serves on
Donald Bryan	Member	Male	White	60+	Chapel Hill	
Craig Lloyd	Member	Male	White	35-59	Cheeks	
Allison Reid	Member	Female	White	35-59	Chapel Hill	
Lisa Kaylie	Member	Female	White	35-59	Chapel Hill	Economic Development Advisory Board
Karen M. Dehart	Member	Female	White	35-59	Chapel Hill	
Matt Hughes	Member	Male	African American	18-34	Hillsborough	
Creston Woods	Member	Male	White	60+	Non-Resident	
Ben Marklin	Member	Male	White	18-34	Chapel Hill	
Heidi W. Dawson	Member	Female		35-59	Non-Resident	
Wendy Smith	Member	Female	White	35-59	Chapel Hill	
David Yonkovich-Putnam	Member	Male	White	18-34	Non-Resident	
Jon Hartman-Brown	Member	Male	White	18-34	Chapel Hill	
Meredith Sabye	Member	Female	White	35-59	Bingham	
Sally Greene	Member (BOCC rep.)				Chapel Hill	
VACANT						
VACANT						
VACANT						
Amanda Frisard	Applicant	Female	Native American	35-59	Chapel Hill	
Margaret Moriarty	Applicant	Female	White	18-34	Chapel Hill	Parks and Recreation Council
Jonathan Sosidka	Applicant	Male	White	18-34	Chapel Hill	

Board and Commission Members

And Vacant Positions

Chapel Hill Orange County Visitors Bureau Advisory Board

Meeting Times: 8:00 am Third Wednesday of every month except Jul. & Dec.

Contact Person: Laurie Paolicelli & Hannah Hemphill

Meeting Place: Varies

Contact Phone: 919-245-4323

Positions: 17

Length: 3 years

Terms: 2

Description: <div>This board is charged with developing and coordinating visitor services in Orange County. It also implements marketing programs that will enhance economic activity and quality of life in the community. </div>

VACANT

1			First Appointed:	
Gender Identity:		Township:	Current Appointment:	
Ethnic Background:		Residency Req: At-Large	Expiration:	12/31/2027
Age Range:		Special Repr: Chapel Hill Town Council	Number of Terms:	

Donald Bryan

2			First Appointed:	03/07/2024
Gender Identity: Male		Township: Chapel Hill	Current Appointment:	03/07/2024
Ethnic Background: White		Residency Req: At-Large	Expiration:	12/31/2026
Age Range: 60+		Special Repr: Chapel Hill-Carrboro Chamber of Comm	Number of Terms:	1

Mr. Craig Lloyd

3			First Appointed:	11/19/2024
Gender Identity: Male		Township: Cheeks	Current Appointment:	11/19/2024
Ethnic Background: White		Residency Req: At-Large	Expiration:	12/31/2026
Age Range: 35-59		Special Repr: Orange County/Hillsborough Chamber of	Number of Terms:	1

Ms. Allison Reid

4			First Appointed:	11/19/2024
Gender Identity: Female		Township: Chapel Hill	Current Appointment:	11/19/2024
Ethnic Background: White		Residency Req: At-Large	Expiration:	12/31/2027
Age Range: 35-59		Special Repr: UNC Chapel Hill	Number of Terms:	1

Ms. Lisa Kaylie

5			First Appointed:	02/25/2025
Gender Identity: Female		Township: Chapel Hill	Current Appointment:	02/25/2025
Ethnic Background: White		Residency Req: At-Large	Expiration:	12/31/2026
Age Range: 35-59		Special Repr: Economic Development Advisory Board-	Number of Terms:	

Karen M. Dehart

6	Chair		First Appointed:	11/01/2022
Gender Identity: Female		Township: Chapel Hill	Current Appointment:	11/18/2025
Ethnic Background: White		Residency Req: At-Large	Expiration:	12/31/2028
Age Range: 35-59		Special Repr: NC High School Athletic Association	Number of Terms:	2

Board and Commission Members

And Vacant Positions

Chapel Hill Orange County Visitors Bureau Advisory Board

Meeting Times: 8:00 am Third Wednesday of every month except Jul. & Dec.

Contact Person: Laurie Paolicelli & Hannah Hemphill

Meeting Place: Varies

Contact Phone: 919-245-4323

Positions: 17

Length: 3 years

Terms: 2

Matt Hughes

7

Gender Identity: Male

Township: Hillsborough

First Appointed: 03/07/2024

Ethnic Background: African American

Residency Req: Hillsborough Twnshp

Current Appointment: 11/18/2024

Age Range: 35-59

Special Repr: Town of Hillsborough Board of Commiss

Expiration: 12/31/2028

Number of Terms: 1

Mr. Creston Woods

8

Gender Identity: Male

Township: Non-Res.Consultnt.

First Appointed: 02/25/2025

Ethnic Background: White

Residency Req: At-Large

Current Appointment: 02/25/2025

Age Range: 60+

Special Repr: O/C Lodging Assoc.

Expiration: 12/31/2027

Number of Terms: 1

VACANT

9

Gender Identity:

Township:

First Appointed:

Ethnic Background:

Residency Req: At-Large

Current Appointment:

Age Range:

Special Repr: Carrboro Town Council

Expiration: 12/31/2028

Number of Terms:

Ben Marklin

10

Gender Identity: Male

Township: Chapel Hill

First Appointed: 04/15/2025

Ethnic Background: White

Residency Req: At-Large

Current Appointment: 11/18/2025

Age Range: 18-34

Special Repr: Alliance/Hist.Hillsborough

Expiration: 12/31/2028

Number of Terms: 1

Heidi W. Dawson

11

Gender Identity: Female

Township:

First Appointed: 12/06/2021

Ethnic Background:

Residency Req: At-Large

Current Appointment: 10/15/2024

Age Range: 35-59

Special Repr: O/C Lodging Assoc.

Expiration: 12/31/2027

Number of Terms: 2

Wendy Smith

12

Gender Identity: Female

Township: Chapel Hill

First Appointed: 03/07/2024

Ethnic Background: White

Residency Req: At-Large

Current Appointment: 03/07/2024

Age Range: 35-59

Special Repr: O.C. Arts Commission

Expiration: 12/31/2026

Number of Terms: 1

Board and Commission Members

And Vacant Positions

Chapel Hill Orange County Visitors Bureau Advisory Board

Meeting Times: 8:00 am Third Wednesday of every month except Jul. & Dec.

Contact Person: Laurie Paolicelli & Hannah Hemphill

Meeting Place: Varies

Contact Phone: 919-245-4323

Positions: 17

Length: 3 years

Terms: 2

Mr. David Yonkovich-Putnam

13				First Appointed:	10/15/2024
Gender Identity:	Male	Township:	Non-Res.Consultnt.	Current Appointment:	11/18/2025
Ethnic Background:	White	Residency Req:	Ex-officio	Expiration:	12/31/2028
Age Range:	18-34	Special Repr:	Economic Development Staff - Town of	Number of Terms:	1

Mr. Jon Hartman-Brown

14				First Appointed:	10/06/2020
Gender Identity:	Male	Township:	Chapel Hill	Current Appointment:	06/20/2023
Ethnic Background:	White	Residency Req:	Ex-officio	Expiration:	06/30/2026
Age Range:	18-34	Special Repr:	Economic Development Staff - Town of	Number of Terms:	2

VACANT

15				First Appointed:	
Gender Identity:		Township:		Current Appointment:	
Ethnic Background:		Residency Req:	Ex-officio	Expiration:	06/30/2026
Age Range:		Special Repr:	Chapel Hill Downtown Partnership Staff (Number of Terms:	

Meredith Sabye

16				First Appointed:	12/04/2023
Gender Identity:	Female	Township:	Bingham	Current Appointment:	10/15/2024
Ethnic Background:	White	Residency Req:	At-Large	Expiration:	12/31/2027
Age Range:	35-59	Special Repr:	At-Large	Number of Terms:	1

Sally Greene

17				First Appointed:	12/10/2024
Gender Identity:	Female	Township:	Chapel Hill	Current Appointment:	12/10/2024
Ethnic Background:	White	Residency Req:		Expiration:	12/31/2026
Age Range:		Special Repr:	County Commissioner	Number of Terms:	

Applicant Interest Listing

by Board Name and by Applicant Name

Chapel Hill Orange County Visitors Bureau Advisory

Contact Person: Laurie Paolicelli & Hannah Hem
Contact Phone: 919-245-4323

Mrs. Amanda Frisard

Gender Identity: Female

Date Applied: 06/11/2025

Ethnic Background: Native American

Township: Chapel Hill

Age Range 35-59

Zone of Residence: C.H. City Limits

Also Serves On:

Ms. Margaret Moriarty

Gender Identity: Female

Date Applied: 11/06/2024

Ethnic Background: White

Township: Chapel Hill

Age Range 18-34

Zone of Residence: C.H. City Limits

Also Serves On: Parks and Recreation Council

Mr. Jonathan Sosidka

Gender Identity: Male

Date Applied: 08/12/2024

Ethnic Background: White

Township: Chapel Hill

Age Range 18-34

Zone of Residence: C.H. City Limits

Also Serves On:

ORANGE COUNTY BOARDS AND COMMISSIONS ANNUAL REPORT AND WORK PLAN

Name of Board/Commission: Chapel Hill Orange County Visitors Bureau Advisory Board

Report Period: January 2025-December 2025

The Board of County Commissioners (BOCC) appreciates the dedication of all volunteers on Orange County boards and commissions and asks each body to complete an Annual Report and Work Plan. This document will inform the BOCC of the activities each board/commission has conducted over the past year and detail a plan for future activities. These activities should be consistent with the board/commission's assigned charge and the goals identified in the [Orange County Strategic Plan](#) (Strategic Plan). General information about the Strategic Plan is available [here](#).

Person to address the BOCC, title, and contact information:

DR Bryan, Board Chair

dr@bpropnc.com

919-880-1478

Primary staff contact:

Laurie Paolicelli, Executive Director

lpaolicelli@visitchapelhill.org

919-259-1658

1. How many times per month does this board/commission meet, including any special meetings and subcommittee meetings?

The board meets once a month, except for July and December, for a total of 10 meetings per calendar year.

2. Please briefly describe this board/commission's assigned charge and responsibilities. Board-specific Policies and Procedures documents, which detail the charge and responsibilities for each board/commission, are available [here](#).

Tourism Marketing and Management

Since 1992, the Visitors Bureau has served as **Orange County's official destination marketing and tourism management agency**, operating with a dedicated staff of six who work daily to promote Chapel Hill, Carrboro, and Hillsborough as welcoming destinations for visitors, meeting planners, sports groups, and cultural travelers.

The Bureau:

- **Researches visitor trends to respond with marketing programs that will sustain demand.**
- **Develops advertising and digital campaigns that drive visitors to Orange County businesses.**
- **Manages media outreach to build audiences and engagement at Orange County events, from artist tours, bluegrass, historic programming and sports and recreation.**
- **Provides accurate travel information** to thousands of visitors who walk in to a Visitors Center funded through occupancy taxes and whom call, email and use the online portal to answer questions about their visit to Orange County.
- **Supports major events, conferences, tournaments, and festivals that contribute to economic viability and job creation in Orange County.**
- **Collaborates with hotels, restaurants, small businesses, arts organizations, UNC–Chapel Hill, and local governments to present a cohesive destination message on key events and artistic and athletic programs taking place.**

Board Leadership and Accomplishments

The Board led a **forward-looking strategic planning effort**, engaging more than two dozen stakeholders and producing a roadmap grounded in community priorities (available for BOCC download).

Under its leadership, the County:

- Maintained **steady hotel occupancy and visitor demand**
- Secured the winning bid for the **2026 Savannah Bananas** games—projected to yield **\$9+ million in economic return to Orange County in April 2026.**
- Advanced a **robust marketing and trolley campaign for UPROAR 2025**, contributing to record attendance
- Launched **video campaigns supporting small businesses**
- Produced **essential visitor guides**
- Strengthened partnerships with **Chapel Hill and Carrboro Town Managers**
- Advanced a major **America 250 event and commemorative publication** to be released July 2026

3. What are your board/commission's most important accomplishments during the report period?

- **Strategic Planning:** Led a comprehensive planning process with 25+ stakeholders, producing a roadmap for future tourism growth.
- **Hotel Performance:** Helped sustain steady occupancy and countywide demand, supporting a resilient lodging sector.
- **Savannah Bananas 2026 Bid Win:** Secured a transformative event projected to generate **\$9 million** in economic return.
- **UPROAR 2025 Marketing Success:** Funded and approved a marketing/trolley initiative that boosted attendance and community visibility.
- **Small Business Support:** Created video campaigns featuring local shops, restaurants, and makers to direct visitor spending to independent businesses.
- **Visitor Guides:** Produced guides that strengthen Orange County's reputation as a welcoming and accessible destination.
- **Municipal Collaboration:** Engaged Chapel Hill and Carrboro Town Managers to align strategies and deepen partnership.
- **America 250 Leadership:** Approved a signature 2026 event and commemorative publication celebrating Orange County's contributions.

4. Please list any specific tasks, events, or functions performed or sponsored annually.

Destination Marketing & Promotion

Year-round brand promotion, digital campaigns, social media, website management, visitor guides, business-focused videos, and outdoor/arts/heritage marketing. Campaigns helped bring larger out of town audiences to local events, increasing spending and strengthening the local economy.

Strategic Planning & Industry Research

Ongoing hotel data analysis, visitor trend research, stakeholder engagement, and long-range planning. This information is helpful for new developers considering Orange County for a future project.

Event Support & Sponsorship

Countywide support for arts festivals, Orange County Veterans events, Black Alumni gathering in November 2025, bluegrass and musical cultural events, heritage

programming, and major agricultural events such as Hog Day, Salt & Smoke and Sound, Farmers Markets, Gay Pride Carrboro event, LGBTQ messaging to name a few.

Interdepartmental Collaboration

Work with:

- **Parks & Recreation** – promote trails, parks, and greenways
- **Aging** – provide trolley and tour programs accessible to seniors
- **Arts Commission** – elevate cultural events and galleries
- **Agricultural Extension** – highlight farms, markets, and agri-tourism
- **Preservation Initiatives** – support heritage tourism
- **Sustainability/Clean & Green** – promote tourism as a *clean and green* industry
- **Economic Development** – drive hotel demand and attract visitor spending
- **Civil Rights & Inclusion** – uplift diverse businesses and inclusive events
- **Veterans Affairs** – provide public relations materials to Orange County Veterans Committee.

Visitor Services

The Visitors Bureau uses a wide range of modern tools to help visitors navigate and feel welcome. Its mobile-friendly, **ADA-accessible** website serves as a central hub with real-time events, dynamic maps, trip-planning tools, and dining and lodging information. Custom QR codes provide guided tours and while many digital kiosks at hotels provide quick directions and attraction searches. Visitors Bureau social media platforms such as **Instagram, Facebook, YouTube, and X** now function as real-time visitor-service tools, sharing trending experiences and answering questions on the spot. Partnerships with local businesses extend visitor support even further, with restaurants, hotels, museums, and shops distributing QR-coded maps, itineraries, and insider tips. Outdoor-oriented navigation tools such as trail-mapping apps, greenway QR codes, and kiosk stations at trailheads are also becoming essential, especially in communities that value outdoor recreation like Orange County. The Visitors Bureau works with local Parks and Rec Departments to learn about QR codes that offer self guided tourism information.

5. Describe this board/commission's activities/accomplishments in carrying out the goals identified in the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#).

Diverse and Vibrant Economy

Our work directly advances the County’s goal to “*attract and retain sustainable and diverse businesses and visitors, strengthen employment opportunities, and diversify the tax base.*”

Highlights include:

- **Strategic Planning:** Ensures growth is intentional, data-driven, and aligned with economic priorities.
- **Sustaining Hotel Demand:** Supports hundreds of jobs and strengthens tax revenue.
- **Major Events:** Savannah Bananas and UPROAR bring new dollars and visibility to the County.
- **Small Business Promotion:** Directs spending to local entrepreneurs and creative enterprises.
- **Visitor Guides and Services:** Encourage longer stays, higher spending, and repeat visitation.
- **Municipal Partnerships:** Maximize tourism ROI through unified strategy.
- **America 250 Initiatives:** Stimulate cultural tourism and raise Orange County’s national profile.

6. Describe any collaboration between this board/commission and other boards and commissions.

Tourism accomplishments are strengthened through active collaboration with:

- **Parks & Recreation**
- **Department on Aging**
- **Orange County Arts Commission**
- **Preservation & Heritage Initiatives**
- **Sustainability & Clean and Green Programs**
- **Agricultural Extension**
- **Civil Rights & Inclusion**
- **Economic Development**

Tourism is a **clean and green industry**—it requires no new infrastructure, brings in outside dollars, supports trails and outdoor recreation, provides seniors with trolley and tour mobility options, uplifts local farms, and strengthens cultural and creative sectors.

7. Identify any activities this board/commission expects to carry out in 2026 that are related to the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#). If applicable, please list any fiscal impact (i.e., funding, staff time, other resources) associated with these proposed activities.

The Board expects to continue efforts that support a **Diverse and Vibrant Economy**, including:

- Promoting major events to build attendance and strength the economy
 - Supporting large festivals and cultural programming
 - Expanding small-business visibility campaigns
 - Enhancing outdoor recreation and trail promotion
 - Advancing the **America 250** celebration, culminating with a celebration July 4, 2026.
 - Strengthening partnerships with County departments and municipalities
 - **Fiscal Impact:** Staff time, marketing resources, event sponsorships (supported by occupancy tax revenue).
-
8. What concerns or emerging issues does this board/commission anticipate for the upcoming year that it plans to address or wishes to bring to the BOCC's attention?
 - **Rebuilding Town of Chapel Hill's contribution** to the County Visitors Bureau.
 - **Auditing short-term rentals** across platforms such as VRBO and Airbnb to understand their impact on lodging tax revenue, housing, and visitor patterns.

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: February 10, 2026

**Action Agenda
Item No. 5**

SUBJECT: Economic Development Advisory Board – Appointments Discussion

DEPARTMENT: Board of Commissioners

ATTACHMENT(S):

Recommendations
Member and Applicant Summary Sheet
Applications of Persons Recommended
Membership Roster
Applicant Interest List
No Other Eligible Applicants
Annual Work Plan

INFORMATION CONTACT:

Clerk's Office, 919-245-2125

PURPOSE: To discuss appointments to the Economic Development Advisory Board.

BACKGROUND: The Economic Development Advisory Board works cohesively with the County's Economic Development staff and other economic development partners to position Orange County as a competitive location for business opportunities.

The Board of County Commissioners appoints all ten (10) members, with representatives from various fields.

The following individuals are recommended for Board consideration:

NAME	POSITION DESCRIPTION	TYPE OF APPOINTMENT TERM	EXPIRATION DATE
Joy Mercer	Entrepreneur	Second Full Term	06/30/2029
Daniel Rawlins	Agriculture	Partial Term	06/30/2027

If the individuals listed above are appointed, no vacancies remain.

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

ALIGNMENT WITH STRATEGIC PLAN: This item supports:

- **GUIDING PRINCIPLE – INCLUSIVITY AND ENGAGEMENT**

We foster an environment in which all are welcomed, represented, and empowered to participate in and feel connected to their community.

- **GUIDING PRINCIPLE – DEDICATION AND RESPECT**

We commit to our roles in public service and organizational excellence by fostering the skills, talents, and innovation of our residents, employees, volunteers, and boards needed to carry out this work.

RECOMMENDATION(S): The Manager recommends that the Board discuss appointments to the Economic Development Advisory Board.



January 21, 2026

To: Orange County Board of Commissioners
Cc: Travis Myren, County Manager
Cait Fenhagen, Deputy County Manager

From: Steve Brantley
Director, Orange County Economic Development

Subject: Request to (1) reappoint 1 current member of the Economic Development Advisory Board to a 2nd term, and (2) appoint 1 endorsed candidate to fill an advisory board vacancy

Dear Orange County Board of Commissioners,

Requested Action #1:

The Economic Development Advisory Board members unanimously endorse the BOCC's reappointment of current member **Joy Mercer**, whose 1st term expires on 6/30/26, to a 2nd term effective 7/1/26. Joy Mercer is a tax accountant who has extensive business experience that helps support the programs led by the economic development staff and our advisory board. In 2024 and 2025 she provided special assistance to County staff regarding the creation of a new departmental strategic plan. Her continued service to the County's economic development is desired, and consideration by the Board of Commissioners for Ms. Mercer's reappointment is requested.

Requested Action #2:

The Economic Development Advisory Board has 1 current vacancy to fill, due to the unexpected resignation by a former member (Jane Saier, co-owner of RambleRill Farm) who had served as our advisory board's designated "Agriculture" representative. This position serves an important role to closely assist the County's Article-46 funded "Agriculture Grant Program". Economic Development's advisory board member in this role collaborates with members of DEAPR's Ag Preservation Board, local farmers, and Cooperative Extension staff, to evaluate incoming applications throughout the year to the Agriculture Grant Program.

There is one current applicant to the Economic Development advisory board's vacancy, **Daniel Rawlins**, who is a local attorney with a law practice involving a variety of farming and agriculture activities. He has relevant legal experience with local Orange County arming families who are setting up corporations, addressing property issues, and creating contracts. The Economic Development Advisory Board Mr. Rawlins unanimously endorses Mr. Rawlins as a qualified and desirable applicant, and requests consideration by the Board of Commissioners for his appointment for a first term, ideally effective immediately, if possible.

The 2 requested advisory board actions are intended to help accomplish the Board of Commissioners' economic and social justice goals, and Economic Development's specific duties outlined the County's strategic plan tied to the "Diverse and Vibrant Economy" objective.

Sincerely,

Steve Brantley
Director, Orange County Economic Development

Economic Development Advisory Board Members and Applicants						
Name	Member or Applicant?	Gender Identity	Race/Ethnic Background	Age Range	Township	Also Serves on
Lisa Kaylie	Member	Female	White	35-59	Chapel Hill	
Elise Tyler	Member	Female	White	18-34	Hillsborough	
Dr. Ivy Taylor	Member	Female	African American	35-59	Non-Resident	
Joy Mercer	Member	Female	White	60+	Bingham	Board of Equalization and Review
Emilee Collins	Member	Female	White	35-59	Cedar Grove	
John Kim	Member	Male	Asian American	35-59	Chapel Hill	
W Estella Johnson	Member	Female	African American	60+	Hillsborough	
Sharon Hill	Member	Female	African American	60+	Chapel Hill	
Dave Gephart	Member	Male	White	60+	Eno	
VACANT						
Tal Frankfurt	Applicant	Male	Other	35-59	Chapel Hill	
Amanda Frisard	Applicant	Female	Native American	35-59	Chapel Hill	
Camila Hargett	Applicant	Female	Hispanic	35-59	Eno	
Neil Kuplic	Applicant	Male	White	60+	Chapel Hill	
Catherine Montezuma	Applicant	Female	White	18-34	Hillsborough	
Daniel Rawlins	Applicant	Male	White	35-59	Hillsborough	
Saru Salvi	Applicant	Female	African American	60+	Hillsborough	Board of Equalization and Review

Volunteer Application Orange County Advisory Boards and Commissions

Name: Mr. Daniel Rawlins
Name Called:
Home Address: 200 Governor Burke Rd.
 Hillsborough NC 27278
Phone: 919-482-1724
Email: drawlinslaw@gmail.com
Year of OC Residence: 2013
Township of Residence: Hillsborough
Zone of Residence: Hillsborough ETJ
Gender Identity: Male
Ethnic Background: White
Age Range: 35-59

Community Activities/Organizational Memberships:
 None currently

Past Service on Orange County Advisory Boards:
 None

Former Member of Town of Hillsborough Water and Sewer Advisory Board

Boards/Commissions applied for:

Economic Development Advisory Board (REQUIRES DISCLOSURE STATEMENT)

Please explain how your background, education and experience is relevant to this board

In my legal practice, I have represented agricultural clients with business formations, contracts and land issues. Further, in my previous career as a mechanical engineer, I was involved in the design and installation of commercial food production equipment.

Please explain your reasons for wanting to serve on this board

Building and maintaining a strong local economy is important to the health of our community and I believe that I have skills and experience that would help implement proposed economic projects.

How would your participation on this board contribute to the diversity of viewpoints?

My participation on the board would not only provide a legal prospective from my current dealing with local farms and businesses, but also technical experience with understanding how equipment implementation may be utilized.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:

Other Comments:

This application was current on: 10/6/2025 12:24:06 AM

Date Printed: 10/6/2025

Volunteer Application Orange County Advisory Boards and Commissions

Name: Ms. Joy Mercer
Name Called:
Home Address: 5010 Thomas Berry Way
 Chapel Hill NC 27516
Phone: 201-709-9180
Email: joy@joymercer.com
Year of OC Residence: 2019
Township of Residence: Bingham
Zone of Residence: County
Gender Identity: Female
Ethnic Background: White
Age Range: 60+

Community Activities/Organizational Memberships:

Orange County Economic Development Advisory Board Orange County Bar Association

Past Service on Orange County Advisory Boards:

Orange County Board of Equalization and Review and Economic Development Advisory Board

Boards/Commissions applied for:

Orange County Broadband Task Force

Please explain how your background, education and experience is relevant to this board

I have been working with various providers (Spectrum, AT&T, Lumos) and the county trying to get fiber service brought to my neighborhood and my street, since 2018. I have explored numerous alternatives to fiber. I am a practicing attorney, have a master of law in taxation and have maintained small businesses for 20 years.

Please explain your reasons for wanting to serve on this board

Only residents who don't have adequate internet service can understand how essential it is that all residents of Orange County have the opportunity to have access to broadband service. On my own, I have dealt with multiple carriers trying to get fiber brought to my neighborhood. I will work ardently to get service to all Orange County residents.

How would your participation on this board contribute to the diversity of viewpoints?

As someone who does not have fiber service and who has spent 7+ years trying to get the service brought into my neighborhood, I can bring experience and the concerns of the unserved to the discussion.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:

Board of Equalization and Review**Application Date:** 2/1/2023**Background, education and experience relevant to this board:**

I am a tax lawyer and have a certificate in Appraisal studies from NYU.

Reasons for wanting to serve on this board:

I d like to give back to my community.

Conflict of Interest:**Economic Development Advisory Board (REQUIRES DISCLOSURE STATEMENT)****Application Date:** 1/25/2024**Background, education and experience relevant to this board:**

I am a small business owner and a practicing tax lawyer. I have a law degree and a masters of law in taxation. I have been practicing law since 1980 and have had my own law firm from 2003 to 2018.

Reasons for wanting to serve on this board:

I would like to give back to the community and help it develop policies for the benefit of all members of Orange County.

Conflict of Interest:**Other Comments:**

Applied for Economic Development Advisory Board 1/25/2024 4:42:49 PM

This application was current on: 10/14/2025 1:06:18 PM**Date Printed:** 10/22/2025

Board and Commission Members

And Vacant Positions

Economic Development Advisory Board (REQUIRES DISCLOSURE STATEMENT)

Meeting Times: 12:00 pm Second Tuesday of every other month

Contact Person: Steve Brantley, Amanda Garner, & Lindsey Hir

Meeting Place: Varies

Contact Phone: 919-245-2325, 919-245-2330

Positions: 10

Length: 3 years

Terms: 2

Description: <div>The charge of the Economic Development Advisory Board is to work cohesively with the County's Economic Development staff and other economic development partners to position Orange County as a competitive location for business opportunities. </div>

Ms. Lisa Kaylie

1				First Appointed:	06/18/2024
Gender Identity:	Female	Township:	Chapel Hill	Current Appointment:	06/18/2024
Ethnic Background:	White	Residency Req:		Expiration:	06/30/2027
Age Range:	35-59	Special Repr:	Non-Profit Agency	Number of Terms:	1

Elise Tyler

2				First Appointed:	04/05/2022
Gender Identity:	Female	Township:	Hillsborough	Current Appointment:	06/18/2024
Ethnic Background:	White	Residency Req:		Expiration:	06/30/2027
Age Range:	18-34	Special Repr:	Tourism	Number of Terms:	2

Dr. Ivy Taylor

3				First Appointed:	06/17/2025
Gender Identity:	Female	Township:	Non-Resident	Current Appointment:	06/17/2025
Ethnic Background:	African American	Residency Req:		Expiration:	06/30/2028
Age Range:	35-59	Special Repr:	UNC Chapel Hill	Number of Terms:	1

Ms. Joy Mercer

4				First Appointed:	06/18/2024
Gender Identity:	Female	Township:	Bingham	Current Appointment:	06/18/2024
Ethnic Background:	White	Residency Req:		Expiration:	06/30/2026
Age Range:	60+	Special Repr:	Entrepreneur	Number of Terms:	1

VACANT

5				First Appointed:	
Gender Identity:		Township:		Current Appointment:	
Ethnic Background:		Residency Req:		Expiration:	06/30/2027
Age Range:		Special Repr:	Agriculture	Number of Terms:	

Mrs. Emilee Collins

6				First Appointed:	06/18/2024
Gender Identity:	Female	Township:	Cedar Grove	Current Appointment:	06/18/2024
Ethnic Background:	White	Residency Req:		Expiration:	06/30/2027
Age Range:	35-59	Special Repr:	Core Business Community	Number of Terms:	1

Board and Commission Members

And Vacant Positions

Economic Development Advisory Board (REQUIRES DISCLOSURE STATEMENT)

Meeting Times: 12:00 pm Second Tuesday of every other month

Contact Person: Steve Brantley, Amanda Garner, & Lindsey Hir

Meeting Place: Varies

Contact Phone: 919-245-2325, 919-245-2330

Positions: 10

Length: 3 years

Terms: 2

Mr. John Kim

7

Gender Identity: Male

Township: Chapel Hill

First Appointed: 06/18/2024

Ethnic Background: Asian American

Residency Req:

Current Appointment: 06/18/2024

Age Range: 35-59

Special Repr: Core Business Community

Expiration: 06/30/2027

Number of Terms: 1

Ms. W Estella Johnson

8

Gender Identity: Female

Township: Hillsborough

First Appointed: 05/18/2021

Ethnic Background: African American

Residency Req:

Current Appointment: 06/18/2024

Age Range: 60+

Special Repr: Core Business Community

Expiration: 06/30/2027

Number of Terms: 2

Sharon Hill

9

Gender Identity: Female

Township: Chapel Hill

First Appointed: 06/17/2025

Ethnic Background: African American

Residency Req:

Current Appointment: 06/17/2025

Age Range: 60+

Special Repr: Core Business Community

Expiration: 06/30/2028

Number of Terms: 1

David Gephart

10

Gender Identity: Male

Township: Eno

First Appointed: 06/17/2025

Ethnic Background: White

Residency Req:

Current Appointment: 06/17/2025

Age Range: 60+

Special Repr: Core Business Community

Expiration: 06/30/2028

Number of Terms: 1

Applicant Interest Listing

by Board Name and by Applicant Name

Economic Development Advisory Board (REQUIRES

Contact Person: Steve Brantley, Amanda Garner,
Contact Phone: 919-245-2325, 919-245-2330

Ms. Saru Salvi

Gender Identity: Female

Date Applied: 01/15/2025

Ethnic Background: African American

Township: Hillsborough

Age Range 60+

Zone of Residence: Hillsborough ETJ

Also Serves On: Board of Equalization and Review

ORANGE COUNTY BOARDS AND COMMISSIONS ANNUAL REPORT AND WORK PLAN

Name of Board/Commission: Economic Development Advisory Board

Report Period: January 2025-December 2025

The Board of County Commissioners (BOCC) appreciates the dedication of all volunteers on Orange County boards and commissions and asks each body to complete an Annual Report and Work Plan. This document will inform the BOCC of the activities each board/commission has conducted over the past year and detail a plan for future activities. These activities should be consistent with the board/commission's assigned charge and the goals identified in the [Orange County Strategic Plan](#) (Strategic Plan). General information about the Strategic Plan is available [here](#).

Person to address the BOCC, title, and contact information:

Emilee Collins (Chair)
Realtor - Pickett Sprouse Commercial Real Estate
Phone: (919) 730-7040
emilee@emileecollins.com

Elise Tyler (Vice Chair)
Part-Owner – The Colonial Inn
Phone: (919) 930-5555
elise1tyler@gmail.com

Primary staff contact:

Steve Brantley, Director
Orange County Economic Development
Work Tel # (919) 245-2326
sbrantley@orangecountync.gov

Amanda Garner, Assistant Director
Orange County Economic Development
Work Tel # (919) 245-2330
agarner@orangecountync.gov

1. How many times per month does this board/commission meet, including any special meetings and subcommittee meetings?
 - For 2025, six (6) meeting dates took place on the following dates: January 14th, March 11th, May 13th, July 28th, September 9th and November 11th.
 - The Orange County Small Business Grant subcommittee, comprised of 5 members of the full 10-member advisory board, met three (3) times throughout 2025 to review and score all business grant applications that were received during the year. Those meeting dates occurred following the grant application deadlines of December 31, 2024, March 30, 2025 and October 31, 2025. The program did not have funding to hold a June 30, 2025 cycle. Five (5) members will continue to serve on the small business grant subcommittee in 2026.
 - One member of the advisory board also participated in 2025 to help review local farmers' and food producers' applications that were submitted to the Orange County Agriculture Grant program. One member of the advisory board will continue to serve on the agriculture grant subcommittee in 2026.
2. Please briefly describe this board/commission's assigned charge and responsibilities. Board-specific Policies and Procedures documents, which detail the charge and responsibilities for each board/commission, are available [here](#).
 - The Advisory Board works closely with Orange County's Economic Development staff and other economic development partners in Orange County to help market Orange County as a desirable and competitive location for the recruitment & retention of small business ventures, to include agriculture and food processor ventures, the Piedmont Food Processing Center, the Breeze Farm Incubator Program., and the promotion of new & expanding capital investment for non-residential (retail, commercial, light manufacturing and distribution/logistics) business prospects which make a meaningful impact to creating new employment opportunities, and diversify the tax base.
 - The Advisory Board supports the growth and recruitment of agricultural and food processing systems local businesses, the Piedmont Food & Agriculture Processing facility (PFAP) in Hillsborough, and through the expansion of new, high-technology employment opportunities.

3. What are your board/commission's most important accomplishments during the report period?
 - The Economic Development Advisory Board played a key role throughout 2025 to assist the Economic Development Department and consultant Crystal Morphis from Creative Economic Development Consulting firm to develop a new economic development strategic plan.
 - In 2025, the Advisory Board's subcommittee reviewed many small business grant applications that were submitted by Orange County businesses for the "**Small Business Grant Program**" and approved 30 small business grant awards, totaling \$156,232.00 for the year.
 - In 2025 the Advisory Board also assisted in the "**Agriculture Economic Development Grant Program**" to receive and review applications, approving 13 grant awards totaling \$115,639.00 in support of Orange County's small farmers and food processors for the year.
4. Please list any specific tasks, events, or functions performed or sponsored annually.
 - The subcommittee of the Advisory Board meets up to three times per year to review, score, and consider all applications submitted by Orange County small businesses and Agricultural ventures to the Orange County Small Business Investment Grant program, and the Orange County Agriculture Grant program.
5. Describe this board/commission's activities/accomplishments in carrying out the goals identified in the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#).
 - The Orange County Economic Development Advisory Board assists the Economic Development Department to carry out many of the objectives that fall under the "Diverse and Vibrant Economy" section of the County's Strategic Plan. Specifically, the board helps to communicate and advocate for the following key objectives:
 - #4. Provide resources to new and expanding, small, creative, and agri-businesses that add character and quality of life to our community to attract employers, employees, and visitors.
 - #5. Increase access to and awareness of resources and assistance available to residents and businesses.
 - #7. Expand the non-residential tax base.

- A subset of the advisory board is directly tied to the success of the following Performance Measures, as they serve in a review and recommendation role for grant awards in each program.
 - Establish baseline and increase by 1 percentage point each year the percentage of Small Business Investment Grant recipients that are still in business one year after receiving a grant.
 - Establish baseline and increase by 1 percentage point each year the percentage of Agricultural Economic Development Grant Program recipients' farms that are still in operation one year after receiving the grant.
6. Describe any collaboration between this board/commission and other boards and commissions.
- A member of the Economic Development Advisory Board serves on the Chapel Hill/Orange County Visitor's Bureau board to facilitate collaboration among the two boards.
 - A second member of the Economic Development Advisory Board collaborates with members of DEAPR's Agriculture Presentation Board, and Orange County Cooperative Extension staff, to help review applications to the County's Agriculture Grant program.
 - A third member of the Economic Development Advisory Board also sits on the Durham Technical Community College Foundation Board.
7. Identify any activities this board/commission expects to carry out in 2026 that are related to the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#). If applicable, please list any fiscal impact (i.e., funding, staff time, other resources) associated with these proposed activities.
- The Board will assist the Economic Development department to identify priorities from the recommendations outlined in the department strategic planning process that will specifically assist with the Countywide "Diverse and Vibrant Economy" objectives:
 - #4. Provide resources to new and expanding, small, creative, and agri-businesses that add character and quality of life to our community to attract employers, employees, and visitors.
 - #7. Expand the non-residential tax base.

8. What concerns or emerging issues does this board/commission anticipate for the upcoming year that it plans to address or wishes to bring to the BOCC's attention?
 - The Economic Development Department's assigned Performance Measures relate directly to the County's strategic plan (Diverse and Vibrant Economy), with respect to success to broaden the Small Business and Agriculture Grant programs. Therefore, increased funding support to advertise and market those two financial assistance programs above current funding levels can help the County achieve that segment of the Strategic Plan.

**ORANGE COUNTY
BOARD OF COMMISSIONERS**

ACTION AGENDA ITEM ABSTRACT

Meeting Date: February 10, 2026

**Action Agenda
Item No. 6**

SUBJECT: Orange County Planning Board – Appointments Discussion

DEPARTMENT: Board of Commissioners

ATTACHMENT(S):

Members and Applicants Summary Sheet
Applications of Members for Reappointment
Applications of Applicants
Membership Roster
Applicant Interest List
Annual Work Plan

INFORMATION CONTACT:

Clerk's Office, 919-245-2125

PURPOSE: To discuss appointments to the Orange County Planning Board.

BACKGROUND: The Planning Board studies Orange County and the surrounding areas to determine objectives in the development of the County. It prepares and recommends plans to achieve that development, including the suggestion of policies, ordinances, and procedures. It reviews development applications and makes recommendations to the Board of Commissioners.

The Board of County Commissioners appoints all twelve (12) members.

The Planning Board does not make recommendations for appointments.

The following individuals and positions are presented for Board consideration:

NAME	POSITION DESCRIPTION	TYPE OF APPOINTMENT TERM	EXPIRATION DATE
Chris Johnston	Hillsborough Township	Second Full Term	03/31/2029
Jonah Garson	At-Large	First Full Term (reappointment)	03/31/2029
BOCC Appointee	Bingham Township	Partial Term	03/31/2027
BOCC Appointee	At-Large	First Full Term	03/31/2029
BOCC Appointee	Chapel Hill Township	First Full Term	03/31/2029

If the positions listed above are filled, no vacancies remain.

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

ALIGNMENT WITH STRATEGIC PLAN: This item supports:

- **GUIDING PRINCIPLE – INCLUSIVITY AND ENGAGEMENT**
We foster an environment in which all are welcomed, represented, and empowered to participate in and feel connected to their community.
- **GUIDING PRINCIPLE – DEDICATION AND RESPECT**
We commit to our roles in public service and organizational excellence by fostering the skills, talents, and innovation of our residents, employees, volunteers, and boards needed to carry out this work.

RECOMMENDATION(S): The Manager recommends that the Board discuss appointments to the Orange County Planning Board.

Orange County Planning Board Members and Applicants						
Name	Member or Applicant?	Gender Identity	Race/Ethnic Background	Age Range	Township	Also Serves on
Venkat Yendapalli	Member	Male	Other	35-59	Cedar Grove	
Meg Millard	Member	Female	Other	60+	Little River	
Lamar F. Proctor, Jr.	Member	Male	White	35-59	Cheeks	
Chris Johnston	Member	Male	White	18-34	Hillsborough	
Statler Gilfillen	Member	Male	White	60+	Eno	
Charity Kirk	Member	Female	White	35-59	Chapel Hill	
Whitney Watson	Member	Male	White	60+	Cheeks	
Delores Bailey	Member	Female	African American	60+	Chapel Hill	
Elizabeth Bronson	Member	Female	White	18-34	Cheeks	Orange County Board of Adjustment
Jonah Garson	Member	Male	White	35-59	Chapel Hill	
VACANT						
VACANT						
John Brown	Applicant	Male	White	35-59	Chapel Hill	
Allison Freeman	Applicant	Female	White	35-59	Chapel Hill	
Ana Garcia-Turner	Applicant	Female	Hispanic	35-59	Chapel Hill	
Thomas Grasty	Applicant	Male	White	35-59	Chapel Hill	Affordable Housing Advisory Board
Randy Herman	Applicant	Male	White	35-59	Chapel Hill	
Rochelle Kullman	Applicant	Female	White	60+	Chapel Hill	
Neil Kuplic	Applicant	Male	White	60+	Chapel Hill	
Othlone McCalla	Applicant	Male	African American	35-59	Cheeks	Orange County Housing Authority Board
William Miller	Applicant	Male	White	35-59	Chapel Hill	
Dr. Noah Ranells	Applicant	Male	Other	60+	Bingham	Agricultural Preservation Board
Gary Sawhney	Applicant	Male	Asian American	60+	Chapel Hill	

Volunteer Application Orange County Advisory Boards and Commissions

Name: Chris Johnston
Name Called:
Home Address: 305 N. English Hill Ln.
 Hillsborough NC 27278
Phone: 919-753-6687
Email: cojohnst@gmail.com
Year of OC Residence: 2015
Township of Residence: Hillsborough
Zone of Residence: Hillsborough ETJ
Gender Identity: Male
Ethnic Background: White
Age Range: 18-34

Community Activities/Organizational Memberships:

I am currently the chair of the Hillsborough Planning Board. My term is up in May of 2023, and I will be term limited after serving for 6 years, but I did want to express an interest in the Orange County Planning board.

Past Service on Orange County Advisory Boards:

None

Boards/Commissions applied for:

Orange County Planning Board (REQUIRES DISCLOSURE STATEMENT)

Background, education and experience relevant to this board:

I have served on the Hillsborough planning board as a member for 3 years, a Vice chair for 1 year, and the chair for 2 years. In that time I have learned a lot about how the Town of Hillsborough handles planning and interacting with the public, and I would like to continue to learn and grow. I am term limited with my current position and would like to continue to contribute to my home area.

Reasons for wanting to serve on this board:

I have experience in planning board and would like to continue to grow and learn and see how the county handles the growth our communities are seeing.

Contribution to the diversity of viewpoints on this board:

In my time as a member of the Hillsborough planning board I have found that everyone cares about their community and wants it to succeed. There are generally two groups, one that would like to maintain the charm that brought them there in the first place, and the other group that wants to bring in new and exciting opportunities. Both groups have valid points, and it has been important to me as board chair to give voice to both sides.

Conflict of Interest:

Boards/Commissions appointments:

Hillsborough Planning Board**Application Date:** 8/22/2017**Background, education and experience relevant to this board:**

UNC Chapel Hill Political Science / Public Policy major, Urban Planning Minor. Considering graduate school for a masters in Public Administration. I currently work administering IT systems at The Hill Center, a small school in Durham.

Reasons for wanting to serve on this board:

I have a personal interest in town planning, as it was my focus of study in college. I think citizen involvement is critical in a well functioning and representative town government, and advisory groups like the planning board are a way for citizen

Conflict of Interest:**Other Comments:****This application was current on:** 11/15/2022**Date Printed:** 11/15/2022

Volunteer Application Orange County Advisory Boards and Commissions

Name: Jonah Garson
Name Called:
Home Address: 710 East Rosemary St.
 Apt. A
 Chapel Hill NC 27514
Phone: 919-619-5467
Email: jonahgarson@gmail.com
Year of OC Residence: 1992
Township of Residence: Chapel Hill
Zone of Residence: C.H. City Limits
Gender Identity: Male
Ethnic Background: White
Age Range: 35-59

Community Activities/Organizational Memberships:

- Governor's Appointee, North Carolina Education and Workforce Innovation Commission
- International Advisory Board, Carolina Performing Arts
- UNC Board of Visitors
- Litigation Council, North Carolina Bar Association
- District 18 Bar Association
- First Vice Chair, North Carolina Democratic Party
- Pro Bono General Counsel, E3 Camp
- Chapel Hill-Carrboro NAACP

Past Service on Orange County Advisory Boards:

None (though served on the Carrboro Parks and Recreation Board 10-15 years ago).

Boards/Commissions applied for:

Orange County Planning Board

Please explain how your background, education and experience is relevant to this board

I have a working familiarity with Chapter 160D of our general statutes (local planning and development regulation), along with interpretive issues regarding the same, from law practice. My practice in corporate law has given me broad experience in the structuring of effective public-private partnerships. This subject-area familiarity is germane to a board focused on the county's land use and development, holistically.

My past and current political work (county and state party leadership), in Orange County and in a number of counties across North Carolina, has given me broad information inputs related to local planning and development policy, as well as experience in effective coalition development and stewardship across communities of interest.

Generally, both my law practice and my political work have allowed me to develop skills and experience in conflict resolution, efficient negotiation, and consensus building.

Finally, I am an Orange County renter in my late 30s native to Chapel Hill. Much of my social and professional community, and the arts community of which was my primary social community for my 20s, is priced out of housing markets in the county. My choice to remain in the county means that, given my personal financial position, I will likely remain a renter for the foreseeable future. I think this perspective is useful.

Please explain your reasons for wanting to serve on this board

I care deeply about this county and about effective, community-informed stewardship of its growth. We have significant challenges and opportunities in creating an Orange County that allows all of its residents, businesses, and cultural institutions to thrive, and doesn't close the door on folks coming in from without. As someone who grew up here, received a public education here, and whose law practice is based here, I want to join in the Planning Board's good work and volunteer my labor to address collaboratively these challenges and opportunities.

How would your participation on this board contribute to the diversity of viewpoints?

As noted above, I am a renter in my late 30s from Chapel Hill, living in Chapel Hill; my past and current civic political work in Orange County--in partisan politics and as a member of the executive committee of the Chapel Hill-Carrboro NAACP--has given me broad information inputs and I believe a fairly

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

As an attorney, I represented an organization which had a contract with the Town of Chapel Hill for its environmental/climate sustainability plan.

I am involved in political work touching on land use and planning as a leader of the state Democratic Party.

These are only potential conflicts; I think the risk that either presents an actual, real or perceived conflict of interest is low.

Boards/Commissions appointments:

Other Comments:

This application was current on: 11/17/2024 10:16:32 AM

Date Printed: 11/21/2024

Volunteer Application Orange County Advisory Boards and Commissions

Name: Mr. John Brown
Name Called:
Home Address: 5900 Mount Sinai Rd.
 Durham NC 27705
Phone: 860-993-9354
Email: JJBrown0058@att.net
Year of OC Residence: 2023
Township of Residence: Chapel Hill
Zone of Residence: County
Gender Identity: Male
Ethnic Background: White
Age Range: 35-59

Community Activities/Organizational Memberships:

Member of the Benevolent and Protective Order of Elks, Connecticut/Lodge #19.

Past Service on Orange County Advisory Boards:

None

Boards/Commissions applied for:

Orange County Planning Board

Please explain how your background, education and experience is relevant to this board

I have been working in IT organizations for several large businesses for over 30 years. This work has allowed me to develop interpersonal communication and project management skills, as well as fundamental understanding of what it means to be part of a team to be successful. My BBA degree is Finance, and my MBA is in Marketing.

Please explain your reasons for wanting to serve on this board

I have been interested in being more involved in my community for a while. This led me to join the Benevolent Protective Order of Elks when I lived in Connecticut. When my wife and I moved back to her hometown (Durham) we built our home on her great grandparents' property, I have been looking for a way to be more involved with our community.

How would your participation on this board contribute to the diversity of viewpoints?

While my extended family has deep roots to the area, I bring a newcomer's perspective to work for the future of our community. I recognize and appreciate the importance of traditions, as they are the ribbons that tie one generation to the next.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Historic Preservation Commission

Please explain how your background, education and experience is relevant to this board

While living in Connecticut, I volunteered for the state chapter of the National History Day committee. I participated as a judge for high school students submission for the state wide competition and submission to the national competition. I am very passionate about history and I feel this passion would be beneficial to the committee.

Please explain your reasons for wanting to serve on this board

I enjoy history and believe that by preserving it for future generations is a window to our past (right or wrong) and a lighthouse to our future.

How would your participation on this board contribute to the diversity of viewpoints?

By being someone new to this part of our country, I would absorb the history of orange county. Then from that perspective would contribute to what a visitor or new resident would like to learn about their new community.

Fun fact, until I moved here, I didn't know about the Orange County Speedway and how Mr. France wanted to build his next superspeedway here.

Also I didn't know that General Sherman accepted the remaining Confederate Army surrender at Bennett Place.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Orange County Parks and Recreation Council

Please explain how your background, education and experience is relevant to this board

As child growing up, our town's park and recreation department provided a lot fun experiences to me. While I am today a more passive participant (Pickleball and Golf), I believe that the county's investment plays a big role in developing people and our community.

Please explain your reasons for wanting to serve on this board

Really just looking to more involved and since I do participate in Pickleball program, I would like give back some of my time.

How would your participation on this board contribute to the diversity of viewpoints?

As a new resident, I would bring that perspective to the committee.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:

Other Comments:

This application was current on: 7/9/2024 5:53:20 PM

Date Printed: 7/12/2024

Volunteer Application Orange County Advisory Boards and Commissions

Name: Ms. Allison Freeman
Name Called:
Home Address: 4463 Murphy School Rd.
 Durham NC 27705
Phone: 919-402-7924
Email: allisontuckerfreeman@gmail.com
Year of OC Residence: 2011
Township of Residence: Chapel Hill
Zone of Residence: County
Gender Identity: Female
Ethnic Background: White
Age Range: 35-59

Community Activities/Organizational Memberships:
 None.

Past Service on Orange County Advisory Boards:
 None.

Boards/Commissions applied for:

Orange County Planning Board

Please explain how your background, education and experience is relevant to this board

I have a Masters degree in City and Regional Planning from UNC Chapel Hill (1999) and a PhD in the same field from Cornell University (2006).

Please explain your reasons for wanting to serve on this board

I would like to serve the community I live in.

How would your participation on this board contribute to the diversity of viewpoints?

My work (for 16 years at UNC Chapel Hill and now, for the past 3 years, at Self-Help in Durham) has focused on how to promote equitable access to resources and opportunity by lower-income people. I would bring this perspective to the Planning Board.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Affordable Housing Advisory Board

Please explain how your background, education and experience is relevant to this board

I have a Masters degree in City and Regional Planning from UNC Chapel Hill (1999) and a PhD in the same field from Cornell University (2006): both degrees focused in particular on access to affordable housing.

Please explain your reasons for wanting to serve on this board

I would like to serve the community I live in.

How would your participation on this board contribute to the diversity of viewpoints?

My work (for 16 years at UNC Chapel Hill and now, for the past 3 years, at Self-Help in Durham) has focused on how to promote equitable access to resources and opportunity by lower-income people. Some of this work has focused on access to affordable housing in particular. I would bring this perspective to the Affordable Housing Advisory Board.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:**Other Comments:**

This application was current on: 3/15/2025 12:18:43 PM

Date Printed: 3/17/2025

Volunteer Application Orange County Advisory Boards and Commissions

Name: Ana Garcia-Turner
Name Called:
Home Address: 411 Robin Rd.
 Chapel Hill NC 27516
Phone: 919-612-5116
Email: amgarciaturner@gmail.com
Year of OC Residence: 1993
Township of Residence: Chapel Hill
Zone of Residence: County
Gender Identity: Female
Ethnic Background: Hispanic
Age Range: 35-59

Community Activities/Organizational Memberships:

Currently volunteer as part of the St John Precinct's Democratic Party. Previous Human Relations Commission member (two terms).

Past Service on Orange County Advisory Boards:

Human Relations Commission member at large 2017-2023

Boards/Commissions applied for:

Advisory Board on Aging

Please explain how your background, education and experience is relevant to this board

As the daughter of a 95 year old mom, I believe my experiences assisting her along with my time on the HRC allow me to bring insight and help guide how best to ensure there are services/access and communication processes to the older/mature residents in Orange Co.

Please explain your reasons for wanting to serve on this board

As a maturing resident within Orange Co, I want to both help build and plan for the aging population's needs based on available resources and current knowledge of services that improve the individual's requirements for quality of life.

How would your participation on this board contribute to the diversity of viewpoints?

As a Hispanic woman, I would bring my upbringing into the conversation/discussion on how to best include and address my group's best interests.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Orange County Planning Board

Please explain how your background, education and experience is relevant to this board

Planning is something I do on a daily basis while working on clinical trials. From organizing the review of the studies to be undertaken and editing of the various manuals and files used to ensure the protection of humans. My role is 100% based on planning what is best for the

company I work for to execute the studies. As an auditor, I review the data in front of me to confirm the cleanliness and completeness of the sites conducting our studies. I believe these skills and experiences will be a value add to this commission.

Please explain your reasons for wanting to serve on this board

As a prior HRC member at large, I've had to sit and listen to our county's residents discuss various issues, including concerns on how we as a county are changing the landscape of Orange Co. My hopes are to be part of the conversation to find a balance between the needs of our county and its residents wants/needs.

How would your participation on this board contribute to the diversity of viewpoints?

I hope to bring a range of experiences, from work skills to a woman as specifically a Hispanic woman's view point to the table.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Jury Commission

Please explain how your background, education and experience is relevant to this board

I hope my involvement within the HRC, my experiences as a juror, and 30+ yr residency align with the role being filled

Please explain your reasons for wanting to serve on this board

Interest to volunteer within the county.

How would your participation on this board contribute to the diversity of viewpoints?

I am a Hispanic woman. I bring a range of experiences that may differ from others who are currently on this commission.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:

Human Relations Commission

Application Date: 4/6/2017

Background, education and experience relevant to this board:

I am bi-lingual in Spanish and English, have a deep understanding of Hispanic/Latino cultures and have worked with a wide range of individuals through my professional experiences at Duke University.

Reasons for wanting to serve on this board:

The desire to become involved within the community I have lived in for more than 20 years . Now that my children are growing up I want to be more involved with groups and organizations that I can add value to within Orange County.

Conflict of Interest:

Other Comments:

This application was current on: 2/13/2024 1:21:48 PM

Date Printed: 2/15/2024

Volunteer Application Orange County Advisory Boards and Commissions

Name: Mr. Thomas Grasty
Name Called:
Home Address: 216 Vance St.
 Chapel Hill NC 27516
Phone: 213-804-5378
Email: tpgrasty@msn.com
Year of OC Residence: 2017
Township of Residence: Chapel Hill
Zone of Residence: C.H. City Limits
Gender Identity: Male
Ethnic Background: White
Age Range: 35-59

Community Activities/Organizational Memberships:

OC Affordable Housing Advisory Board (5/21/24-current) -- Board member Chapel Hill Board of Adjustment (7/1/22 - current) Chairman Orange Chatham Association of Realtors (2022-current), Vice Chair, Government Affairs Committee L Jack & Ella Shaw Spiers Foundation (2017-current) -- Private family foundation focusing on medical research, education, and community outreach/assistance

Past Service on Orange County Advisory Boards:

Chapel Hill Board of Adjustment, Town of Chapel Hill Hears variance cases regarding the provisions of the Chapel Hill Land Use Management Ordinance Vice Chair, 2023-present Board member, 2018-present

Boards/Commissions applied for:

Orange County Planning Board

Please explain how your background, education and experience is relevant to this board

My background, education, and professional experience are closely aligned with the responsibilities of the Orange County Planning Board, particularly in the areas of land use, housing policy, and development review. I currently serve as a member of the Orange County Affordable Housing Advisory Board, where I help evaluate housing needs and policy strategies aimed at expanding affordability and access across the county. This role provides direct experience with the complex tradeoffs between growth, infrastructure, equity, and long-term planning goals. I also serve as Chairman of the Chapel Hill Board of Adjustment, presiding over quasi-judicial hearings involving variances, special use permits, and interpretations of land use regulations. In this capacity, I apply statutory standards, manage evidentiary records, and ensure decisions are legally sound, transparent, and consistent with adopted ordinances and comprehensive plans' experience that directly translates to Planning Board service. In addition, I am Vice Chair of the Government Affairs Committee for the Orange Chatham Association of Realtors. Through this role, I engage with local governments on zoning and land use policy and have served as a liaison between the Orange Chatham Association of Realtors and the Chapel Hill Planning Department during the development of the new Land Use Management Ordinance (LUMO). As a licensed Realtor, I bring a practical understanding of development feasibility,

market dynamics, and the real-world impacts of planning decisions on housing supply, affordability, and community character.

Please explain your reasons for wanting to serve on this board

Since 2017, I have served as a two-term member of the Chapel Hill Board of Adjustment. During that time, I have heard dozens of variance cases regarding the Chapel Hill Land Use Management Ordinance. As a member of that quasi-judicial body I've not only gained significant subject matter knowledge on land use management, I've developed quite an interest in the interpretation and development of policy around the town's land development programs and strategies. My primary interest in joining the Orange County Planning Board is to obtain a broader perspective beyond the "stone walls" of Chapel Hill.

How would your participation on this board contribute to the diversity of viewpoints?

During my five years on the Chapel Hill Board of Adjustment I have been exposed to, and am acutely aware of, many of the topics I believe will come before the Orange County Planning Board (appropriate and acceptable land use strategies, environmental protection, affordable housing, economic development as well as addressing and servicing the "missing middle"). I view my appointment to the Planning Board as a way to continue developing an informed point of view that can impact the broader conversation across the county.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:

Affordable Housing Advisory Board

Application Date: 1/11/2024

Background, education and experience relevant to this board:

University of North Carolina at Chapel Hill BA in Mass Communications & Journalism, 1986-1990 IESE Business School-Paley Center Advanced Management Program AMP in Media, 2011 University of Southern California MA in Communications Management, 2009 Phillips

Reasons for wanting to serve on this board:

As a current member of the OCHAR (Orange Chatham Association of Realtors) Government Affairs Committee, I can attest that affordable housing has emerged as one of the most pressing issues facing homeowners in Orange and Chatham counties. I would very muc

Conflict of Interest:

Other Comments:

This application was current on: 1/22/2026 10:13:58 AM

Date Printed: 1/28/2026

Volunteer Application Orange County Advisory Boards and Commissions

Name: Randy Herman
Name Called:
Home Address: 2525 Buxton Ct.
 Chapel Hill NC 27514
Phone: 336-337-6516
Email: r.hawkins.herman@gmail.com
Year of OC Residence: 2025
Township of Residence: Chapel Hill
Zone of Residence: C.H. City Limits
Gender Identity: Male
Ethnic Background: White
Age Range: 35-59

Community Activities/Organizational Memberships:

NC Bar Association Real Property Section, Real Estate Lawyers Association of North Carolina, HBADOC

Past Service on Orange County Advisory Boards:

Board of Adjustment, Board of Equalization and Review

Boards/Commissions applied for:

Orange County Board of Adjustment

Please explain how your background, education and experience is relevant to this board

I have been a real estate and land use attorney for 11 years. I have previously served on the Boards of Adjustment for Orange County and for Hillsborough. I have also appeared as an advocate before many other adjustment and other zoning-related boards in North Carolina.

Please explain your reasons for wanting to serve on this board

I previously resigned my position when I moved out of the county but would like to resume work.

How would your participation on this board contribute to the diversity of viewpoints?

As an advocate who has represented developers, individual landowners and anti-development groups, I understand the forces, including but not exclusively financial forces, that motivate the various factions in zoning decisions.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Orange County Planning Board

Please explain how your background, education and experience is relevant to this board

I have been a real estate and land use attorney for 11 years. I have previously served on the Boards of Adjustment for Orange County and for Hillsborough. I have also appeared as an advocate before many other adjustment and other zoning-related boards in North Carolina.

Please explain your reasons for wanting to serve on this board

I have appeared before many planning boards but have not previously sat on one.

How would your participation on this board contribute to the diversity of viewpoints?

As an advocate who has represented developers, individual landowners and anti-development groups, I understand the forces, including but not exclusively financial forces, that motivate the various factions in zoning decisions.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?**Boards/Commissions appointments:****Orange County Board of Adjustment**

Application Date: 1/25/2017

Background, education and experience relevant to this board:

I am a real estate and land use attorney with experience in title searches, closings and quasi-judicial hearings.

Reasons for wanting to serve on this board:

To apply my training and experience for the benefit of the community.

Conflict of Interest:

I have previously represented homebuilders and developers that are currently active in Orange County. To my knowledge, I do not currently have any clients that have the intention to appear before the board for any of the matters it considers.

Board of Equalization and Review

Application Date: 1/25/2017

Background, education and experience relevant to this board:

I am a real estate attorney with experience searching title and performing closings in Orange County and elsewhere.

Reasons for wanting to serve on this board:

To apply my training and experience for the benefit of the community.

Conflict of Interest:

I own real property located in Orange County. I also represent and have represented clients that own real property located in Orange County. To my knowledge, I do not currently have any clients that are appealing or intend to appeal any tax matters.

Other Comments:

Applied for BOER and BOA on 1/25/2017 3:42:05 PM; previously served on BOER and BOA. Resigned from both when he moved out of county.

Moved back to Orange County and applied for Planning Board and BOA 7/2/2025 4:34:03 PM

Volunteer Application Orange County Advisory Boards and Commissions

Name: Ms. Rochelle Kullman
Name Called:
Home Address: 2501 Little Spring Rd.
 Chapel Hill NC 27516
Phone: 310-938-9644
Email: shelleykullman@gmail.com

Year of OC Residence: 2021

Township of Residence: Chapel Hill

Zone of Residence: County

Gender Identity: Female

Ethnic Background: White

Age Range: 60+

Community Activities/Organizational Memberships:

League of Woman Voters
 Food Banks Orange and Chatham Counties

Past Service on Orange County Advisory Boards:

None

Boards/Commissions applied for:

Orange County Planning Board

Please explain how your background, education and experience is relevant to this board

I have extensive experience (27 years) in planning healthcare and social services for geographical areas. I hold a BS and Masters degree in planning and administration. As part of my profession experience I have worked with demographics and performed needs assessments for programs and facilities.

Please explain your reasons for wanting to serve on this board

I am interested in the growth of Orange County and the ability of meeting the needs of its population in these ever changing times. As a retired senior I have lots of time and the ability to share my knowledge and experience with this community.

How would your participation on this board contribute to the diversity of viewpoints?

My view points are based upon facts, findings and the truth.
 My priorities are based upon the greatest needs of the population and the ability of the county to implement and administer the projects within the available resources.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

No

Boards/Commissions appointments:

Other Comments:

This application was current on: 3/4/2025 1:29:51 PM

Date Printed: 3/7/2025

Volunteer Application Orange County Advisory Boards and Commissions

Name: Mr. Neil Kuplic
Name Called:
Home Address: 101 Silver Glade
 Chapel Hill NC 27514
Phone: 919-597-1080
Email: Kuplicn@gmail.com
Year of OC Residence: 1993
Township of Residence: Chapel Hill
Zone of Residence: C.H. City Limits
Gender Identity: Male
Ethnic Background: White
Age Range: 60+

Community Activities/Organizational Memberships:
 PORCH

Past Service on Orange County Advisory Boards:
 None

Boards/Commissions applied for:

Economic Development Advisory Board (REQUIRES DISCLOSURE STATEMENT)

Please explain how your background, education and experience is relevant to this board

I have an architectural degree, I am a professional engineer and I have built residential and commercial structures

Please explain your reasons for wanting to serve on this board

Do my civil duty

How would your participation on this board contribute to the diversity of viewpoints?

I can see multiple sides to any discussion

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Orange County Planning Board

Please explain how your background, education and experience is relevant to this board

I have a degree in architecture and engineering and I have experience in planning and construction in large and small scale developments with governmental and private owners

Please explain your reasons for wanting to serve on this board

I would like to provide service to the community

How would your participation on this board contribute to the diversity of viewpoints?

I have broad experience and have not served on a board therefore I assume I would have fresh opinions

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

No

Boards/Commissions appointments:

Other Comments:

This application was current on: 9/2/2025 12:33:07 PM

Date Printed: 9/5/2025

Volunteer Application Orange County Advisory Boards and Commissions

Name: Mr. Othlone McCalla

Name Called:

Home Address: 245 McClellan Trail
Mebane NC 27302

Phone: 919-698-9046

Email: othlone@yahoo.com

Year of OC Residence: 2023

Township of Residence: Cheeks

Zone of Residence: Town of Mebane City Limits

Gender Identity: Male

Ethnic Background: African American

Age Range: 35-59

Community Activities/Organizational Memberships:

Community- none

Organizational

- NC Dept of Agriculture and Consumer Services (Environmental Technician)
- North Carolina Home Inspector Licensure Board (Home Inspector)

Past Service on Orange County Advisory Boards:

None

Boards/Commissions applied for:

Orange County Housing Authority

Please explain how your background, education and experience is relevant to this board

So I spent 21yrs as an Educator teaching building construction and engineering drawing. I am also a licensed Home Inspector for the state of NC. In my spare time I watch Home construction and remodeling television series such as This Old House, HGTV etc where you get an appreciation for housing as one basic need for human beings.

Please explain your reasons for wanting to serve on this board

I would love to see residents in Orange county be afforded the right for decent, clean, safe and respectable housing solutions.

How would your participation on this board contribute to the diversity of viewpoints?

One of my goals is to utilize my experience and training as a home inspector along with an eye for safety to ensure that the basic rights of residents is upheld.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Orange County Planning Board

Please explain how your background, education and experience is relevant to this board

Professionally

- Previously held the post of Head of Department for an Engineering Dept
- Sat on many boards, presently in a role as International Director since 2018
- Volunteer as an administrator for an international training program since 2020
- Educator for 21yrs
- Parent Teachers Association President for 4yrs.

Please explain your reasons for wanting to serve on this board

Since May 2023, I have called Mebane, and so it is my desire to be a part of the body that is helping to shape the development and growth within Orange County. I believe I can bring about fresh perspectives as to what can or may not work given my present role which requires daily commutes around the state. As I drive from county after county, I observe the success or lack thereof of development, infrastructure work, housing and the environment. I note the degradation of communities when basic infrastructure is not maintained, I see the impact of crime and violence. So much is observed, many of which need not be featured in our beloved community.

How would your participation on this board contribute to the diversity of viewpoints?

As a state employee who spends hours driving across various counties and interacting with the public, I believe I bring to the table a friendly southern charm that the public wishes to experience. My insightfulness and depth of knowledge as an Educator, Inspector, administrator, avid reader and my vast experience on a multitude of issues could be viewed as a great asset to the board.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Orange Water & Sewer Authority Board of Directors

1. Please describe, generally, your reasons for wanting to serve on the OWASA Board of Directors.

Water is life essentially. However, with development and housing, the matter of water availability, water usage, sewage and waste management becomes a precarious issue, as one cannot exist without the other.

Therefore, my desire to be a member is to be a part of that narrative that brings about a harmonious coexistence of both, while planning for the future and making those fiscal choices to bring about growth and sustainability.

2a. Please list/explain your experience, either professionally and/or from other boards/commissions that you have in the areas of budget, personnel, and management.

Professionally

- Previously held the post of Head of Department for an Engineering Dept
- Sat on many boards, presently in a role as International Director since 2018
- Volunteer as an administrator for an international training program since 2020
- Educator for 21yrs
-

2b. In addition to the experience listed in the question above, please list the work/volunteer experience/qualifications that would add to your expertise for this board.

- Educator for 21yrs
- Degree in Environmental Science
- Environmental Technician with NC Dept of Agriculture and Consumer Services

3. What do you understand OWASA's role to be regarding issues of growth and development?

It s a delicate balance; on the one hand, you want to be encouraging growth and development of your county whilst mitigating or dealing with the consequences of that said development.

4. What do do you hope to accomplish if appointed?

It s my hope to add insight and a different perspective on issues. While most persons might focus on the problems or the issues my preference or stance would be to focus on solutions.

5. Please indicate your availability to attend regularly scheduled meetings.

Yes

6. How would your participation on this board contribute to the diversity of viewpoints?

I would be more focused on solutions, while my experience as a teacher and administrator would be critical while interacting with the public, especially explaining technical information.

Boards/Commissions appointments:

Other Comments:

This application was current on: 4/10/2024 10:47:51 PM

Date Printed: 4/11/2024

Volunteer Application Orange County Advisory Boards and Commissions

Name: Mr. William Miller
Name Called:
Home Address: 126 Graylyn Drive
 Chapel Hill NC 27516
Phone: 646-351-9916
Email: bill.miller@larkinsway.com
Year of OC Residence: 2017
Township of Residence: Chapel Hill
Zone of Residence: C.H. City Limits
Gender Identity: Male
Ethnic Background: White
Age Range: 35-59

Community Activities/Organizational Memberships:

Duke School, Trustee
 Scranton Girls Who Code, Founder

Past Service on Orange County Advisory Boards:

have not served before

Boards/Commissions applied for:

Orange County Planning Board

Please explain how your background, education and experience is relevant to this board

I bring the experience of living in several communities, from urban to suburban to rural. I have developed educational programming in Pennsylvania

Please explain your reasons for wanting to serve on this board

I moved to Chapel Hill because the diversity and community felt accessible and relevant. As the area continues to grow we experience both the benefits of that growth and experience the challenges. I want to actively be a part of the solution.

How would your participation on this board contribute to the diversity of viewpoints?

I applaud diversity and embrace it as a necessity.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Arts Commission

Please explain how your background, education and experience is relevant to this board

I have been involved in the arts since an early age, and have continued in that area in my business career - first in film and then in experiential art.

Please explain your reasons for wanting to serve on this board

I bring a deep understanding of how art transforms citizenry, energizes people, soothes the busy mind.

How would your participation on this board contribute to the diversity of viewpoints?

"Life doesn't imitate art, it imitates bad television." My job will be to support good television, great art that sustains itself.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Boards/Commissions appointments:

Other Comments:

This application was current on: 4/26/2023 4:37:40 PM

Date Printed: 4/28/2023

Volunteer Application Orange County Advisory Boards and Commissions

Name: Dr. Noah Ranells
Name Called:
Home Address: 211 Fickle Creek Crossing
 Efland NC 27243
Phone: 919-619-9180
Email: nranells@gmail.com
Year of OC Residence: 1999
Township of Residence: Bingham
Zone of Residence: County
Gender Identity: Male
Ethnic Background: Other
Age Range: 60+

Community Activities/Organizational Memberships:

Carolina Farm Stewardship Association Member NC FarmLink Director, Eastern NC

Past Service on Orange County Advisory Boards:

Ag Preservation Board (Prior service) Planning Board (Prior service)

Boards/Commissions applied for:

Orange County Planning Board

Please explain how your background, education and experience is relevant to this board

I have worked in public service for the past 25+ years, including universities, as well as state, county, and town governments. My experience in environmental and agricultural positions includes water quality, environmental management, erosion control, agribusiness & farming, and planning & economic development.

Please explain your reasons for wanting to serve on this board

I have served in the past and wish to serve again to help provide input to planning processes in Orange County.

How would your participation on this board contribute to the diversity of viewpoints?

As an agricultural professional and farmer, I seek to complement other perspectives on the OCPB.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Agricultural Preservation Board

Please explain how your background, education and experience is relevant to this board

I have worked in public service for the past 25+ years, including universities, as well as state, county, and town governments. My experience in environmental and agricultural positions includes water quality, environmental management, erosion control, agribusiness & farming, and planning & economic development.

Please explain your reasons for wanting to serve on this board

I seek to offer perspectives from a direct to consumer farming enterprise.

How would your participation on this board contribute to the diversity of viewpoints?

I seek objective analysis of issues facing farming and the ag community in Orange County

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

I am a farmer.

Boards/Commissions appointments:**Other Comments:**

STAFF NOTES: First apptd. to OCPB 10/2/02 to At-Large, unexpired term. Reappointed to At-Large 3/24/2003. Moved by BOCC action 5/18/04 to Bingham upon resig. of M.Tadd from that position, same day. Renewed application on 5/11/04 for Ag. Pres. Board. Nominated to serve on CPLUC, 5/8/02. Renewed app. for Orange County Planning Board on 3/11/02. 10/8/01 Interest letter update-no reply-made app inactive. Orig.app. 12/8/99 for Ag.Distr.Adv.Bd; Comm for the Envir.; O/C Planning Bd. UPDATED APPLICATION 10/08/2013: Applied for Agricultural Preservation Board.

This application was current on: 5/24/2023 11:28:35 AM

Date Printed: 5/30/2023

Volunteer Application Orange County Advisory Boards and Commissions

Name: Mr. Gary Sawhney
Name Called:
Home Address: 3700 High Meadow Rd.
 Chapel hill NC 27514
Phone: 919-536-8877
Email: Gary.sawhney@gmail.com
Year of OC Residence: 2003
Township of Residence: Chapel Hill
Zone of Residence: County
Gender Identity: Male
Ethnic Background: Asian American
Age Range: 60+

Community Activities/Organizational Memberships:

I'm co-founder of NCIAP.org which is a non profit organization helping and providing hassle free health care to non insured and under insured. I am CFO of this organization which started 13 years ago. We have 2 clinic which sees more than 5000 patients per year.

I'm involved with habitat of Orange County.
 I am working with religious Sikh and Hindu temples.

Past Service on Orange County Advisory Boards:

None

Boards/Commissions applied for:

Orange County Planning Board

Please explain how your background, education and experience is relevant to this board

I have masters in life sciences and mba in finance.
 I have some ideas what can be done which can improve the life of Orange County residence.

I am cofounder of Nclap.org which serves NC community for last 13 years without health insurance or under insured.

Please explain your reasons for wanting to serve on this board

I just retired and wants to give back to the community.

How would your participation on this board contribute to the diversity of viewpoints?

With background of Indian origin and Sikh believes can help and add the value to the board.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?

Orange County Parks and Recreation Council

Please explain how your background, education and experience is relevant to this board

I have masters in life sciences and mba in finance.

I have some ideas what can be done which can improve the life of Orange County residence.

I am cofounder of Nclap.org which serves NC community for last 13 years without health insurance or under insured.

Please explain your reasons for wanting to serve on this board

I just retired and wants to give back to the community.

How would your participation on this board contribute to the diversity of viewpoints?

With background of Indian origin and Sikh believes can help and add the value to the board.

Do you have any personal or business interest(s) that could create a conflict of interest (either real or perceived) if you are appointed to this board?**Boards/Commissions appointments:****Other Comments:**

This application was current on: 8/7/2024 9:36:27 AM

Date Printed: 8/21/2024

Board and Commission Members

And Vacant Positions

Orange County Planning Board

Meeting Times: 7:00 pm First Wednesday of every month

Contact Person: Perdita Holtz & Jack Moran

Meeting Place: 300 W. Tryon St., Hillsborough

Contact Phone: 919-245-2578

Positions: 12

Length: 3 years

Terms: 2

Description: <div>This board studies Orange County and surrounding areas to determine objectives in the development of the County. It prepares and recommends plans to achieve that development, including the suggestion of policies, ordinances, and procedures. The board also reviews development applications and makes recommendations to the Board of County Commissioners. </div>

Mr. Venkat Yendapalli

1

Gender Identity: Male

Township: Cedar Grove

First Appointed: 03/18/2025

Ethnic Background: Other

Residency Req: Cedar Grove Twnsp

Current Appointment: 03/18/2025

Age Range: 35-59

Special Repr: Cedar Grove Township

Expiration: 03/31/2028

Number of Terms: 1

Ms. Meg Millard

2

Gender Identity: Female

Township: Little River

First Appointed: 10/15/2024

Ethnic Background: Other

Residency Req: Little River Township

Current Appointment: 10/15/2024

Age Range: 60+

Special Repr: Little River Township

Expiration: 03/31/2027

Number of Terms: 1

Lamar F. Proctor, Jr.

3

Chair

Gender Identity: Male

Township: Cheeks

First Appointed: 02/16/2021

Ethnic Background: White

Residency Req: Cheeks Township

Current Appointment: 03/19/2024

Age Range: 35-59

Special Repr: Cheeks Township

Expiration: 03/31/2027

Number of Terms: 2

VACANT

4

Gender Identity:

Township:

First Appointed:

Ethnic Background:

Residency Req: Bingham Township

Current Appointment:

Age Range:

Special Repr: Bingham Township

Expiration: 03/31/2027

Number of Terms:

Chris Johnston

5

Vice-Chair

Gender Identity: Male

Township: Hillsborough

First Appointed: 03/21/2023

Ethnic Background: White

Residency Req: Hillsborough Twnshp

Current Appointment: 03/21/2023

Age Range: 18-34

Special Repr: Hillsborough Township

Expiration: 03/31/2026

Number of Terms: 1

Mr. Statler Gilfillen

6

Gender Identity: Male

Township: Eno

First Appointed: 05/18/2021

Ethnic Background: White

Residency Req: Eno Township

Current Appointment: 03/18/2025

Age Range: 60+

Special Repr: Eno Township

Expiration: 03/31/2028

Number of Terms: 2

Board and Commission Members

And Vacant Positions

Orange County Planning Board

Meeting Times: 7:00 pm First Wednesday of every month

Contact Person: Perdita Holtz & Jack Moran

Meeting Place: 300 W. Tryon St., Hillsborough

Contact Phone: 919-245-2578

Positions: 12

Length: 3 years

Terms: 2

Ms Charity Kirk

7

Gender Identity: Female

Township: Chapel Hill

First Appointed: 02/16/2021

Ethnic Background: White

Residency Req: At-Large

Current Appointment: 03/19/2024

Age Range: 35-59

Special Repr: At-Large

Expiration: 03/31/2027

Number of Terms: 2

Mr Whitney Watson

8

Gender Identity: Male

Township: Cheeks

First Appointed: 02/16/2021

Ethnic Background: White

Residency Req: At-Large

Current Appointment: 03/18/2025

Age Range: 60+

Special Repr: At-Large

Expiration: 03/31/2028

Number of Terms: 2

Ms. Delores Bailey

9

Gender Identity: Female

Township: Chapel Hill

First Appointed: 02/17/2022

Ethnic Background: African American

Residency Req: At Large

Current Appointment: 03/21/2023

Age Range: 60+

Special Repr: At-Large

Expiration: 03/31/2026

Number of Terms: 1

Elizabeth Bronson

10

Gender Identity: Female

Township: Cheeks

First Appointed: 04/05/2022

Ethnic Background: White

Residency Req: At-Large

Current Appointment: 03/18/2025

Age Range: 18-34

Special Repr: At-Large

Expiration: 03/31/2028

Number of Terms: 2

VACANT

11

Gender Identity:

Township:

First Appointed:

Ethnic Background:

Residency Req: Chapel Hill Twnshp

Current Appointment:

Age Range:

Special Repr: Chapel Hill Twnsp

Expiration: 03/31/2029

Number of Terms:

Jonah Garson

12

Gender Identity: Male

Township: Chapel Hill

First Appointed: 03/18/2025

Ethnic Background: White

Residency Req: At-Large

Current Appointment: 03/18/2025

Age Range: 35-59

Special Repr: At-Large

Expiration: 03/31/2026

Number of Terms:

Applicant Interest Listing

by Board Name and by Applicant Name

Orange County Planning Board

Contact Person: Perdita Holtz & Jack Moran

Contact Phone: 919-245-2578

Mr. John Brown

Gender Identity: Male

Date Applied: 07/09/2024

Ethnic Background: White

Township: Chapel Hill

Age Range 35-59

Zone of Residence: County

Also Serves On:

Ms. Allison Freeman

Gender Identity: Female

Date Applied: 03/15/2025

Ethnic Background: White

Township: Chapel Hill

Age Range 35-59

Zone of Residence: County

Also Serves On:

Ana Garcia-Turner

Gender Identity: Female

Date Applied: 02/13/2024

Ethnic Background: Hispanic

Township: Chapel Hill

Age Range 35-59

Zone of Residence: County

Also Serves On:

Mr. Thomas Grasty

Gender Identity: Male

Date Applied: 01/22/2026

Ethnic Background: White

Township: Chapel Hill

Age Range 35-59

Zone of Residence: C.H. City Limits

Also Serves On: Affordable Housing Advisory Board

Randy Herman

Gender Identity: Male

Date Applied: 07/02/2025

Ethnic Background: White

Township: Chapel Hill

Age Range 35-59

Zone of Residence: C.H. City Limits

Also Serves On:

Ms. Rochelle Kullman

Gender Identity: Female

Date Applied: 03/04/2025

Ethnic Background: White

Township: Chapel Hill

Age Range 60+

Zone of Residence: County

Also Serves On:

Applicant Interest Listing

by Board Name and by Applicant Name

Orange County Planning Board

Contact Person: Perdita Holtz & Jack Moran
Contact Phone: 919-245-2578

Mr. Neil Kuplic

Gender Identity: Male

Date Applied: 09/02/2025

Ethnic Background: White

Township: Chapel Hill

Age Range 60+

Zone of Residence: C.H. City Limits

Also Serves On:

Mr. Othlone McCalla

Gender Identity: Male

Date Applied: 04/10/2024

Ethnic Background: African American

Township: Cheeks

Age Range 35-59

Zone of Residence: Town of Mebane City Limits

Also Serves On: Orange County Housing Authority Board

Mr. William Miller

Gender Identity: Male

Date Applied: 04/26/2023

Ethnic Background: White

Township: Chapel Hill

Age Range 35-59

Zone of Residence: C.H. City Limits

Also Serves On:

Dr. Noah Ranells

Gender Identity: Male

Date Applied: 05/24/2023

Ethnic Background: Other

Township: Bingham

Age Range 60+

Zone of Residence: County

Also Serves On: Agricultural Preservation Board

Also Serves On: Efland-Mebane SAP Implementation Focus Group (BOARD NOT CURRENTLY MEETING)

Mr. Gary Sawhney

Gender Identity: Male

Date Applied: 08/07/2024

Ethnic Background: Asian American

Township: Chapel Hill

Age Range 60+

Zone of Residence: County

Also Serves On:

ORANGE COUNTY BOARDS AND COMMISSIONS ANNUAL REPORT AND WORK PLAN

Name of Board/Commission: Orange County Planning Board

Report Period: January 2025-December 2025

The Board of County Commissioners (BOCC) appreciates the dedication of all volunteers on Orange County boards and commissions and asks each body to complete an Annual Report and Work Plan. This document will inform the BOCC of the activities each board/commission has conducted over the past year and detail a plan for future activities. These activities should be consistent with the board/commission's assigned charge and the goals identified in the [Orange County Strategic Plan](#) (Strategic Plan). General information about the Strategic Plan is available [here](#).

Person to address the BOCC, title, and contact information: Lamar Proctor, Chair, attorneylamar@gmail.com. (Note: the Planning Board elects a Chair and Vice-Chair every January; if the Chair changes in January 2026, the 2026 Chair would be the presenter)

Primary staff contact: Cy Stober, Planning Director

1. How many times per month does this board/commission meet, including any special meetings and subcommittee meetings?

Generally once per month for a regular meeting + optional Ordinance Review Committee (ORC) or training session (ORC or training sessions occur on the same evening as the regular meeting several times a year).

2. Please briefly describe this board/commission's assigned charge and responsibilities. Board-specific Policies and Procedures documents, which detail the charge and responsibilities for each board/commission, are available [here](#).

Under the authority of NC General Statute, the BOCC created the Planning Board to embark upon a continuing planning program, including but not limited to the preparation and maintenance of a Comprehensive Plan for Orange County, in protection of the public health, safety, and general welfare of present and future residents and businesses, landowners and visitors. The duties of the Planning Board are listed in Section 1.6.3 of the Unified Development Ordinance, and reflect the duties and responsibilities charged to all jurisdictions by NCGS 160D.

3. What are your board/commission's most important accomplishments during the report period?

In 2025, the Planning Board accomplished the following:

- Reviewed and made a recommendation on the following applications:
 - Five Conditional District rezonings:
 - Cedar Ridge High School
 - Storage facility in Little River Township.
 - Carolina Friends School
 - Residential subdivision on Highway 54W in White Cross (Bingham Township)
 - Residential subdivision on Highway 86N, north of Hillsborough
- Reviewed and made a recommendation on the following UDO Text Amendments:
 - Telecommunication Facilities
 - Residential Solar Arrays
 - Impervious Surfaces, Watershed Protection Overlay Districts, And Stream Buffers
- Reviewed and made on recommendation on the following major subdivision Preliminary Plats:
 - Eden View Acres (Dairyland Road in Bingham Township)
- Briefings and input on the Orange County Land Use Plan 2050
- Briefing on the Hazard Mitigation Plan
- Reviewed UDO text amendment pertaining to subdivision processes

4. Please list any specific tasks, events, or functions performed or sponsored annually.

- Monthly Planning Board meetings
- Ordinance Review Committee (ORC) meetings and special meetings as required
- Review applications for Unified Development Ordinance text amendments, Zoning Atlas amendments, and major subdivisions, and provide recommendations to the BOCC
- Develop and recommend policies, ordinances, administrative procedures and other means for carrying out plans
- Coordinate with staff on ongoing planning updates, changes, and new techniques

5. Describe this board/commission's activities/accomplishments in carrying out the goals identified in the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#).

The Planning Board's work and recommendations support the following aspects of the County's Strategic Plan:

Vision Statement: We are a diverse, inclusive, and healthy county working together to strengthen our community and enhance the quality of life for all residents.

Guiding Principle: Communication and Awareness - We provide information and opportunities for engagement in a transparent manner so that all in our community have knowledge, understanding, and a voice.

Guiding Principle: Inclusivity and Engagement - We foster an environment in which all are welcomed, represented, and empowered to participate in and feel connected to their community.

Guiding Principle: Climate Action and Sustainability - We recognize that our environment is critical to our existence and are deliberate in protecting, preserving, and sustaining our natural resources for the continued good of all.

GOAL 1: ENVIRONMENTAL PROTECTION AND CLIMATE ACTION

OBJECTIVE 7. Conserve and protect high priority open space, including Natural Heritage sites, nature preserves, watershed riparian buffers, and prime/threatened farmland.

OBJECTIVE 8. Include environmental stewardship objectives in the Comprehensive Land Use Plan.

GOAL 3: HOUSING FOR ALL

OBJECTIVE 5. Review County ordinances, policies, agreements, and the regulatory processes to streamline practices, and increase opportunities and reduce barriers to construct housing.

GOAL 6: DIVERSE AND VIBRANT ECONOMY

OBJECTIVE 2. Review and revise County policies and regulations to support business investment in Orange County.

6. Describe any collaboration between this board/commission and other boards and commissions.

During 2025, opportunities for inter-board collaboration did not emerge.

7. Identify any activities this board/commission expects to carry out in 2026 that are related to the [Orange County Strategic Plan](#). General information about the Strategic Plan is available [here](#). If applicable, please list any fiscal impact (i.e., funding, staff time, other resources) associated with these proposed activities.

The Board will continue its work in partnership with staff to further the County's Strategic Plan and other BOCC priorities, some of which may emerge at the January 2026 BOCC retreat. The following list is not in priority order:

1. Orange County Land Use Plan 2050: Work on this plan is on-going and expected to continue into 2026.
 2. UDO Amendments: In response to a petition by a BOCC member, Planning staff anticipates bringing forward the UDO amendments pertaining to conservation subdivisions in early 2026. The Planning Board reviewed the proposed amendments in an ORC setting in 2025.
 3. Legislative Changes: Amend regulations as necessary in response to legislative changes at the State level.
 4. Continue Training for Planning Board Members: Planning staff will continue to offer training to Planning Board members on an as-needed basis (including the 5-module training for newly appointed members). In early 2026, the Planning Board requests to receive more information/training on wastewater systems and issues, community wells, and conservation subdivisions (topics covered during the LUP2050 “educational work sessions/retreats” with the BOCC).
 5. 2026 BOCC Retreat: Any priorities that emerge at the January 2026 BOCC retreat.
8. What concerns or emerging issues does this board/commission anticipate for the upcoming year that it plans to address or wishes to bring to the BOCC’s attention?
1. Growth of Mebane into Western Orange County: The continued growth of Mebane has created uncertainty for area residents. More formal communications, relationships, and/or agreements with Mebane should be pursued to ensure residents have a better idea of future plans and growth areas.
 2. Joint BOCC/Planning Board Meeting(s): Incorporate an annual or twice-yearly meeting between the BOCC and Planning Board into meeting calendars. The Planning Board serves an important advisory board function and it would be beneficial to periodically meet with commissioners to get to know their approaches and perspectives on issues the Planning Board addresses.
 3. Rural Enterprises: As part of the analysis for the Land Use Plan 2050, determine need to address innovative water & sewage disposal issues in the Rural Activity Nodes (RANs) to encourage development in these nodes. Evaluate non-residential acreage thresholds in both the existing Comprehensive Plan and the UDO to better enable retail services or other uses in identified RANs.
 4. Wireless and Broadband Access: Wireless and broadband access continues to be a challenge in many portions of Orange County.
 5. Transportation Issues: As part of the analysis for the Land Use Plan 2050, determine if rural “transit oriented development” could be hubs of transit located in the rural community nodes. Focus should be on transit dependent populations and their connection to other transit infrastructure, and account for implementation of the North-South Bus Rapid Transit line between Hillsborough and Chapel Hill.

6. Water and Sewer Management, Planning, and Boundary Agreement Map Amendments / Reconciliation of Future Land Use Map (FLUM)/Zoning Lines:
There are discrepancies in these maps that should be addressed. The County should work with WASMPBA partners to bring forward amendments to reconcile discrepancies in the WASMPBA “Primary Service Area,” County Future Land Use Map (FLUM)/Zoning lines, and any discrepancies on similar municipal maps. The Town of Hillsborough is anticipated to initiate an update to the WASMPBA to ensure consistency with their adopted plans.
7. Watershed Review and Implications of County vs. State Watershed Delineations:
Review the County and State watershed delineation lines and the implications of current differences, including stormwater standards. Be mindful of any lessened watershed protection measures.
8. Long-Term Planning for Potable Water and Waste Disposal: Planning for potable water and waste (wastewater and solid waste) should continue to be a topic for study (i.e., supportive infrastructure analysis) and potential discussion with public and non-profit utility providers as growth in Orange County continues. This could serve both economic development and affordable housing concerns.