

FEW'S FORD—ENO RIVER

# FY 2014-15 ANNUAL OPERATING BUDGET

**MANAGER RECOMMENDED**

ORANGE COUNTY, NORTH CAROLINA

**Orange County, North Carolina**  
**Manager Recommended**  
FY 2014-15 Annual Operating Budget

**BOARD OF COUNTY COMMISSIONERS**

Barry Jacobs, Chair  
Earl McKee, Vice Chair  
Mark Dorosin  
Alice M. Gordon  
Bernadette Pelissier  
Renee Price  
Penny Rich

**COUNTY MANAGER**

Michael S. Talbert

Clarence G. Grier  
Assistant County Manager  
and Chief Finance Officer

Cheryl Young  
Assistant County Manager

Paul Laughton  
Finance and Administrative  
Services Deputy Director

Tonya Walton  
Budget and Management  
Analyst

Darrell Butts  
Budget and Management Analyst

Allison Chambers  
Budget Technician

## Board of County Commissioners



Barry Jacobs, Chair



Earl McKee, Vice-Chair



Mark Dorosin



Alice M. Gordon



Bernadette Pelissier



Renee Price



Penny Rich



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Orange County  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2013**

Executive Director

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## *Orange County Mission Statement*

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*Orange County exists to provide governmental services requested by our Citizens or mandated by the State of North Carolina.*

*To provide these quality services efficiently, we must:*

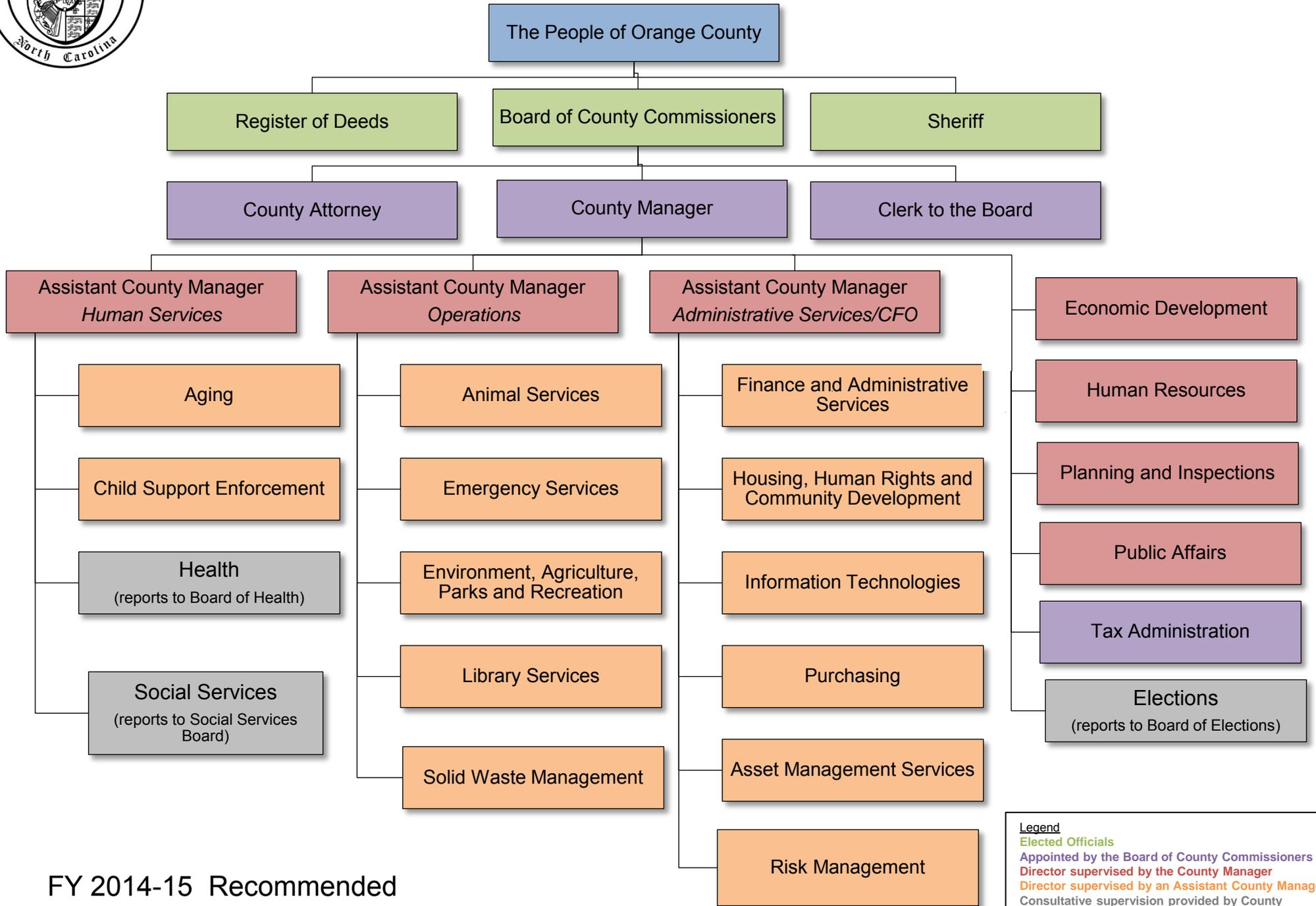
- Serve the *Citizens* of Orange County - *Our Citizens Come First.*
- Depend on the energy, skills and dedication of all our employees and volunteers.
- Treat all our Citizens and all our Employees with fairness, respect, and understanding.

*Orange County Citizens Come First.*

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# Orange County Government



FY 2014-15 Recommended

**Legend**  
 Elected Officials  
 Appointed by the Board of County Commissioners  
 Director supervised by the County Manager  
 Director supervised by an Assistant County Manager  
 Consultative supervision provided by County Manager's Office



**ORANGE COUNTY**  
**NORTH CAROLINA**  
**COUNTY MANAGER'S OFFICE**

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

Michael S. Talbert, Interim County Manager

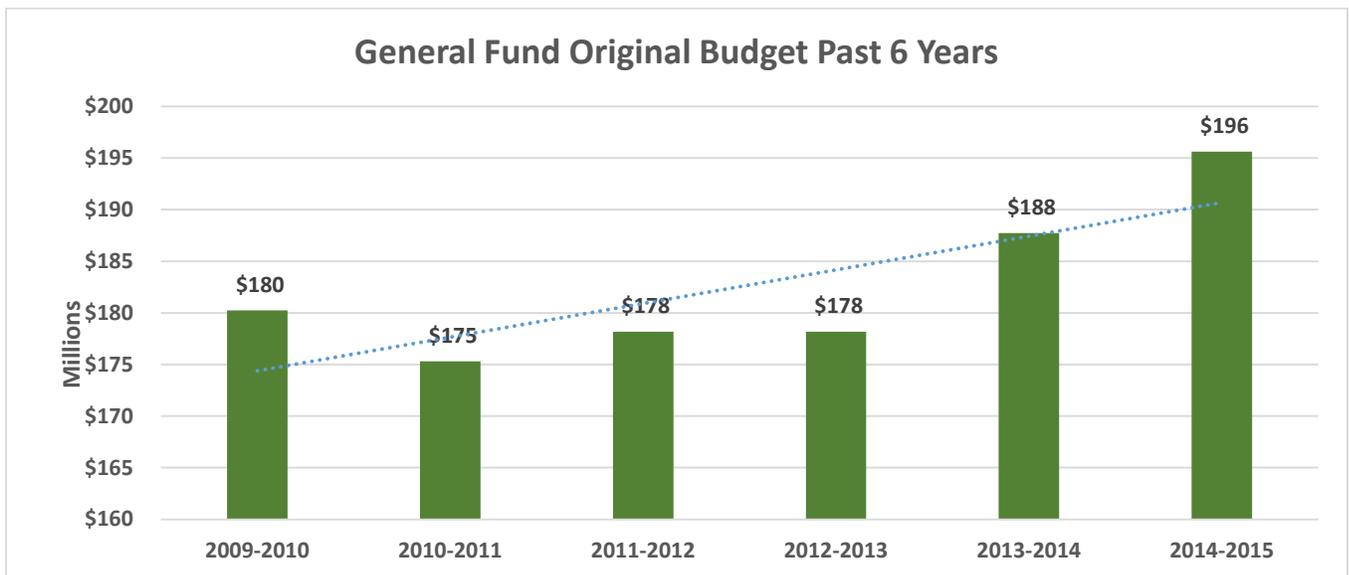
Phone (919) 245-2300  
 Fax (919) 644-3004

May 20, 2014

Honorable Board of Commissioners  
 Orange County, North Carolina  
 200 S Cameron Street  
 Hillsborough, NC 27278

RE: Budget Message  
 FY 2014-15 Recommended Budget

In accordance with the Local Budget and Fiscal Control Act, per North Carolina General Statute 159-11, I submit to you the Recommended FY 2014-15 Annual Operating Budget for Orange County. The proposed General Fund budget totals \$195,638,505. It reflects an increase of \$7.9 million, or 4.21% increase from the current year original budget of \$187,733,499. This proposed budget represents a \$2.1 million decrease from this year's amended budget of \$197.7 million through April 2014. The recommended budget has been balanced with an appropriation of \$8.5 million of the General Fund unassigned fund balance. As proposed, this funding plan balances the budget without a property tax increase.



The fiscal issues that impact the County's FY 2014-15 Budget: Federal and State budgetary issues, reductions in Federal and State revenues, the implications of and implementation of the Affordable Care Act, funding for both school districts, and increased debt service costs for both County and School related projects. We prepared this budget providing operational funding for local schools at 49.3% of the County's General Fund revenues per the target established by the Board of County Commissioners.

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With the inclusion of allocations for school nurses and Sheriff Department resource officers, the funding percentage becomes approximately 50% of total General Fund revenues.

In prior meetings, we have informed you that County revenues have grown only slightly over the current fiscal year. Other counties have continued to experience declines in taxable valuations, thus some growth, even if modest, remains a positive sign.

Factors impacting operational expenses include:

- School Districts Requests
- County and School District Debt Service
- Emergency Services Needs
- Implementing the recommendations of strategic plans (Information Technology and Library Services)
- Increases in the County's contributions to employee benefits
- Projected annual increases in health insurance costs of 14.5%
- Employee Compensation Adjustments

Adjustments were made to offset stagnant revenues and increased expenses where possible.

### **Revenues**

County revenues come from limited sources. Major revenues include property and sales taxes, funds from other governments, and fees for services. In prior budget discussions with County Commissioners, staff anticipated revenues to only increase one and a half percent in total for the upcoming year. There continues to be little growth in the County's tax base, consumer spending has increased slightly, and the State is coming to terms with a major budget deficit that may result in a state reduction of revenues received by the County. State budget mandates and the transfer of State funding expenses to the County continue to have an impact on our budget.

### **Assessed Property Valuation and Property Tax Rate**

Orange County's last property revaluation was effective January 1, 2009. The County's current total assessed valuation, including real, personal, public utility property and motor vehicles, equals \$16,631,812,659. The tax levy for the current year is \$142,700,953.

Real property values increased from \$15.5 billion budgeted in FY 2013-14 to \$15.7 billion in FY 2014-15, an increase of 1.5%. Valuations for motor vehicles have increased \$73.4 million due to continued robust new vehicle purchases in FY 2013-14 which represents an 8.5% increase over the previous fiscal year. This results in an overall increase in total property valuation of 1.9%. This is a positive indicator of an improving and expanding local economy.

## Recommended Tax Rate

**Ad Valorem Tax Rate** - Revenues generated by the County's ad valorem property tax support day-to-day County and School operations budgeted in the General Fund. The current ad valorem property tax rate is recommended to remain the same for the sixth consecutive year at 85.8 cents per \$100 of assessed valuation. One cent on the property tax rate will generate \$1,638,241.

**Chapel Hill Carrboro City Schools District Tax** -The voter approved Chapel Hill City Schools District Tax provides additional revenue to that school district over and above the County's allocation to education. This budget provides for the District tax rate to remain the same at 20.84 cents per \$100 assessed value. Based on this tax rate, the District will receive an estimated \$21,767,826 or \$1,764 per pupil above the County's allocation to education. One cent on the school special district tax rate will generate \$1,044,521.

Voters in the Orange County School District have not authorized a special district tax to supplement the amount received from the County's General Fund for education.

**Fire District Tax Rates** - As outlined in the Fire Districts section of the recommended budget, the current tax rates for local fire districts range from 4.06 cents to 15.00 cents per \$100 valuation. For the upcoming year, only two Fire Districts, New Hope and White Cross, are requesting an increase in their fire district tax rate. The requested increases range from .50 cents (New Hope) to 2.20 cents (White Cross).

### Fire Districts' Requests for FY 2014-15

District	Current 2013-14 Tax Rate (in cents)	Requested Tax Rate for 2014-15	Requested Tax Rate Change 2014-15	1 Cent Equals	1/10 Cent Equals
Cedar Grove	7.36	7.36	0.00	\$ 27,637	\$ 2,764
Greater Chapel Hill	15.00	15.00	0.00	\$ 18,145	\$ 1,815
Damascus	8.80	8.80	0.00	\$ 9,407	\$ 941
Efland	7.00	7.00	0.00	\$ 67,672	\$ 6,767
Eno	7.99	7.99	0.00	\$ 71,215	\$ 7,122
Little River	4.06	4.06	0.00	\$ 41,983	\$ 4,198
New Hope	9.45	9.95	0.50	\$ 56,593	\$ 5,659
Orange Grove	6.00	6.00	0.00	\$ 75,449	\$ 7,545
Orange Rural	7.36	7.36	0.00	\$ 127,406	\$ 12,741
South Orange	10.00	10.00	0.00	\$ 51,050	\$ 5,105
Southern Triangle	8.80	8.80	0.00	\$ 19,473	\$ 1,947
White Cross	8.80	11.00	2.20	\$ 36,987	\$ 3,699

## Revenue Highlights

**Property Tax Revenue** - Property taxes (real and motor vehicles) make up approximately \$140.6 million, or 72.8%, of the recommended General Fund revenue base of approximately \$187.1 million. This equates to a \$2.7 million increase from the current year budget of \$137.9 million and is reflective of natural growth in the tax base.

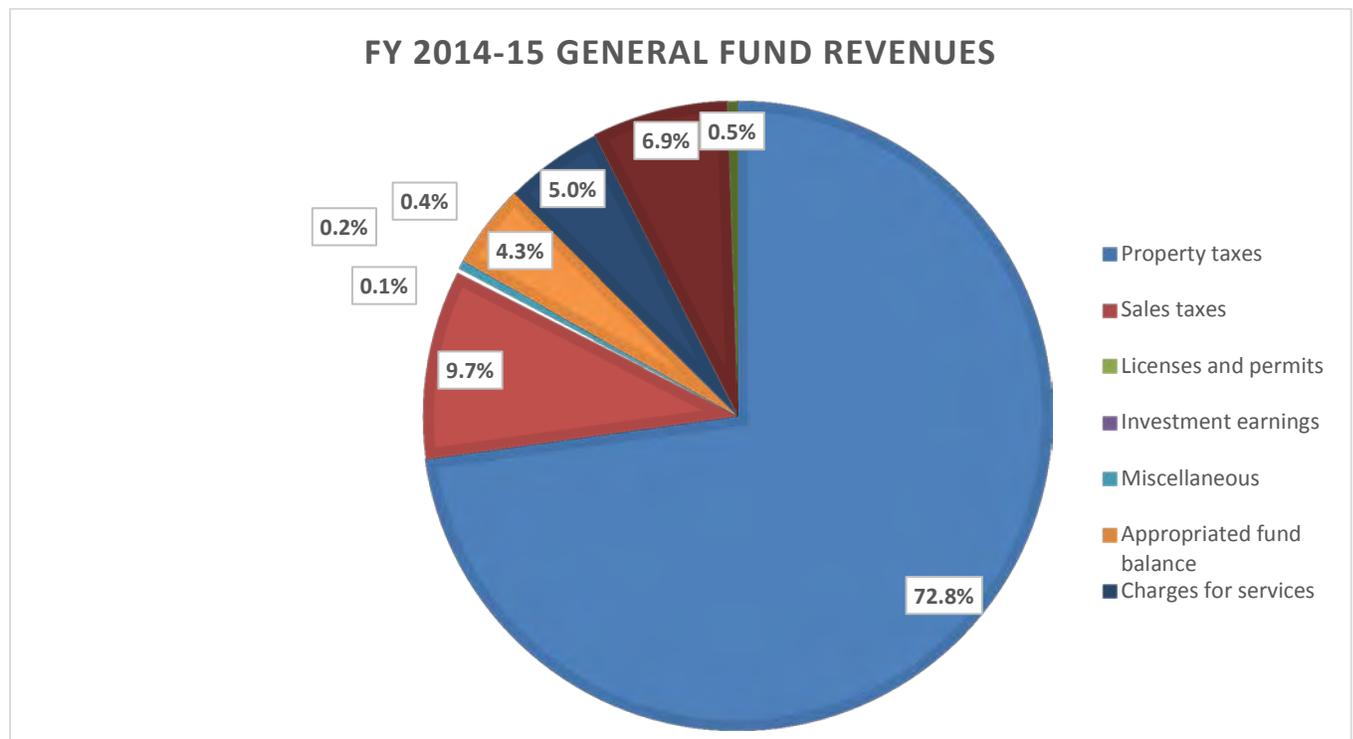
**Sales Tax Revenue** – The fiscal outlook anticipates consumer spending will increase 2 to 3 percent in FY 2014-15. Based on current year projections and the anticipated increase in

consumer spending, the FY 2014-15 budget estimates sales tax revenues for Articles 39, 40 and 42 at \$1.8 million more than the FY 2013-14 budget. The county's share of local sales tax revenues are expected to be approximately \$19.0 million.

**Charges for Services, Licenses and Permits** - Construction and housing markets are recovering slowly, but there are new commercial and residential developments that are being started throughout the County. Anticipated charges for services will be approximately \$9.8 million for the upcoming fiscal year. A slight increase from the current fiscal year.

**Intergovernmental Revenue** - Included in this revenue category are funds the County expects to receive from state, federal and other local governments. The Federal and State's budgetary issues continue and will continue to have adverse impacts on our budget. For FY 2014-15, we remain conservative in budgeting revenues until the State budget is finalized. Estimated intergovernmental revenues are expected to be \$13.6 million, which represents a nominal decrease from the current year

**Article 46 ¼ Cent Sales Tax** –The Article 46 ¼ Cent Sales Tax continues to provide funding for school capital projects and economic development initiatives. We expect this sales tax will be \$2.8 million annually in revenues that will go to fund educational projects and economic development initiatives. We have budgeted these revenues and related expenses in a separate special revenue fund outside the General Fund.



**Funding Highlights**

**Funding for Local School Districts** -The recommended appropriations to Chapel Hill - Carrboro City and Orange County Schools increases the ADM level. The recommended funding level represents a total appropriation to both school districts of \$92.3 million, which is **49.3%** of General Fund revenues. **This represents a \$3 million increase in the actual appropriation from the FY 2013-14. Additionally, this increases per pupil funding from \$3,269 to \$3,364, a \$95 per pupil increase.**

As debt is issued for school related capital projects and debt service expenditures increase, without additional revenues to offset any potential increase, expenditures related to debt service will become a larger component of the 48.1% funding target formula for education. Any increase in debt service expenditures related to school capital projects will reduce funding provided in future years for the other components of the funding formula (current expense, recurring and long-range capital and fair funding).

Funding for Local School Districts

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>
Original Budget	\$ 84,132,791	\$ 84,175,033	\$ 85,455,533	\$ 89,424,651	\$ 92,281,361

Both Boards of Education presented their budget requests to Commissioners in April 2014. Additional information in regards to the Local School Districts appropriation is as follows:

- Per pupil funding for the County's two local school districts increases to \$3,364. This funds the North Carolina Department of Public Instruction (NCDPI) projected 294 increase in student enrollment between both school districts, and the local portion of the possible State mandated raises for teachers. This represents a \$2.9 million increase in funding between both school districts current expense.
- Recurring capital for both School districts remains the same as the prior year appropriation of \$3 million dollars.
- The long range/pay-as-you go capital expense for the local school districts remains the same as the prior year appropriation of \$3.7 million dollars.
- The recommended budget provides for \$697,380 to continue the Commissioners' longstanding commitment to providing school health nurses at each school. This funding level slightly increases the funding level in FY 2014-15.
- The recommended budget does not provide funding for school social workers due to the loss of funding at the State level that funded the program. Both the County and Orange County Schools have decided to individually fund the social workers to continue the service for Orange County Schools.
- The Sheriff plans to continue providing School Resource Officers to support Orange County Schools. The estimated annual value of this Board of County Commissioners' commitment totals \$556,424.

Both School Districts have requested increases in per pupil funding that would require combined increases in funding ranging between \$6.8 to \$7.8 million dollars. To fund the request of each district will require additional revenues from a property tax increase or a reduction in County funded services elsewhere.

If the Board of County Commissioners agrees to increase the property tax rate to generate additional revenues to address the current expense request of both school districts in excess of the current increase provided, increases in the property tax rate outlined below will produce the following property tax revenues:

<u>Tax Increase</u>	<u>Property Tax Revenues Generated</u>	<u>Per Pupil Equivalency *</u>
1 cent	\$1,638,241	\$81.10
2.32 cents	\$3,800,719	\$188.14
2.71 cents	\$4,439,633	\$219.76

\*Based on 20,202 Students

Additionally, the Chapel Hill – Carrboro City School District has requested the Board of County Commissioners consider an increase in the special district property tax rate to fund their budget request. If approved the additional revenues required to be generated to fully fund the CHCCS request with an increase in the special district tax would be as follows:

<u>Tax Increase</u>	<u>Property Tax Revenues Generated</u>	<u>Per Pupil Equivalency *</u>
1 cent	\$1,044,521	\$84.56
1.41 cents	\$1,478,244	\$119.67

\*Based on 12,353 projected students for the Chapel Hill – Carrboro City School District

### **County Programs and Services**

We remain committed to maintaining core county services. Orange County residents continue to face economic challenges even in a slow improving economy. Those least able to provide for themselves and their families turn to the County for assistance. During difficult financial times, the County serves as a safety net assisting residents with food, shelter, and medical services. We maintain these services at current levels.

The recommended budget proposes some changes in the way Orange County does business. As we have gone through balancing the budget, we modified some services. We evaluated opportunities to become more efficient. You will find specific information regarding recommended changes in each department's section of the document. Major initiatives in FY 2014-15 are as follows:

The functions of **General Government & Management, General Services, Human Services, Community and Environment** do not face major reductions or many new initiatives in the FY 2014-15 budget. Human Service functions still can be further impacted by Federal and State budget decisions.

#### **General Government and Management**

- Provides for increased funding for laser fiche and cablecasting.
- Provides for a Veterinary Healthcare Technician, and increases Animal Control Service fees charged to the Towns of Carrboro, Chapel Hill and Hillsborough to mostly fund the annualize vehicle replacement costs.
- Provides increased funding for training and certifications along with increased funding for the Employee Assistance Program and Job Services/Fit for Duty Programs.

#### **General Services**

- Provides full year funding for positions added during FY 2013 -14 as part of the Information Technology Strategic Plan. Additionally, provides funding for increased software licensing and maintenance fees.
- Merges the Revaluation Fund as a division of the Tax Administration Department within the General Fund.

## **Human Services**

- Provides funding for an increase in hours for a Dental Hygienist and Senior Public Health Educator.
- Provides increase funding for seven county social workers who potentially could have been displaced by Orange County Schools loss of revenue.
- Provides increased funding for daycare, general assistance and continued funding for the Social Justice Fund.

## **Public Safety**

- Provides for and increases funding for EMS Telecommunicators, and an Emergency Management Planner, to address the recommendations of the Emergency Services Study and Work Group.
- Provides the Sheriff with two additional Deputy Sherriff I positions for transport operations.

## **Culture and Recreation**

- Provides funding for a Librarian I and Communication Specialist positions for the Library.
- Provides funding to the Town of Chapel Hill Library totaling \$568,139.

## **Vehicles**

- Provide for the replacement of several County vehicles due for replacement with the Vehicle Replacement Internal Service Fund.

## **Non Profit Organizations**

- Allocations provided to non-profit organizations total \$1,074,100 for FY 2014-15. (Specific allocations are detailed with the budget document and take into account in-kind services funded within other areas of County operations not previously recognized.)

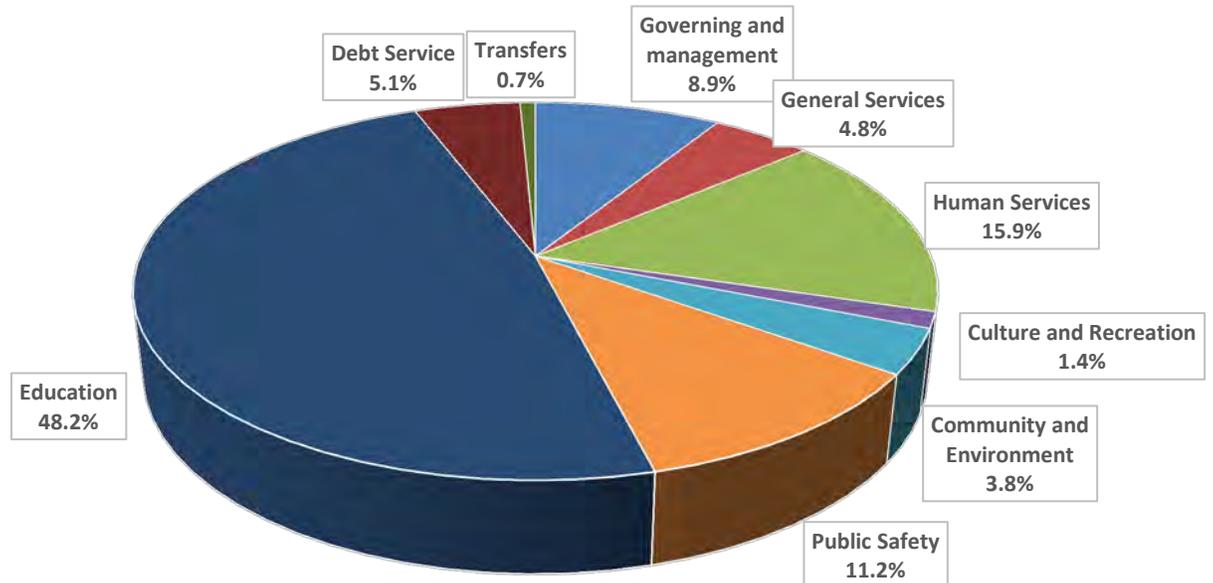
## **Long Range/Pay-as-you-Go County Capital**

- Long range/pay-as-you go county capital will be \$464,800.

## **Debt Service**

The total amount of debt service for the General Fund will be \$26.5 million, which results in an increase of approximately \$919,520 in FY 2014-15. Information on the proposed debt issuance can be located in the Capital Investment Plan and Vehicle Replacement Internal Service Fund.

## FY 2014 - 15 General Fund Expenditures



### Solid Waste

The budget for Solid Waste and Landfill reflects the following for the FY 2014-15 budget:

- Provides for an increase in the Landfill Fees due to both an increase in tonnage and a \$2 increase (from \$42.50 to \$44.50) in the City of Durham's tipping fees.
- The closure of the landfill with public education and other related planning efforts of the landfill in FY2014-15. We expect to incur \$3.7 million in closure cost in FY 2014-15.
- Provides for \$1.36 million in Urban Curbside/Multi-Family Fees to fund the cost of recycling programs and operations for urban curbside collections. This is a new contract for urban curbside recycling, with a fee rate of \$59/unit. The program will transition from 18 gallon bins to 95 gallon roll carts.
- Provides for \$840,106 in Capital Outlay for the Recycling Division; \$462,106 of those funds are in the Vehicles account and are for the replacement of vehicles based on the replacement schedule, the remaining \$378,000 is in the Equipment account and will be used to purchase 7,000 roll carts for the rural roadside recycling program.
- The General Fund contribution to Sanitation in the FY14-15 Manager Recommended Budget is \$1.8 million; this equates to 1.13 cents on the current property tax rate.
- Provides for construction for the Eubanks Solid Waste Convenience Center improvements

The total operating budget for Solid Waste is \$13 million for the FY 2014-15 budget.

**Employee Pay and Compensation** - The cost of pay and benefits are a significant factor in the County's operating budget. This recommended budget proposes the following:

- Continue to budget salaries at 100% in FY 2014-15.
- Increases the Living Wage from \$10.97 to \$11.21 an hour, as provided by the Board of County Commissioners' living wage policy and address positions within County government below that level.
- A cost of living and merit pay increase equating to 2.0% in compensation and benefits for employees.
- No mandated furloughs for employees. Voluntary furlough program to remain in effect.
- No layoffs except for grant funded positions where grant funds are terminated.
- Implementing elements of the Classification, Pay and Benefits Study based upon on-going analysis.
- Continuing a six-month hiring delay for vacant positions except EMS and law enforcement.
- Vacant positions will continue to be eliminated when possible. Displaced employees will be moved to available positions within the County.
- Continue longevity payments to employees with ten or more years of service with Orange County.
- Budget the non-mandated 401(k)/457 plan contributions for non-law enforcement employees.
- Maintain the mandated 401(k)/457 plan provisions for law enforcement at current levels.
- Additionally we propose making an additional matching contribution to employees 401(k)/457 plans for individual contribution made by employees up to 4%, not to exceed \$1,500. This represents an increase of \$300 or 25% over last years matching contribution.

Details regarding employee pay and compensation are included in Appendix A of the budget document.

### **Additional Revenue Options to Fund the FY 2014-15 Budget**

**Appropriated Fund Balance** – At the discretion of County Commissioners, **a supplemental appropriation of fund balance of \$650,000 is provided to offset some budget impacts that have been made in the FY 2014-15 recommended budget.** This amount will not create concern with bond rating agencies and will not significantly impact our efforts to stabilize our unassigned fund balance. County Commissioners are cautioned that until the NC Legislature adopts its final budget, we do not know what impacts to expect. More importantly, as we are trying to stabilize fund balance to maintain our credit ratings and protect against future uncertainties, each appropriation of fund balance impacts our goal of targeted unassigned (formerly available) fund balance percentage of 17% of annual General Fund expenses. We have made great progress in recent years in improving Orange County's financial standing. We anticipate that at the end of the current fiscal year we can maintain our fund balance levels.

### **Economy and Future Budgets**

We do not see revenues for FY 2015-16 increasing much above projections for FY 2014-15. As a result, we anticipate General Fund budgets roughly the same without increased tax revenues or major reductions in services into the next several years. We continue to rely heavily upon residential property taxes as the largest revenue source to fund governmental services. A lack of tax base diversity, limited commercial retail options or building sites for expanding new

businesses puts Orange County at a distinct disadvantage in being able to expand revenues other than increasing property taxes to support all public services, including education.

Orange County continues to take significant steps toward improving county government operations by stressing efficiencies, encouraging innovation and pursuing opportunities to invest in efforts to enhance economic development options for the future.

Partnerships with the Cities of Mebane and Durham will enable and provide the needed utility infrastructure at two very important economic development zones along I-85. Improved cooperation and collaboration with the Towns of Chapel Hill, Carrboro and Hillsborough have offered enhanced abilities to work together to encourage local business expansion and new businesses to consider Orange County as a viable location to do business.

You are in the process of committing to new initiatives and programs that will require new revenues or reallocation of resources away from traditional services and programs that are a part of Orange County's basis of being. Human Services, Environmental Standards, Educational Excellence and other icons that make Orange County special will be compromised or limited if we continue our significant dependence upon the residential tax base.

Planned actions on the horizon demand future revenue allocations and all are important to the County's future needs:

- Debt service on utility infrastructure to be constructed for economic development in the business development districts (1/4 cent Sales Tax allocation).
- The new debt service for school related capital projects and older facility needs for both school districts.
- Impacts upon operational expenses for education inclusive of the two school districts and community college are under stress now and will be further strained in the future
- Increases in existing and retired county employee benefit expenses create future fiscal demands.
- Impacts of Federal and State budget actions that may shift financial obligations to the County for many basic services including education.
- Results of the upcoming property tax revaluation.
- Limited capacity to add new debt beyond FY 2016-17.

The Board of County Commissioners should discuss its position relative to an increase in the tax rate in the coming fiscal year, or in the FY 2015-16 budget. If we are to meet future expenses for education, debt service and other county services/programs that will arise in coming year, new revenue will be required. We must address future capital needs in a comprehensive manner. The consideration of a bond referendum and issuance of debt must be considered to address future capital needs of both the County and the two school districts.

Our post-employment health insurance benefits (OPEB) unfunded liability continues to grow, and now stands at \$62.6 million as of June 30, 2013. Our current required annual contribution is \$5.6 million per year. We are recommending appropriating \$3 million of excess fund balance over the 17% fund balance requirement at the conclusion of the annual audit to fund the annual cost. These funds are maintained in a self-funded trust established in FY 2012-13.

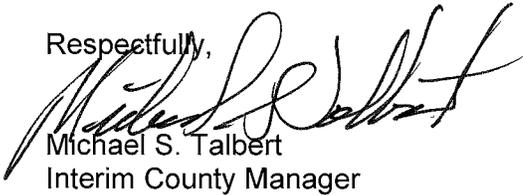
The FY 2014-15 recommended budget is balanced as submitted. It does not require a tax increase. It does not address every public need. It does maintain most services and programs at acceptable levels. We anticipate actions that will place new financial demands on future budgets requiring new revenues.

Future budgets will be more difficult to balance without property tax increases or major reductions in programs and services provided by the County. Continue diversification of the tax base and local government revenue options for Orange County is a priority.

I am proud of Orange County and all of its staff - department directors, supervisors, and employees. They are working harder. They are committed to providing excellent service to our residents regardless of economic challenges. Department directors have collaborated to compile operating budgets that meet the Board of County Commissioner's directives. This budget preserves our commitment to education, public safety, and human services as Orange County's highest priorities.

Staff and I look forward to reviewing the operating budget and related documents with you during upcoming budget work sessions. We strive to provide you with information you need to consider and approve a FY 2014-15 Orange County budget on or before your anticipated final meeting this fiscal year on June 17, 2014.

Respectfully,

A handwritten signature in black ink, appearing to read "Michael S. Talbert", written in a cursive style.

Michael S. Talbert  
Interim County Manager

# How to Read the Budget Document

The operating budget is divided into 40 sections separated by tabs.

- The first two sections, the *Manager's Message* and *Budget Summaries* provide an overview of the Annual Operating Budget.
- The next thirty-seven sections, starting with *Aging* and ending with *Visitors Bureau*, includes sections for the Capital Investment Plan, Courts, Education, Fire Districts, Non-Departmental, Outside Agencies, Sportsplex and Transfers.
- The *Capital Investment Plan* section includes the FY2014-19 Manager's Recommended Capital Investment Plan and lists all capital projects in which new funding is being appropriated during the current fiscal year.
- The *Appendix* contains supplemental information to help the reader understand terminology used in the document. Examples of information in this section include *Employee Pay and Benefits* and the *Proposed Fee Schedule*.

Appropriations are made at the functional level. *Function Summaries* are included within the Budget Summaries section of the document. This gives the reader a brief summary of departmental funding levels.

## Function Summary

<b>Human Services Summary</b>						
	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
<b>By Department (General Fund)</b>						
Child Support Enforcement	\$ 900,365	\$ 886,633	\$ 908,355	\$ 896,900	\$ 962,273	\$ 949,273
Cooperative Extension	\$ 478,058	\$ 445,064	\$ 413,536	\$ 337,743	\$ 380,584	\$ 390,584
Department of Social Services	\$ 21,348,473	\$ 19,097,031	\$ 18,540,035	\$ 17,896,885	\$ 18,345,443	\$ 18,565,213
Department on Aging	\$ 1,468,394	\$ 1,670,748	\$ 1,398,611	\$ 1,486,987	\$ 1,424,122	\$ 1,418,352
Health Department	\$ 6,923,180	\$ 7,067,751	\$ 7,061,798	\$ 7,067,332	\$ 7,333,481	\$ 7,207,231
Housing and Community Develop	\$ 346,320	\$ 307,948	\$ 284,404	\$ 268,381	\$ 282,673	\$ 282,673
Non-Departmental	\$ 1,922,034	\$ 1,781,108	\$ 1,686,808	\$ 1,676,808	\$ 1,892,583	\$ 1,596,532
Orange Public Transportation	\$ 1,037,244	\$ 1,151,654	\$ 741,238	\$ 993,544	\$ 745,085	\$ 745,085
Orange-Person-Chatham Area Pr	\$ 1,372,338	\$ 1,372,352	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973
<b>Total Function Expenditures</b>	<b>\$ 35,796,408</b>	<b>\$ 33,780,287</b>	<b>\$ 32,405,758</b>	<b>\$ 31,995,553</b>	<b>\$ 32,737,217</b>	<b>\$ 32,525,916</b>
Offsetting Revenue	(\$ 17,016,418)	(\$ 18,144,305)	(\$ 16,570,501)	(\$ 16,530,233)	(\$ 16,426,764)	(\$ 16,450,399)
<b>County Costs (net)</b>	<b>\$ 18,779,990</b>	<b>\$ 15,635,983</b>	<b>\$ 15,835,257</b>	<b>\$ 15,465,320</b>	<b>\$ 16,310,453</b>	<b>\$ 16,075,517</b>
<b>Other Related Programs (Grant Fund)</b>						
Department of Social Services	\$ 243,160	\$ 216,164	\$ 222,447	\$ 234,090	\$ 216,845	\$ 216,845
Department on Aging	\$ 147,765	\$ 145,065	\$ 97,079	\$ 153,437	\$ 98,604	\$ 98,604
Health Department	\$ 199,299	\$ 225,463	\$ 227,991	\$ 222,576	\$ 221,900	\$ 221,900
<b>Total Expenditures</b>	<b>\$ 590,224</b>	<b>\$ 586,693</b>	<b>\$ 547,517</b>	<b>\$ 610,102</b>	<b>\$ 537,349</b>	<b>\$ 537,349</b>
Offsetting Revenue	(\$ 527,797)	(\$ 528,847)	(\$ 477,828)	(\$ 558,733)	(\$ 450,635)	(\$ 466,135)
<b>County Costs (net)</b>	<b>\$ 62,427</b>	<b>\$ 57,846</b>	<b>\$ 69,689</b>	<b>\$ 51,369</b>	<b>\$ 86,714</b>	<b>\$ 71,214</b>
<b>Housing and Community Development Fund</b>						
Housing and Community Develop	\$ 4,276,116	\$ 4,422,240	\$ 4,683,449	\$ 4,418,303	\$ 4,685,180	\$ 4,685,180
<b>Total Expenditures</b>	<b>\$ 4,276,116</b>	<b>\$ 4,422,240</b>	<b>\$ 4,683,449</b>	<b>\$ 4,418,303</b>	<b>\$ 4,685,180</b>	<b>\$ 4,685,180</b>
Offsetting Revenue	(\$ 4,106,369)	(\$ 4,352,164)	(\$ 4,683,449)	(\$ 4,333,037)	(\$ 4,598,183)	(\$ 4,598,183)
<b>County Costs (net)</b>	<b>\$ 169,748</b>	<b>\$ 70,077</b>	<b>\$ 0</b>	<b>\$ 85,266</b>	<b>\$ 86,997</b>	<b>\$ 86,997</b>
<b>Total Human Services and Related Expenditures</b>	<b>\$ 40,662,748</b>	<b>\$ 38,789,221</b>	<b>\$ 37,636,724</b>	<b>\$ 37,023,958</b>	<b>\$ 37,959,746</b>	<b>\$ 37,748,445</b>

Function Summary summarizes fiscal information at the function level.

Compares budgeted revenues and expenditures to the original and estimated year-end expenditures in addition to two years of historical spending.

Total Functional Expenditures.

Offsetting revenue associated with activities of the departments/ programs, within the function.

Programs or activities appropriated in funds other than the General Fund. Appropriations for these programs are done by separate project ordinances.

## Department/Program Budget Page

Each department/program has a budget page that gives the reader a general description of the department or program, and projected outcomes for the upcoming budget year. *Outcomes* are performance expectations stated in quantitative and qualitative terms. *Measures* provide the reader with historical workload and performance indicators for each department/program. *Budget Highlights* explain budget fluctuations or other relevant information pertaining to the department or program. For the larger departments with several divisions, the budget also contains a summary page of that department.

<b>Financial Services</b>						
	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
<b>By Category (General Fund)</b>						Account: 2200
Personnel Services	\$ 750,017	\$ 827,120	\$ 703,367	\$ 723,160	\$ 878,234	\$ 878,234
Operations	\$ 176,999	\$ 164,661	\$ 163,675	\$ 148,933	\$ 173,426	\$ 173,426
Capital Outlay	\$ 0	\$ 1,540	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total Expenditures</b>	<b>\$ 927,016</b>	<b>\$ 993,320</b>	<b>\$ 867,042</b>	<b>\$ 872,093</b>	<b>\$ 1,051,660</b>	<b>\$ 1,051,660</b>
County Costs (net)	\$ 927,016	\$ 993,320	\$ 867,042	\$ 872,093	\$ 1,051,660	\$ 1,051,660
<b>Total Financial Services and Related Expenditures</b>	<b>\$ 927,016</b>	<b>\$ 993,320</b>	<b>\$ 867,042</b>	<b>\$ 872,093</b>	<b>\$ 1,051,660</b>	<b>\$ 1,051,660</b>

Department/Program Budget Page provides general description of department.

Provides current and historical fiscal information for each category: Personnel Services, Operations, and Capital Outlay.

<b>Major Services</b>					
<ul style="list-style-type: none"> <li>Accounting and fiscal control in accordance with Generally Accepted Accounting Principles (GAAP) and North Carolina General Statutes to ensure sound financial condition is maintained</li> <li>Revenues properly deposited and reported and sufficient cash on</li> <li>Prompt and efficient payment of all County Obligations</li> <li>Accurate and timely payroll processing for all County employees</li> </ul>					
<b>FY 2010-11 Outcomes</b>					
<ul style="list-style-type: none"> <li>Debt service on bonds and installment purchases is met with 100 percent accuracy. No penalties for late payment.</li> <li>Maintain excellent credit rating through sound financial policies and practices and strong financial condition.</li> <li>Monitor debt to ensure compliance with debt management policy.</li> <li>Increase the bond ratings from Moody's and Standards and Poors to Aa1 and AA+ respectively.</li> <li>Audit and financial statements completed as required by the Local Government Commission.</li> </ul>					
Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Unassigned Fund Balance percent of General Fund Expenditures	12%	12.1%	12.1%	16%	16%
Percent of time Payroll Completed two days prior to payday	100%	100%	100%	100%	100%
<b>FY 2011-12 Fiscal Year Objectives</b>					
<ul style="list-style-type: none"> <li>Complete the County's Comprehensive Annual Financial Report by October 31, 2011.</li> <li>Fund balance meets budgeted goals of 10 percent or greater.</li> <li>Monitor financial transactions to insure compliance with Fiscal Control Act, taking corrective action when necessary resulting in no more than two finance related management points, and retain the GFOA Certificate of Achievement for Excellence to Financial Reporting.</li> <li>Ensure timely payment of debt service. Plan, execute and oversee debt issuance to comply with the Fiscal Control Act and ensure fund availability for designated capital projects.</li> </ul>					
<b>Budget Highlights</b>					
<ul style="list-style-type: none"> <li>Held vacant Financial Services Coordinator position open for 9 months generating \$18,913 in savings, and held vacant the Budget and Management Analyst I position open for 10 months generating \$19,962.</li> <li>Increased the bonded debt ratings for Moody's and S&amp;P to Aa1 and AA+ respectively</li> <li>Issued the CAFR by October 31, 2010 and resolved all of the audit findings from the prior three fiscal years.</li> </ul>					

Associated activities to this program are shown as a cross-reference when applicable. These expenditures are made elsewhere in the budget. Not on this particular page.

Major Services - general description of the services of the department.

Outcomes and Measures - measure the success and performance of the department, over time.

Budget Highlights - describes significant budget changes, during the current and upcoming fiscal year.

# Fund Structure

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The accounts of the County are organized on the basis of funds or account groups with each fund constituting a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts reflecting its assets, liabilities, fund balance, revenues and expenditures. The funds of the County are created because of the diverse nature of governmental operations and the necessity of complying with legal provisions. Orange County has three broad fund categories: governmental, proprietary and fiduciary. Only two of these, governmental and proprietary, are included in this document.

## Government Funds

These funds account for expendable financial resources other than those accounted for in proprietary and fiduciary funds. Most of Orange County's functions are included in this fund type. The modified accrual basis of accounting is used in this fund.

"Basis of accounting" refers to criteria for determining when revenues and expenditures are recorded in the accounting system. The "modified accrual basis" requires that expenditures be recorded when a liability is incurred (time of receipt) for goods or services provided to the County. The expenditure is usually recorded before the funds are disbursed. This type of accounting also requires that most revenues be recorded when they are actually received. The modified accrual basis of accounting helps to keep financial practices on a conservative footing; expenditures are recorded as soon as the liabilities for them are incurred, and most revenues are not recorded until they have actually been received in cash.

The County's individual governmental funds include:

- **General Fund** - the general operating fund of the County, which accounts for normal recurring County activities such as education, human services, public safety, etc. These activities are funded by revenue sources such as property tax, sales tax, charges for services, etc.
- **Special Revenue Funds** - account for the proceeds of specific revenue sources (other than major capital projects) that require separate accounting because of legal restrictions or administrative action. Special revenue funds in Orange County include: Grant Projects Fund, Community Development Fund, Fire Districts Fund, Visitors Bureau Fund, Housing (Section 8) Fund, and Article 46 Sales Tax Fund.
- **Capital Projects Funds** - account for all resources used for acquisition, construction, or renovation of major capital facilities of Orange County, as well as Orange County Schools and Chapel Hill-Carrboro City Schools. Capital project funds in Orange County include: County Capital Projects Fund and School Capital Projects Fund. Prior to July 1, 1993, several funds were used to account for capital projects.

## Proprietary Funds

These funds account for operations, which are similar to those found in the private sector because net income is determined in these funds. The accrual basis of accounting is used for this fund. In the accrual basis of accounting, revenues are recognized when they are earned and expenses are recognized when they are incurred. Orange County operates one type of proprietary funds:

- **Enterprise Funds** - account for operations that are intended to be self-supporting through charges made to users of services provided or where determination of net income is an important factor. Orange County presently has three enterprise funds, the Efland Sewer Enterprise Fund, the Solid Waste Enterprise Fund, and the Sportsplex Enterprise Fund.

### **Fiduciary Funds**

These funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds. Since, by state statutes, these funds are not subject to appropriation by the Board of County Commissioners, these funds are not included in this document. The County's fiduciary funds include:

- **Agency Funds** account for assets held by the County as an agent for other governmental units. These monies are accounted for in essentially the same manner as governmental funds.
- **Non-expendable Trust Funds** account for assets, held by the County in a trustee capacity, which are designated for a particular purpose. These monies are accounted for basically in the same manner as proprietary funds.

### **Functions**

Each fund is further divided into functions, which represent the level of authorization by the governing board. Revenue functions include Property Taxes, Sales Tax, Licenses and Permits, Intergovernmental, Charges for Services, Interest Income, Miscellaneous Income and Fund Balance. Orange County's appropriation functions include: Governing and Management, General Services, Community and Environment, Human Services, Public Safety, Culture and Recreation, Education, Transfers to Other Funds, and Debt Service.

### **Departments/Programs**

Each function is comprised of two or more departments, and each department may be further represented by a program. In this document, each department or program summary contains a program description, prior year accomplishments, coming year objectives, a budget summary by expenditure category, and offsetting revenues. For departments administering more than one program a department summary precedes the department's program summaries.

### **Basis of Budgeting**

Budgetary accounting is used for management control of all funds of the County. Annual budget ordinances are adopted on the modified accrual basis at the fund level and amended as required for the operations of the general, special revenue, and proprietary funds.

The Comprehensive Annual Financial Report (CAFR) shows the County's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the way the County prepares its budget. Two exceptions are the treatment of depreciation expense and compensated absences. Depreciation is not budgeted but capital improvements in the CAFR are depreciated. Compensated absences are accrued as expenditures in the CAFR and are not included in the budget. The CAFR shows fund revenues and expenditures on both a GAAP basis and budgetary basis for comparison purposes.

## Revenue by Category

### Summary - General Fund

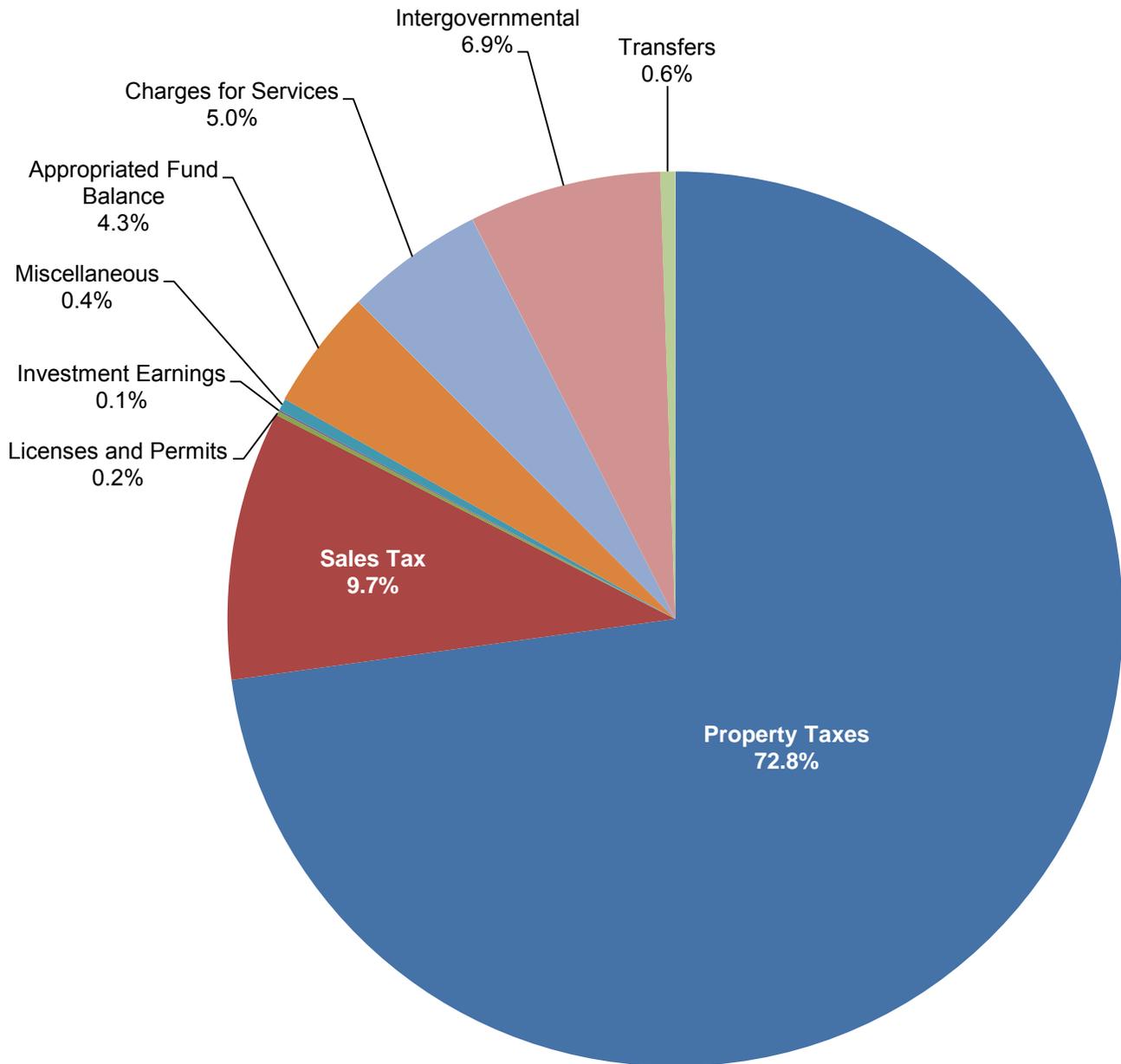
	2011-12 Actual Revenue	2012-13 Actual Revenue	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>Property Taxes</b>						
Property Taxes	127,836,452	128,630,119	130,682,492	130,588,000	132,642,729	132,642,729
Motor Vehicles	7,037,249	7,642,650	7,186,300	9,553,310	7,917,709	7,917,709
Gross Receipts	60,381	57,398	42,000	62,830	45,000	45,000
Delinquent Taxes	999,388	962,706	994,130	1,040,070	994,130	994,130
Interest on Delinquent Taxes	505,819	474,491	350,000	540,760	350,000	350,000
Late List Penalties	46,218	31,482	60,000	66,465	60,000	60,000
Animal Taxes	202,849	205,508	195,000	201,000	205,000	205,000
Beer and Wine	225,882	212,286	223,600	223,600	223,600	223,600
<b>Property Taxes Total</b>	<b><u>\$136,914,239</u></b>	<b><u>\$138,216,640</u></b>	<b><u>\$139,733,522</u></b>	<b><u>\$142,276,035</u></b>	<b><u>\$142,438,168</u></b>	<b><u>\$142,438,168</u></b>
<b>Sales Tax</b>						
Article 39 One Cent	7,625,037	8,074,532	7,849,756	8,276,394	8,667,512	8,667,512
Article 40 Half Cent	5,427,457	5,584,729	5,401,502	5,724,347	5,994,861	5,994,861
Article 42 Half Cent	3,800,994	4,042,701	3,938,890	4,143,768	4,339,589	4,339,589
Article 44 Half Cent	300,434	26,489	0	8,742	0	0
<b>Sales Tax Total</b>	<b><u>\$17,153,921</u></b>	<b><u>\$17,728,451</u></b>	<b><u>\$17,190,148</u></b>	<b><u>\$18,153,251</u></b>	<b><u>\$19,001,962</u></b>	<b><u>\$19,001,962</u></b>
<b>Licenses and Permits</b>						
Privilege License	11,435	11,605	13,000	10,300	13,000	13,000
Franchise Fee	317,830	310,872	300,000	312,460	300,000	300,000
<b>Licenses and Permits Total</b>	<b><u>\$329,265</u></b>	<b><u>\$322,477</u></b>	<b><u>\$313,000</u></b>	<b><u>\$322,760</u></b>	<b><u>\$313,000</u></b>	<b><u>\$313,000</u></b>
<b>Investment Earnings</b>	<b><u>\$51,201</u></b>	<b><u>\$29,976</u></b>	<b><u>\$105,000</u></b>	<b><u>\$33,000</u></b>	<b><u>\$105,000</u></b>	<b><u>\$105,000</u></b>
<b>Miscellaneous</b>	<b><u>\$1,756,770</u></b>	<b><u>\$1,663,673</u></b>	<b><u>\$796,718</u></b>	<b><u>\$1,583,940</u></b>	<b><u>\$846,065</u></b>	<b><u>\$846,065</u></b>
<b>Appropriated Fund Balance</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$5,190,118</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$8,507,219</u></b>
<b>Charges for Services</b>						
Aging	121,863	96,340	67,100	110,084	67,100	67,100
Child Support Enforcement	1,060	910	1,100	1,100	1,100	1,100
Community Planning	593,769	602,418	645,820	854,525	707,330	707,330
Emergency Management	2,314,772	2,742,509	2,135,650	2,292,623	2,240,215	2,240,215
Health	1,229,326	949,060	1,340,473	1,378,337	1,364,166	1,364,166
Library	34,523	34,774	32,550	29,950	29,850	29,850
Register of Deeds	1,241,213	1,449,687	1,431,909	1,388,908	1,393,687	1,393,687
Sheriff	2,539,876	2,436,510	2,546,700	2,499,186	2,591,700	2,591,700
Tax Collection	308,056	316,516	393,963	343,679	336,201	336,201
Transportation	134,843	124,970	66,200	104,132	96,500	96,500
Other	970,690	1,025,284	993,378	1,047,275	971,156	971,156
<b>Charges for Services Total</b>	<b><u>\$9,489,990</u></b>	<b><u>\$9,778,978</u></b>	<b><u>\$9,654,843</u></b>	<b><u>\$10,049,799</u></b>	<b><u>\$9,799,005</u></b>	<b><u>\$9,799,005</u></b>

## Revenue by Category

### Summary - General Fund

	2011-12 Actual Revenue	2012-13 Actual Revenue	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>Intergovernmental</b>						
Aging	531,370	546,698	461,209	585,747	541,480	541,480
Child Support Enforcement	1,561,401	1,077,901	1,257,000	1,234,000	1,270,000	1,270,000
Emergency Management	25,936	2,000	0	0	0	0
Health	507,948	921,745	939,233	1,048,588	871,740	871,740
Library	113,726	116,082	100,000	100,000	100,000	100,000
Lottery Proceeds	2,161,455	1,396,135	0	641,876	0	0
Sheriff	258,802	195,122	184,469	224,215	184,469	184,469
Social Services	12,405,145	12,947,119	9,113,088	13,303,929	8,843,373	8,843,373
Tax Collection	34,071	46,168	45,936	45,200	45,200	45,200
Transportation	561,184	440,660	515,500	654,252	611,647	611,647
Local	1,010,989	1,000,825	1,017,262	1,024,150	1,038,426	1,038,426
Other	66,289	73,159	70,153	70,153	69,151	69,151
<b>Intergovernmental Total</b>	<b><u>\$19,238,317</u></b>	<b><u>\$18,763,614</u></b>	<b><u>\$13,703,850</u></b>	<b><u>\$18,932,110</u></b>	<b><u>\$13,575,486</u></b>	<b><u>\$13,575,486</u></b>
<b>Transfers from Other Funds</b>						
Impact Fees	1,040,000	1,840,000	1,040,000	1,040,000	1,040,000	1,040,000
County Capital	0	47,700	0	12,500	0	0
Other	0	0	6,300	6,300	12,600	12,600
<b>Transfers from Other Funds</b>	<b><u>\$1,040,000</u></b>	<b><u>\$1,887,700</u></b>	<b><u>\$1,046,300</u></b>	<b><u>\$1,058,800</u></b>	<b><u>\$1,052,600</u></b>	<b><u>\$1,052,600</u></b>
<b>Total Revenue</b>	<b><u>\$185,973,702</u></b>	<b><u>\$188,391,509</u></b>	<b><u>\$187,733,499</u></b>	<b><u>\$192,409,695</u></b>	<b><u>\$187,131,286</u></b>	<b><u>\$195,638,505</u></b>

## General Fund Revenue By Category



## Appropriations by Function

### Summary - General Fund

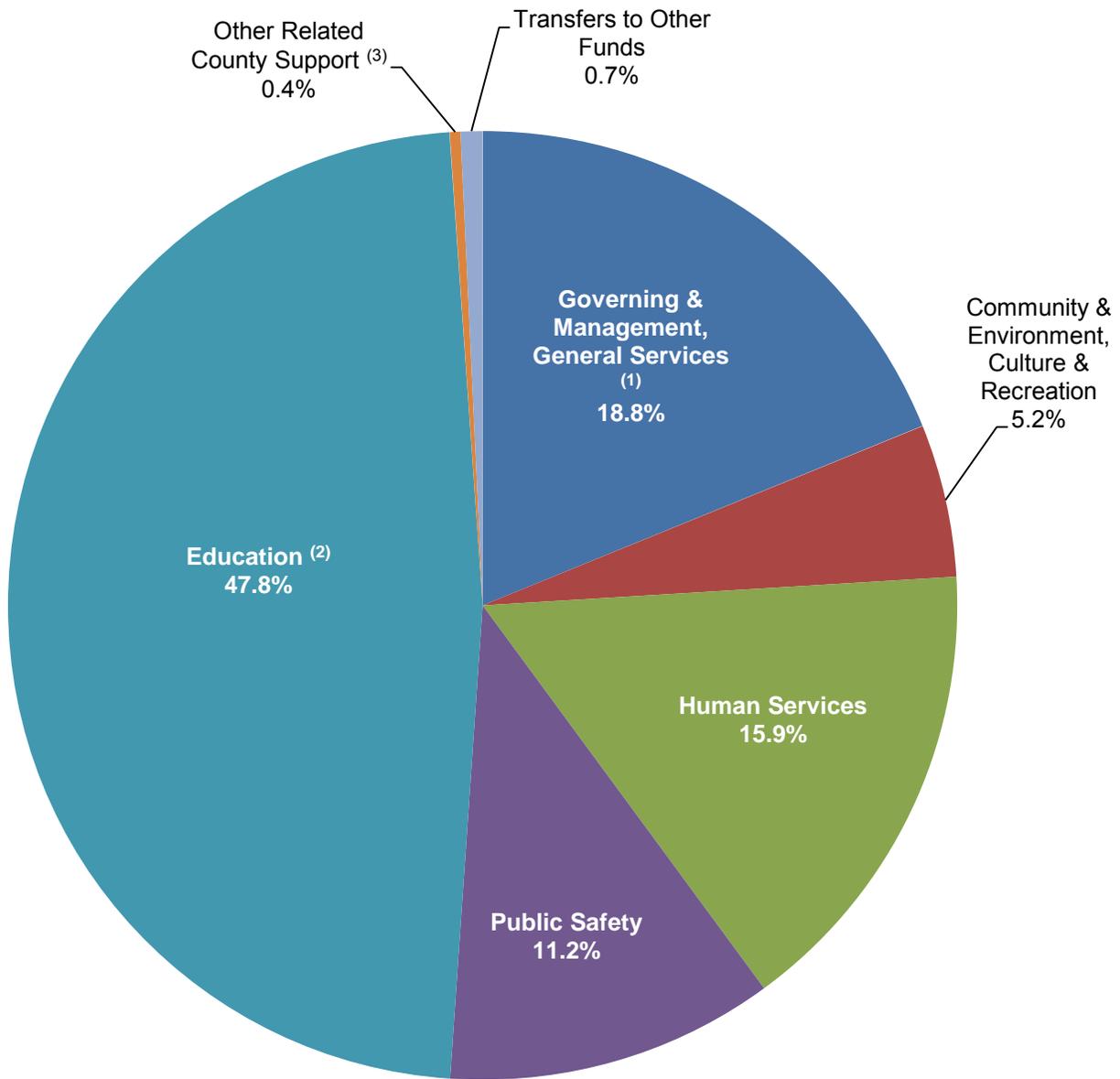
	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>Governing &amp; Management</b>						
Animal Services	1,555,108	1,614,802	1,822,940	1,780,263	1,884,793	1,884,793
Asset Management Services	5,264,424	3,722,766	4,229,962	4,174,816	4,181,412	4,135,662
Board of County Commissioners	556,495	702,087	768,078	736,423	830,578	821,378
County Attorney's Office	442,143	482,950	526,402	526,487	541,000	541,000
County Manager's Office	707,761	776,515	719,803	700,650	722,580	722,580
Department of Public Affairs	0	0	190,000	175,246	186,028	186,028
Finance and Administrative Svcs	957,219	2,589,157	3,303,839	3,184,046	3,364,117	3,364,117
Human Resources	634,615	710,157	725,006	609,547	780,016	780,016
Non-Departmental	1,802,885	1,682,109	3,695,181	1,878,890	5,340,267	5,043,298
<b>Governing &amp; Management Total</b>	<b><u>\$11,920,649</u></b>	<b><u>\$12,280,542</u></b>	<b><u>\$15,981,211</u></b>	<b><u>\$13,766,367</u></b>	<b><u>\$17,830,791</u></b>	<b><u>\$17,478,872</u></b>
<b>General Services</b>						
Board of Elections	583,096	670,302	703,856	667,029	694,173	694,173
Information Technologies	2,068,583	2,000,346	2,218,857	1,935,758	2,622,080	2,621,580
Non-Departmental	1,720,257	1,696,631	1,881,496	1,884,040	1,871,543	1,871,543
Register of Deeds	836,292	838,208	893,469	859,250	903,025	903,025
Tax Administration	2,017,787	2,275,648	2,971,862	2,698,668	3,367,930	3,361,630
<b>General Services Total</b>	<b><u>\$7,226,015</u></b>	<b><u>\$7,481,135</u></b>	<b><u>\$8,669,540</u></b>	<b><u>\$8,044,745</u></b>	<b><u>\$9,458,751</u></b>	<b><u>\$9,451,951</u></b>
<b>Human Services</b>						
Child Support Enforcement	973,347	955,431	955,441	943,937	967,092	967,092
Cooperative Extension	338,685	331,916	397,826	373,540	367,972	367,972
Department of Social Services	18,669,823	19,978,378	17,020,419	20,685,434	17,131,814	17,131,814
Department on Aging	1,480,929	1,648,729	1,761,934	1,945,434	1,896,783	1,896,783
Health Department	6,799,504	7,368,963	7,773,246	7,450,190	7,910,226	7,910,226
Housing, Human Rights & Community Development	276,710	259,069	285,468	217,109	210,279	210,279
Non-Departmental	1,584,264	1,709,706	1,908,806	1,907,806	2,522,132	1,959,480
OPC Area Program	1,370,973	1,370,973	1,355,973	1,355,973	1,355,973	1,355,973
<b>Human Services Total</b>	<b><u>\$31,494,235</u></b>	<b><u>\$33,623,165</u></b>	<b><u>\$31,459,113</u></b>	<b><u>\$34,879,422</u></b>	<b><u>\$32,362,271</u></b>	<b><u>\$31,799,619</u></b>
<b>Culture &amp; Recreation</b>						
Arts Commission	2,812	0	0	0	0	0
Library/Recreation - Municipal	375,808	535,052	609,234	609,234	695,101	693,947
Library Services	1,654,802	1,674,884	1,790,465	1,759,666	1,914,714	1,910,714
Non-Departmental	173,907	83,052	96,209	96,209	96,374	91,374
<b>Culture &amp; Recreation Total</b>	<b><u>\$2,207,329</u></b>	<b><u>\$2,292,989</u></b>	<b><u>\$2,495,908</u></b>	<b><u>\$2,465,109</u></b>	<b><u>\$2,706,189</u></b>	<b><u>\$2,696,035</u></b>
<b>Community &amp; Environment</b>						
Department of Environment, Agriculture, Parks & Recreation	2,775,646	2,925,535	3,033,168	3,105,555	3,189,553	3,177,359
Economic Development	358,184	334,092	392,277	359,582	424,646	424,647
Non-Departmental	111,169	96,110	293,549	257,383	234,151	219,651
Planning and Inspections	2,950,167	2,893,904	3,384,251	3,124,567	3,639,881	3,639,881
<b>Community &amp; Environment Total</b>	<b><u>\$6,195,166</u></b>	<b><u>\$6,249,641</u></b>	<b><u>\$7,103,245</u></b>	<b><u>\$6,847,087</u></b>	<b><u>\$7,488,231</u></b>	<b><u>\$7,461,538</u></b>

## Appropriations by Function

### Summary - General Fund

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>Public Safety</b>						
Courts	64,016	20,556	90,655	76,364	81,655	81,655
Emergency Services	7,501,370	7,748,764	9,294,961	8,645,897	9,939,769	9,924,769
Non-Departmental	414,004	347,337	361,050	361,050	361,052	361,052
Sheriff	10,894,738	10,856,912	11,698,712	11,159,058	12,014,631	12,014,631
<b>Public Safety Total</b>	<b><u>\$18,874,127</u></b>	<b><u>\$18,973,569</u></b>	<b><u>\$21,445,378</u></b>	<b><u>\$20,242,369</u></b>	<b><u>\$22,397,107</u></b>	<b><u>\$22,382,107</u></b>
<b>Education</b>						
Current Expenses	59,375,382	62,389,900	65,079,252	65,079,252	72,134,044	67,959,528
Fair Funding	988,000	988,000	988,000	988,000	988,000	988,000
Other Related County Support	576,521	569,450	590,000	590,000	712,280	712,280
Recurring Capital	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
<b>Education Total</b>	<b><u>\$63,939,903</u></b>	<b><u>\$66,947,350</u></b>	<b><u>\$69,657,252</u></b>	<b><u>\$69,657,252</u></b>	<b><u>\$76,834,324</u></b>	<b><u>\$72,659,808</u></b>
<b>Non-Departmental</b>						
Debt Service	26,463,124	24,078,266	25,609,786	26,288,386	26,529,306	26,529,306
Transfers to Other Funds	7,221,396	12,604,107	5,312,066	9,561,781	5,933,279	5,179,269
<b>Non-Departmental Total</b>	<b><u>\$33,684,520</u></b>	<b><u>\$36,682,373</u></b>	<b><u>\$30,921,852</u></b>	<b><u>\$35,850,167</u></b>	<b><u>\$32,462,585</u></b>	<b><u>\$31,708,575</u></b>
<b>Total Expenditures</b>	<b><u>\$175,541,946</u></b>	<b><u>\$184,530,764</u></b>	<b><u>\$187,733,499</u></b>	<b><u>\$191,752,517</u></b>	<b><u>\$201,540,249</u></b>	<b><u>\$195,638,505</u></b>

## General Fund Appropriations by Function



(1) Includes County debt service.

(2) Includes CHCCS and OCS current expenses, debt service, short-and long-range capital, fair funding, health and safety resources.

(3) Includes Durham Technical Community College's current and recurring capital expenses.

# Governing and Management

## Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Department (General Fund)</b>						
Animal Services	1,555,108	1,614,802	1,822,940	1,780,263	1,884,793	1,884,793
Asset Management Services	5,264,424	3,722,766	4,229,962	4,174,816	4,181,412	4,135,662
Board of County Commissioners	556,495	702,087	768,078	736,423	830,578	821,378
County Attorney's Office	442,143	482,950	526,402	526,487	541,000	541,000
County Manager's Office	707,761	776,515	719,803	700,650	722,580	722,580
Finance and Administrative Svs	957,219	2,589,157	3,303,839	3,184,046	3,364,117	3,364,117
Human Resources	634,615	710,157	725,006	609,547	780,016	780,016
Non-Departmental	1,802,885	1,682,109	3,695,181	1,878,890	5,340,267	5,043,298
Public Affairs	0	0	190,000	175,246	186,028	186,028
<b>Total Function Expenditures</b>	<b><u>\$11,920,649</u></b>	<b><u>\$12,280,542</u></b>	<b><u>\$15,981,211</u></b>	<b><u>\$13,766,367</u></b>	<b><u>\$17,830,791</u></b>	<b><u>\$17,478,872</u></b>
<i>Offsetting Revenue</i>	<i>(885,166)</i>	<i>(922,172)</i>	<i>(966,394)</i>	<i>(964,797)</i>	<i>(1,025,665)</i>	<i>(1,025,665)</i>
<b>County Costs (net)</b>	<b><u>\$11,035,484</u></b>	<b><u>\$11,358,370</u></b>	<b><u>\$15,014,817</u></b>	<b><u>\$12,801,570</u></b>	<b><u>\$16,805,126</u></b>	<b><u>\$16,453,207</u></b>
<b>Spay/Neuter Fund</b>						
Animal Services	44,241	55,865	76,600	88,080	66,350	66,350
<b>Total Expenditures</b>	<b><u>\$44,241</u></b>	<b><u>\$55,865</u></b>	<b><u>\$76,600</u></b>	<b><u>\$88,080</u></b>	<b><u>\$66,350</u></b>	<b><u>\$66,350</u></b>
<i>Offsetting Revenue</i>	<i>(67,805)</i>	<i>(60,336)</i>	<i>(76,600)</i>	<i>(65,313)</i>	<i>(66,350)</i>	<i>(66,350)</i>
<b>Costs (net)</b>	<b><u>(\$23,564)</u></b>	<b><u>(\$4,471)</u></b>	<b><u>\$0</u></b>	<b><u>\$22,767</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>
<b>Total Governing and Management Related Expenditures</b>	<b><u>\$11,964,891</u></b>	<b><u>\$12,336,408</u></b>	<b><u>\$16,057,811</u></b>	<b><u>\$13,854,447</u></b>	<b><u>\$17,897,141</u></b>	<b><u>\$17,545,222</u></b>

# General Services

## Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Department (General Fund)</b>						
Board of Elections	583,096	670,302	703,856	667,029	694,173	694,173
Information Technologies	2,068,583	2,000,346	2,218,857	1,935,758	2,622,080	2,621,580
Non-Departmental	1,720,257	1,696,631	1,881,496	1,884,040	1,871,543	1,871,543
Other Related County Support	0	0	0	0	0	0
Register of Deeds	836,292	838,208	893,469	859,250	903,025	903,025
Tax Administration	2,017,787	2,275,648	2,971,862	2,698,668	3,367,930	3,361,630
<b>Total Function Expenditures</b>	<b><u>\$7,226,015</u></b>	<b><u>\$7,481,135</u></b>	<b><u>\$8,669,540</u></b>	<b><u>\$8,044,745</u></b>	<b><u>\$9,458,751</u></b>	<b><u>\$9,451,951</u></b>
<i>Offsetting Revenue</i>	<i>(1,633,712)</i>	<i>(1,854,209)</i>	<i>(1,928,639)</i>	<i>(1,849,682)</i>	<i>(1,794,833)</i>	<i>(1,794,833)</i>
<b>County Costs (net)</b>	<b><u>\$5,592,303</u></b>	<b><u>\$5,626,926</u></b>	<b><u>\$6,740,901</u></b>	<b><u>\$6,195,063</u></b>	<b><u>\$7,663,918</u></b>	<b><u>\$7,657,118</u></b>
<b>Other Related Programs (Revaluation Fund)</b>						
Tax Administration	92,698	166,665	191,444	240,034	0	0
<b>Total Expenditures</b>	<b><u>\$92,698</u></b>	<b><u>\$166,665</u></b>	<b><u>\$191,444</u></b>	<b><u>\$240,034</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>
<i>Offsetting Revenue</i>	<i>(90)</i>	<i>(63)</i>	<i>(66,444)</i>	<i>(10)</i>	<i>0</i>	<i>0</i>
<b>County Costs (net)</b>	<b><u>\$92,608</u></b>	<b><u>\$166,602</u></b>	<b><u>\$125,000</u></b>	<b><u>\$240,024</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>
<b>Solid Waste Enterprise Fund</b>						
Solid Waste Fund	9,969,707	10,499,794	13,356,471	15,698,216	13,023,050	13,023,050
<b>Total Expenditures</b>	<b><u>\$9,969,707</u></b>	<b><u>\$10,499,794</u></b>	<b><u>\$13,356,471</u></b>	<b><u>\$15,698,216</u></b>	<b><u>\$13,023,050</u></b>	<b><u>\$13,023,050</u></b>
<i>Offsetting Revenue</i>	<i>(11,014,005)</i>	<i>(10,806,327)</i>	<i>(13,356,471)</i>	<i>(16,272,196)</i>	<i>(13,023,050)</i>	<i>(13,023,050)</i>
<b>County Costs (net)</b>	<b><u>(\$1,044,299)</u></b>	<b><u>(\$306,533)</u></b>	<b><u>\$0</u></b>	<b><u>(\$573,980)</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>
<b>Total General Services Related Expenditures</b>	<b><u>\$17,288,420</u></b>	<b><u>\$18,147,595</u></b>	<b><u>\$22,217,455</u></b>	<b><u>\$23,982,994</u></b>	<b><u>\$22,481,801</u></b>	<b><u>\$22,475,001</u></b>

# Human Services

## Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Department (General Fund)</b>						
Child Support Enforcement	973,347	955,431	955,441	943,937	967,092	967,092
Cooperative Extension	338,685	331,916	397,826	373,540	367,972	367,972
Department of Social Services	18,669,823	19,978,378	17,020,419	20,685,434	17,131,814	17,131,814
Department on Aging	1,480,929	1,648,729	1,761,934	1,945,434	1,896,783	1,896,783
Health Department	6,799,504	7,368,963	7,773,246	7,450,190	7,910,226	7,910,226
Housing, Human Rights & Community Development	276,710	259,069	285,468	217,109	210,279	210,279
Non-Departmental	1,584,264	1,709,706	1,908,806	1,907,806	2,522,132	1,959,480
OPC Area Program	1,370,973	1,370,973	1,355,973	1,355,973	1,355,973	1,355,973
<b>Total Function Expenditures</b>	<b>\$31,494,235</b>	<b>\$33,623,165</b>	<b>\$31,459,113</b>	<b>\$34,879,422</b>	<b>\$32,362,271</b>	<b>\$31,799,619</b>
<i>Offsetting Revenue</i>	<i>(16,389,824)</i>	<i>(16,744,121)</i>	<i>(13,350,676)</i>	<i>(17,761,700)</i>	<i>(13,148,433)</i>	<i>(13,148,433)</i>
<b>County Costs (net)</b>	<b>\$15,104,412</b>	<b>\$16,879,044</b>	<b>\$18,108,437</b>	<b>\$17,117,722</b>	<b>\$19,213,838</b>	<b>\$18,651,186</b>
<b>Other Related Programs (Grant Fund)</b>						
Department of Social Services	225,801	119,661	538,052	507,188	486,725	486,725
Department on Aging	132,725	163,933	96,863	147,348	98,120	98,120
Health Department	133,211	66,326	149,148	150,630	214,938	214,938
<b>Total Expenditures</b>	<b>\$491,737</b>	<b>\$349,920</b>	<b>\$784,063</b>	<b>\$805,166</b>	<b>\$799,783</b>	<b>\$799,783</b>
<i>Offsetting Revenue</i>	<i>(413,238)</i>	<i>(254,959)</i>	<i>(746,200)</i>	<i>(810,622)</i>	<i>(760,663)</i>	<i>(760,663)</i>
<b>County Costs (net)</b>	<b>\$78,499</b>	<b>\$94,962</b>	<b>\$37,863</b>	<b>(\$5,455)</b>	<b>\$39,120</b>	<b>\$39,120</b>
<b>Housing and Community Development Fund</b>						
Housing, Human Rights & Community Development	4,746,189	4,293,567	4,354,033	4,500,994	4,569,529	4,569,529
<b>Total Expenditures</b>	<b>\$4,746,189</b>	<b>\$4,293,567</b>	<b>\$4,354,033</b>	<b>\$4,500,994</b>	<b>\$4,569,529</b>	<b>\$4,569,529</b>
<i>Offsetting Revenue</i>	<i>(4,042,951)</i>	<i>(4,210,589)</i>	<i>(4,256,839)</i>	<i>(4,256,899)</i>	<i>(4,376,597)</i>	<i>(4,376,597)</i>
<b>County Costs (net)</b>	<b>\$703,238</b>	<b>\$82,979</b>	<b>\$97,194</b>	<b>\$244,095</b>	<b>\$192,932</b>	<b>\$192,932</b>
<b>Total Human Services Related Expenditures</b>	<b>\$36,732,161</b>	<b>\$38,210,784</b>	<b>\$35,975,583</b>	<b>\$39,595,226</b>	<b>\$37,095,494</b>	<b>\$36,532,842</b>

# Community and Environment

## Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Department (General Fund)</b>						
Department of Environment, Agriculture, Parks & Recreation	2,775,646	2,925,535	3,033,168	3,105,555	3,189,553	3,177,359
Economic Development	358,184	334,092	392,277	359,582	424,646	424,647
Non-Departmental	111,169	96,110	293,549	267,085	234,151	219,651
Planning and Inspections	2,950,167	2,893,904	3,384,251	3,124,567	3,639,881	3,639,881
<b>Total Function Expenditures</b>	<b><u>\$6,195,166</u></b>	<b><u>\$6,249,641</u></b>	<b><u>\$7,103,245</u></b>	<b><u>\$6,856,790</u></b>	<b><u>\$7,488,231</u></b>	<b><u>\$7,461,538</u></b>
<i>Offsetting Revenue</i>	<i>(1,777,233)</i>	<i>(1,744,029)</i>	<i>(1,733,313)</i>	<i>(2,244,164)</i>	<i>(1,937,437)</i>	<i>(1,937,437)</i>
<b>County Costs (net)</b>	<b><u>\$4,417,933</u></b>	<b><u>\$4,505,612</u></b>	<b><u>\$5,369,932</u></b>	<b><u>\$4,612,626</u></b>	<b><u>\$5,550,794</u></b>	<b><u>\$5,524,101</u></b>
<b>Visitors Bureau Fund</b>						
Visitors Bureau	1,095,499	1,332,357	1,254,727	1,309,008	1,511,101	1,503,101
<b>Total Expenditures</b>	<b><u>\$1,095,499</u></b>	<b><u>\$1,332,357</u></b>	<b><u>\$1,254,727</u></b>	<b><u>\$1,309,008</u></b>	<b><u>\$1,511,101</u></b>	<b><u>\$1,503,101</u></b>
<i>Offsetting Revenue</i>	<i>(1,219,650)</i>	<i>(1,257,179)</i>	<i>(1,254,727)</i>	<i>(1,442,919)</i>	<i>(1,511,101)</i>	<i>(1,503,101)</i>
<b>Costs (net)</b>	<b><u>(\$124,151)</u></b>	<b><u>\$75,178</u></b>	<b><u>\$0</u></b>	<b><u>(\$133,911)</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>
<b>Other Related Programs (Efland Sewer Fund)</b>						
Planning and Inspections	229,550	246,435	316,050	305,865	388,950	388,950
<b>Total Expenditures</b>	<b><u>\$229,550</u></b>	<b><u>\$246,435</u></b>	<b><u>\$316,050</u></b>	<b><u>\$305,865</u></b>	<b><u>\$388,950</u></b>	<b><u>\$388,950</u></b>
<i>Offsetting Revenue</i>	<i>(146,268)</i>	<i>(149,023)</i>	<i>(213,000)</i>	<i>(184,215)</i>	<i>(245,200)</i>	<i>(245,200)</i>
<b>Costs (net)</b>	<b><u>\$83,282</u></b>	<b><u>\$97,412</u></b>	<b><u>\$103,050</u></b>	<b><u>\$121,650</u></b>	<b><u>\$143,750</u></b>	<b><u>\$143,750</u></b>
<b>Total Community and Environment Related Expenditures</b>	<b><u>\$7,520,215</u></b>	<b><u>\$7,828,432</u></b>	<b><u>\$8,674,022</u></b>	<b><u>\$8,471,663</u></b>	<b><u>\$9,388,282</u></b>	<b><u>\$9,353,589</u></b>

# Culture and Recreation

## Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Department (General Fund)</b>						
Arts Commission	2,812	0	0	0	0	0
Library Services	1,654,802	1,674,884	1,790,465	1,759,666	1,914,714	1,910,714
Library/Recreation - Municipal	375,808	535,052	609,234	609,234	695,101	693,947
Non-Departmental	173,907	83,052	96,209	96,209	96,374	91,374
<b>Total Function Expenditures</b>	<b><u>\$2,207,329</u></b>	<b><u>\$2,292,989</u></b>	<b><u>\$2,495,908</u></b>	<b><u>\$2,465,109</u></b>	<b><u>\$2,706,189</u></b>	<b><u>\$2,696,035</u></b>
<i>Offsetting Revenue</i>	<i>(167,728)</i>	<i>(174,723)</i>	<i>(136,550)</i>	<i>(145,902)</i>	<i>(133,850)</i>	<i>(133,850)</i>
<b>County Costs (net)</b>	<b><u>\$2,039,602</u></b>	<b><u>\$2,118,266</u></b>	<b><u>\$2,359,358</u></b>	<b><u>\$2,319,207</u></b>	<b><u>\$2,572,339</u></b>	<b><u>\$2,562,185</u></b>
<b>Total Culture and Recreation Related Expenditures</b>	<b><u>\$2,207,329</u></b>	<b><u>\$2,292,989</u></b>	<b><u>\$2,495,908</u></b>	<b><u>\$2,465,109</u></b>	<b><u>\$2,706,189</u></b>	<b><u>\$2,696,035</u></b>

# Public Safety

## Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Department (General Fund)</b>						
Courts	64,016	20,556	90,655	76,364	81,655	81,655
Emergency Services	7,501,370	7,748,764	9,294,961	8,645,897	9,939,769	9,924,769
Non-Departmental	414,004	347,337	361,050	361,050	361,052	361,052
Sheriff	10,894,738	10,856,912	11,698,712	11,159,058	12,014,631	12,014,631
<b>Total Function Expenditures</b>	<b>\$18,874,127</b>	<b>\$18,973,569</b>	<b>\$21,445,378</b>	<b>\$20,242,369</b>	<b>\$22,397,107</b>	<b>\$22,382,107</b>
<i>Offsetting Revenue</i>	<i>(5,471,446)</i>	<i>(5,720,641)</i>	<i>(5,184,550)</i>	<i>(5,335,216)</i>	<i>(5,335,049)</i>	<i>(5,335,049)</i>
<b>County Costs (net)</b>	<b>\$13,402,682</b>	<b>\$13,252,929</b>	<b>\$16,260,828</b>	<b>\$14,907,153</b>	<b>\$17,062,058</b>	<b>\$17,047,058</b>
<b>Emergency Telephone Fund</b>						
Emergency Services	505,932	1,155,363	555,811	420,229	857,041	857,041
<b>Total Expenditures</b>	<b>\$505,932</b>	<b>\$1,155,363</b>	<b>\$555,811</b>	<b>\$420,229</b>	<b>\$857,041</b>	<b>\$857,041</b>
<i>Offsetting Revenue</i>	<i>(555,121)</i>	<i>(506,610)</i>	<i>(555,811)</i>	<i>(486,126)</i>	<i>(857,041)</i>	<i>(857,041)</i>
<b>Costs (net)</b>	<b>(\$49,189)</b>	<b>\$648,753</b>	<b>\$0</b>	<b>(\$65,897)</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Public Safety Related Expenditures</b>	<b>\$19,380,059</b>	<b>\$20,128,933</b>	<b>\$22,001,189</b>	<b>\$20,662,598</b>	<b>\$23,254,148</b>	<b>\$23,239,148</b>

## Appropriations by County Department

This table reflects department appropriations in non-grant funds, only.

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
Animal Services	1,555,108	1,614,802	1,822,940	1,780,263	1,884,793	1,884,793
Asset Management Services	5,264,424	3,722,766	4,229,962	4,174,816	4,181,412	4,135,662
Board of County Commissioners	556,495	702,087	768,078	736,423	830,578	821,378
Board of Elections	583,096	670,302	703,856	667,029	694,173	694,173
Child Support Enforcement	973,347	955,431	955,441	943,937	967,092	967,092
Cooperative Extension	338,685	331,916	397,826	373,540	367,972	367,972
County Attorney's Office	442,143	482,950	526,402	526,487	541,000	541,000
County Manager's Office	707,761	776,515	719,803	700,650	722,580	722,580
Courts	64,016	20,556	90,655	76,364	81,655	81,655
Department of Environment, Agriculture, Parks & Recreation	2,775,646	2,925,535	3,033,168	3,105,555	3,189,553	3,177,359
Department of Public Affairs	0	0	190,000	175,246	186,028	186,028
Department of Social Services	18,669,823	19,978,378	17,020,419	20,685,434	17,131,814	17,131,814
Department on Aging	1,480,929	1,648,729	1,761,934	1,945,434	1,896,783	1,896,783
Economic Development	358,184	334,092	392,277	359,582	424,646	424,647
Emergency Services	8,007,301	8,904,127	9,850,772	9,066,126	10,796,810	10,781,810
Finance & Administrative Svs.	957,219	2,589,157	3,303,839	3,184,046	3,364,117	3,364,117
Health Department	6,799,504	7,368,963	7,773,246	7,450,190	7,910,226	7,910,226
Housing, Human Rights & Community Development	5,022,899	4,552,637	4,639,501	4,718,103	4,779,808	4,779,808
Human Resources	634,615	710,157	725,006	609,547	780,016	780,016
Information Technologies	2,068,583	2,000,346	2,218,857	1,935,758	2,622,080	2,621,580
Library Services	1,654,802	1,674,884	1,790,465	1,759,666	1,914,714	1,910,714
OPC Area Program	1,370,973	1,370,973	1,355,973	1,355,973	1,355,973	1,355,973
Planning & Inspections	3,179,717	3,140,339	3,700,301	3,430,432	4,028,831	4,028,831
Register of Deeds	836,292	838,208	893,469	859,250	903,025	903,025
Sheriff	10,894,738	10,856,912	11,698,712	11,159,058	12,014,631	12,014,631
Solid Waste Fund	9,969,707	10,499,794	13,356,471	15,698,216	13,023,050	13,023,050
Tax Administration	2,110,485	2,442,313	3,163,306	2,938,702	3,367,930	3,361,630
Visitors Bureau Fund	1,095,499	1,332,357	1,254,727	1,309,008	1,511,101	1,503,101
<b>Total Expenditures</b>	<b>\$88,371,991</b>	<b>\$92,445,226</b>	<b>\$98,337,406</b>	<b>\$101,724,833</b>	<b>\$101,472,391</b>	<b>\$101,371,448</b>

# Permanent Full-Time Equivalent (FTE) Budgeted Positions

## All Funds

	2011-12 Actual F.T.E.'s	2012-13 Actual F.T.E.'s	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>General Fund</b>						
<b>Governing &amp; Management</b>						
Commissioners	3.000	3.000	4.000	4.000	4.000	4.000
County Attorney	4.000	4.000	4.000	4.000	4.000	4.000
County Manager	6.000	6.000	5.000	5.000	5.000	5.000
Public Affairs	0.000	0.000	1.000	1.000	1.000	1.000
Animal Services	28.000	28.000	30.000	30.000	31.000	31.000
Financial Services	11.000	15.000	15.000	15.000	15.000	15.000
Asset Management Services <sup>(1)</sup>	40.000	37.000	37.000	37.000	37.000	37.000
Human Resources	8.000	8.000	8.000	8.000	8.000	8.000
<b>Governing &amp; Management Total</b>	<b>100.000</b>	<b>101.000</b>	<b>104.000</b>	<b>104.000</b>	<b>105.000</b>	<b>105.000</b>
<b>General Services</b>						
Elections	4.000	4.000	4.000	4.000	5.000	5.000
Information Technologies	14.700	10.700	16.700	16.700	16.700	16.700
Register of Deeds	14.000	14.000	14.000	14.000	14.000	14.000
Tax Administration	30.000	36.000	36.000	36.000	40.000	40.000
<b>General Services Total</b>	<b>62.700</b>	<b>64.700</b>	<b>70.700</b>	<b>70.700</b>	<b>75.700</b>	<b>75.700</b>
<b>Community &amp; Environment</b>						
Planning <sup>(2)</sup>	29.000	39.500	39.500	39.500	41.500	41.500
Orange Public Transportation	10.000	0.000	0.000	0.000	0.000	0.000
Economic Development	3.500	3.500	3.500	4.000	4.000	4.000
<i>DEAPR</i>						
Parks and Recreation	17.000	17.000	17.000	17.000	17.750	17.750
Natural & Cultural Resources	3.000	3.000	3.000	3.000	3.000	3.000
Admin/Support Services	7.000	7.000	7.000	7.000	7.000	7.000
Soil & Water	4.000	4.000	4.000	4.000	4.000	4.000
<i>DEAPR Total</i>	<i>31.000</i>	<i>31.000</i>	<i>31.000</i>	<i>31.000</i>	<i>31.750</i>	<i>31.750</i>
<b>Community &amp; Environment Total</b>	<b>63.500</b>	<b>74.000</b>	<b>74.000</b>	<b>74.500</b>	<b>77.250</b>	<b>77.250</b>
<b>Culture &amp; Recreation</b>						
Library Services	22.425	22.425	22.750	22.750	24.000	24.000
<b>Culture &amp; Recreation Total</b>	<b>22.425</b>	<b>22.425</b>	<b>22.750</b>	<b>22.750</b>	<b>24.000</b>	<b>24.000</b>
<b>Human Services</b>						
<i>Social Services</i>						
Administration	22.000	23.000	23.000	21.000	21.000	21.000
Children/Family Services	61.000	65.000	65.000	66.000	66.000	66.000
Economic Services	75.000	75.000	75.000	74.000	74.000	74.000
Skills Development Center	0.000	0.000	0.000	0.000	0.000	0.000
Veterans' Services	1.000	0.000	0.000	0.000	0.000	0.000
<i>Social Services Total</i>	<i>159.000</i>	<i>163.000</i>	<i>163.000</i>	<i>161.000</i>	<i>161.000</i>	<i>161.000</i>

# Permanent Full-Time Equivalent (FTE) Budgeted Positions

## All Funds

	2011-12 Actual F.T.E.'s	2012-13 Actual F.T.E.'s	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<i>Health</i>						
Finance and Admin Operations	12.000	11.500	11.500	11.500	11.500	11.500
Dental Health	7.800	8.800	9.100	9.100	9.800	9.800
Health Promotion and Education	9.000	8.000	8.000	8.000	9.000	9.000
Personal Health	43.500	46.000	47.000	47.500	47.500	47.500
Environmental Health	16.000	16.500	16.500	16.500	16.500	16.500
Risk Management	0.000	0.000	0.000	0.000	0.000	0.000
<i>Health Total</i>	<i>88.300</i>	<i>90.800</i>	<i>92.100</i>	<i>92.600</i>	<i>94.300</i>	<i>94.300</i>
<i>Aging</i>						
Administration	3.000	3.000	3.000	3.000	3.000	3.000
Community Based Services	7.750	8.750	8.750	8.750	8.750	8.750
Elder Care Program	3.375	3.375	3.375	5.175	5.175	5.175
RSVP	2.875	2.875	2.875	2.875	2.875	2.875
<i>Aging Total</i>	<i>17.000</i>	<i>18.000</i>	<i>18.000</i>	<i>19.800</i>	<i>19.800</i>	<i>19.800</i>
Cooperative Extension	0.000	0.000	0.000	0.000	0.000	0.000
Housing, Human Rights & Comm. Development <sup>(3)</sup>	4.000	4.000	4.000	3.000	3.000	3.000
Child Support	13.000	13.000	13.000	13.000	13.000	13.000
<b>Human Services Total</b>	<b>291.300</b>	<b>288.800</b>	<b>290.100</b>	<b>289.400</b>	<b>291.100</b>	<b>291.100</b>
<b>Public Safety</b>						
Sheriff	138.000	138.000	138.000	138.000	140.000	140.000
<i>EMS</i>						
Administration	6.000	6.000	6.000	6.500	7.500	7.500
Medical Services	68.000	74.000	78.000	78.000	78.000	78.000
Life Safety	2.000	3.000	3.000	3.000	3.000	3.000
Telecommunications	31.000	35.000	40.000	40.000	40.000	40.000
<i>EMS Total</i>	<i>107.000</i>	<i>118.000</i>	<i>127.000</i>	<i>127.500</i>	<i>128.500</i>	<i>128.500</i>
<b>Public Safety Total</b>	<b>245.000</b>	<b>256.000</b>	<b>265.000</b>	<b>265.500</b>	<b>268.500</b>	<b>268.500</b>
<b>General Fund Total</b>	<b><u>784.925</u></b>	<b><u>806.925</u></b>	<b><u>826.550</u></b>	<b><u>826.850</u></b>	<b><u>841.550</u></b>	<b><u>841.550</u></b>

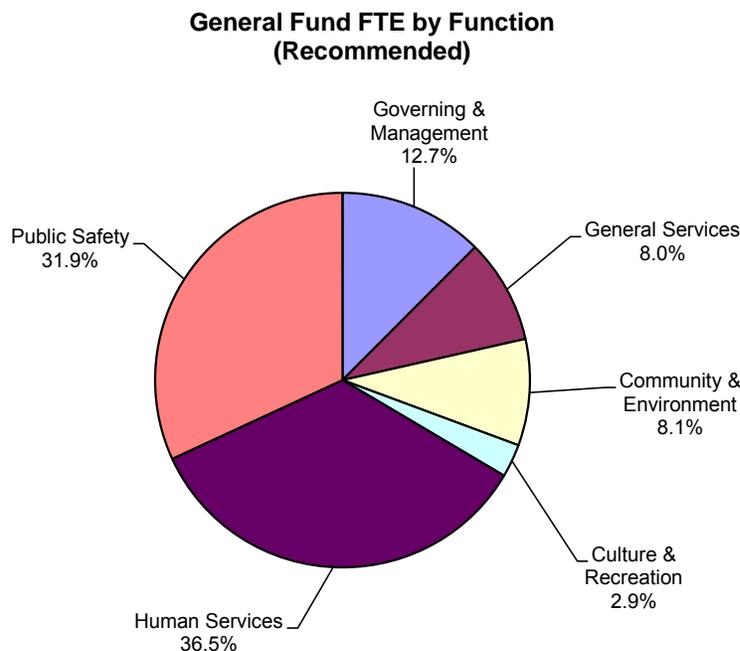
# Permanent Full-Time Equivalent (FTE) Budgeted Positions All Funds

	2011-12 Actual F.T.E.'s	2012-13 Actual F.T.E.'s	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>Other Funds</b>						
Aging - Senior Health Coordination	1.000	1.000	1.000	1.000	1.000	1.000
Tax Administration - Revaluation	2.000	2.000	2.000	4.000	0.000	0.000
Criminal Justice Partnership (OJJ)	1.000	0.000	0.000	0.000	0.000	0.000
Hyconeechee Regional Library	0.000	0.000	0.000	0.000	0.000	0.000
Emergency Telephone System (E-9-1-1)	2.000	2.000	2.000	2.000	2.000	2.000
Health - Home Visiting	0.000	0.000	0.000	0.000	0.000	0.000
Health - Health and Wellness Trust	1.000	0.000	0.000	0.000	0.000	0.000
Health - Child Care Health Consultant	1.000	1.000	1.000	1.000	1.000	1.000
Health - Health Disparities Grant	0.000	0.000	1.000	1.000	1.000	1.000
Health - Triple P Initiative	0.000	0.000	0.000	0.000	1.000	1.000
Housing - Section 8	7.000	7.000	7.000	7.000	7.000	7.000
Housing - Urgent Repair Program	1.000	1.000	1.000	1.000	1.000	1.000
Housing - HOME Program	1.000	1.000	1.000	1.000	1.000	1.000
Housing - Homelessness Program	1.000	1.000	1.000	1.000	1.000	1.000
Social Services - Homelessness Grant	3.000	0.000	0.000	0.000	0.000	0.000
Social Services - Community Response Grant	0.000	1.000	1.000	1.000	1.000	1.000
Social Services - Building Futures Grant	0.000	0.000	2.000	2.000	2.000	2.000
Solid Waste/Landfill Operations	59.750	59.750	56.700	56.700	56.700	56.700
Visitors Bureau	6.000	6.000	6.000	6.000	7.000	7.000
<b>Other Funds Total</b>	<b>86.750</b>	<b>82.750</b>	<b>82.700</b>	<b>84.700</b>	<b>82.700</b>	<b>82.700</b>
<b>Grand Total</b>	<b><u>871.675</u></b>	<b><u>889.675</u></b>	<b><u>909.250</u></b>	<b><u>911.550</u></b>	<b><u>924.250</u></b>	<b><u>924.250</u></b>

(1) Includes Purchasing and Central Services, Building and Grounds, and Motor Pool divisions starting in FY 2009-10; effective July 1, 2010, the Grounds division moved to Parks and Recreation; Purchasing moved to Financial Services during FY 2010-11.

(2) Effective July 1, 2012, Orange Public Transportation moved to the Planning and Inspections Department.

(3) Human Rights is a division within Housing, Human Rights and Community Development.



## Summary of Manager Recommended New Positions for FY 2014-15

### General Fund

Dept/Division	Position	Effective Date	FTE Change	Annual Salary	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Offsetting Revenue or Cost Savings	Net County Cost Total
Animal Services - Animal Shelter	Veterinary Health Care Technician	July 1, 2014	1.0	\$29,286	\$42,289	\$127	\$0	(\$10,250)	\$32,166
Board of Elections	Elections Assistant - Voter Outreach	July 1, 2014	1.0	\$30,768	\$43,994	\$0	\$0	\$0	\$43,994
DEAPR-Parks	Parks Conservation Tech II	November 1, 2014	0.75	\$17,842	\$26,256	\$1,425	\$0	(\$797)	\$26,884
Emergency Services - Administration	EM Planner	July 1, 2014	1.0	\$39,387	\$53,914	\$604	\$4,116	\$0	\$58,634
Health - Dental Health	Dental Office Assistant	July 1, 2014	0.5	\$13,939	\$24,626	\$0	\$0	\$0	\$24,626
Health - Dental Health	Dental Hygienist	July 1, 2014	0.2	\$11,881	\$12,240	\$0	\$0	\$0	\$12,240
Health - Health Promotion & Education	Senior Public Health Educator - Poverty	July 1, 2014	1.0	\$41,381	\$56,209	\$14,101	\$570	\$0	\$70,880
Library-Main	Communications Specialist	January 1, 2015	1.0	\$18,742	\$25,861	\$0	\$1,775	(\$5,460)	\$22,176
Library-Carrboro	Librarian I	July 1, 2014	0.25	\$11,200	\$12,914	\$0	\$0	\$0	\$12,914
Planning - OPT	Office Assistant II	July 1, 2014	1.0	\$29,286	\$42,288	\$1,170	\$3,633	\$0	\$47,091
Planning - OPT	Public Transportation Driver	July 1, 2014	1.0	\$29,286	\$42,288	\$1,220	\$0	\$0	\$43,508
Sheriff	Deputy Sheriff - Transport	July 1, 2014	2.0	\$71,366	\$101,682	\$0	\$0	\$0	\$101,682
Tax Administration - Collector/Revenue	Office Assistant II - extension of Time-limited	July 1, 2014	1.0	\$29,872	\$42,962	\$0	\$0	\$0	\$42,962
<b>TOTALS</b>			<b>11.7</b>	<b>\$374,235</b>	<b>\$527,523</b>	<b>\$18,647</b>	<b>\$10,094</b>	<b>(\$16,507)</b>	<b>\$539,757</b>

**Summary of Manager Recommended New Positions for FY 2014-15**

**Grant Fund**

Dept/Division	Position	Effective Date	FTE Change	Annual Salary	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Offsetting Revenue or Cost Savings	Net County Cost Total
Health - Triple P Initiative (30 fund)	Senior Public Health Educator - Program Coordinator	July 1, 2014	1.0	\$41,381	\$56,209	\$0	\$8,000	(\$64,209)	\$0
<b>TOTALS</b>			<b>1.0</b>	<b>\$41,381</b>	<b>\$56,209</b>	<b>\$0</b>	<b>\$8,000</b>	<b>(\$64,209)</b>	<b>\$0</b>

**Visitors Bureau Fund**

Dept/Division	Position	Effective Date	FTE Change	Annual Salary	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Offsetting Revenue or Cost Savings	Net Visitors Bureau Fund Cost Total
Economic Development-Visitors Bureau	Sales Manager	July 1, 2014	1.0	\$50,000	\$66,129	\$4,380	\$1,827	(\$14,194)	\$58,142
<b>TOTALS</b>			<b>1.0</b>	<b>\$50,000</b>	<b>\$66,129</b>	<b>\$4,380</b>	<b>\$1,827</b>	<b>(\$14,194)</b>	<b>\$58,142</b>

## Assessed Valuation, Tax Rate and Estimated Collections

### General Fund

	FY 2013-14 Commissioner Approved	FY 2014-15 Manager Recommended	% Change
Assessed Valuation of Real, Personal and Corporate Excess	\$15,463,004,700	\$15,694,949,771	1.5%
Assessed Valuation of Motor Vehicles	<u>\$863,468,100</u>	<u>\$936,862,889</u>	8.5%
Total Assessed Valuation	\$16,326,472,800	\$16,631,812,659	1.9%
Ad Valorem Tax Rate per \$100 of Assessed Valuation	0.8580	0.8580	
General Fund Levy	\$140,081,137	\$142,700,953	1.9%
Collection Rate (excluding motor vehicles)	98.50%	98.50%	
Collection Rate (motor vehicles only)	97.00%	98.50%	
Property Tax Collections (Real, Personal, Corporate Excess)	<b>\$130,682,492</b>	<b>\$132,642,729</b>	<b>1.5%</b>
Property Tax Collections (motor vehicles only)	<b>\$7,186,300</b>	<b>\$7,917,709</b>	<b>10.2%</b>
<b>1 Cent on the Tax Rate Equals:</b>	<b>\$1,606,869</b>	<b>\$1,638,241</b>	<b>1.9%</b>

*Totals may be slightly off due to rounding.*

# Department on Aging

Phone Number: (919) 968 - 2070

Website: [www.orangecountync.gov/aging](http://www.orangecountync.gov/aging)

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						<b>Account: 430</b>
Personnel Services	1,009,755	1,128,750	1,196,657	1,281,432	1,325,921	1,325,921
Operations	454,612	513,404	565,277	662,188	565,852	565,852
Capital Outlay	16,562	6,575	0	1,814	5,010	5,010
<b>Total Expenditures</b>	<b>\$ 1,480,929</b>	<b>\$ 1,648,729</b>	<b>\$ 1,761,934</b>	<b>\$ 1,945,434</b>	<b>\$ 1,896,783</b>	<b>\$ 1,896,783</b>
<i>Offsetting Revenues</i>	<i>(692,729)</i>	<i>(859,495)</i>	<i>(707,309)</i>	<i>(890,394)</i>	<i>(787,580)</i>	<i>(787,580)</i>
<b>County Costs (net)</b>	<b>\$ 788,200</b>	<b>\$ 789,234</b>	<b>\$ 1,054,625</b>	<b>\$ 1,055,040</b>	<b>\$ 1,109,203</b>	<b>\$ 1,109,203</b>
<b><i>Other Related Programs (Grant Fund)</i></b>						<b>Account: 4303</b>
Personnel Services	48,218	52,278	62,088	60,960	63,345	63,345
Operations	84,506	95,057	34,775	86,388	34,775	34,775
Capital Outlay	0	16,598	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 132,725</b>	<b>\$ 163,933</b>	<b>\$ 96,863</b>	<b>\$ 147,348</b>	<b>\$ 98,120</b>	<b>\$ 98,120</b>
<i>Offsetting Revenues</i>	<i>(91,121)</i>	<i>(122,329)</i>	<i>(59,000)</i>	<i>(121,940)</i>	<i>(59,000)</i>	<i>(59,000)</i>
<b>County Costs (net)</b>	<b>\$ 41,604</b>	<b>\$ 41,604</b>	<b>\$ 37,863</b>	<b>\$ 25,408</b>	<b>\$ 39,120</b>	<b>\$ 39,120</b>
<b>Total Department on Aging and Related Expenditures</b>	<b>\$ 1,613,654</b>	<b>\$ 1,812,662</b>	<b>\$ 1,858,797</b>	<b>\$ 2,092,782</b>	<b>\$ 1,994,903</b>	<b>\$ 1,994,903</b>

## Division Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Program (General Fund)</i></b>						
Administration	273,513	284,691	458,276	441,778	387,978	387,978
Community-Based Services	737,152	845,946	849,288	923,789	935,376	935,376
Aging Transitions	289,177	333,537	281,098	395,553	404,250	404,250
Retired Senior Volunteer Prog.	181,087	184,555	173,272	184,314	169,179	169,179
<b>Total Expenditures</b>	<b>\$ 1,480,929</b>	<b>\$ 1,648,729</b>	<b>\$ 1,761,934</b>	<b>\$ 1,945,434</b>	<b>\$ 1,896,783</b>	<b>\$ 1,896,783</b>
<i>Offsetting Revenue</i>	<i>(692,729)</i>	<i>(859,495)</i>	<i>(707,309)</i>	<i>(890,394)</i>	<i>(787,580)</i>	<i>(787,580)</i>
<b>County Costs (net)</b>	<b>\$ 788,200</b>	<b>\$ 789,234</b>	<b>\$ 1,054,625</b>	<b>\$ 1,055,040</b>	<b>\$ 1,109,203</b>	<b>\$ 1,109,203</b>
<b>Total Expenditures</b>	<b>\$ 1,480,929</b>	<b>\$ 1,648,729</b>	<b>\$ 1,761,934</b>	<b>\$ 1,945,434</b>	<b>\$ 1,896,783</b>	<b>\$ 1,896,783</b>
<b><i>Other Related Programs (Grant Fund)</i></b>						
Wellness Grant Project	132,725	163,933	96,863	147,348	98,120	98,120
<b>Total Expenditures</b>	<b>\$ 132,725</b>	<b>\$ 163,933</b>	<b>\$ 96,863</b>	<b>\$ 147,348</b>	<b>\$ 98,120</b>	<b>\$ 98,120</b>
<i>Offsetting Revenue</i>	<i>(91,121)</i>	<i>(122,329)</i>	<i>(59,000)</i>	<i>(121,940)</i>	<i>(59,000)</i>	<i>(59,000)</i>
<b>County Costs (net)</b>	<b>\$ 41,604</b>	<b>\$ 41,604</b>	<b>\$ 37,863</b>	<b>\$ 25,408</b>	<b>\$ 39,120</b>	<b>\$ 39,120</b>
<b>Total Expenditures</b>	<b>\$ 1,613,654</b>	<b>\$ 1,812,662</b>	<b>\$ 1,858,797</b>	<b>\$ 2,092,782</b>	<b>\$ 1,994,903</b>	<b>\$ 1,994,903</b>

## Mission Statement

To provide leadership in planning and operating a system of integrated aging services through state of the art senior centers, serving as focal points for coordinated community and individualized programs designed to educate seniors and their families and maximize the health, well-being, community engagement, and independence of older adults at all functional levels.

## ***Department on Aging – continued***

### **Department on Aging: Administration**

#### **Major Services**

- Supervise and coordinate professional program division staff and provide clerical support, financial/ program accounting and shared resources for the various program divisions.
- Provide administrative support to the Orange County Advisory Board on Aging, and special focus advocacy boards and subcommittees.
- Research, plan, develop and implement new programs and services to meet the changing or emerging needs of older adults as adopted in the Master Aging Plan (MAP).
- Advocate and inform the public and private community groups about the concerns and interests of older adults in concert with the Orange County Advisory Board on Aging.
- Prepare grant applications, proposals and reports for the funding and administration of the Department.
- Coordinate departmental resources with other County departments and private agencies.

#### **FY 2013-14 Outcomes**

Implemented Master Aging Plan 2012-2017 Objectives for Year Two, including:

- Utilized UNC School of Public Health graduate student Capstone Team to develop the inaugural 13 week course for Project EngAGE senior community leaders.
- Established the *Music In My Mind* outreach to facility residents sponsored by the Long Term Care Learning Collaborative.
- Launched the Project EngAGE volunteer effort in April 2014 to disseminate information to key community leaders throughout Orange County.
- Hosted a breakfast for potential Orange County senior housing developers in conjunction with the Housing/Community Development and Planning Departments.
- Conducted the *Aging In Community* senior housing lecture series of six sessions on diverse topics, co-sponsored with Charles House Association, Second Journey, and other community sponsors.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Non-County Funding</b>					
Funds secured from federal, state and local public/private sources	\$ 692,729	\$ 859,495	\$707,309	\$ 890,394	\$ 787,580

#### **FY 2014-15 Objectives**

- Implement Faith Based Organization outreach strategies based upon the findings of the Summer 2013 study that identified best practices for fostering communications and resource awareness within Orange County.
- Continue promotion of housing options for older adults through education, advocacy and resource development.
- Restructure the Volunteer Services division of the Department on Aging to focus on the needs of older Orange County residents that can be addressed with volunteers of all ages.

## **Department on Aging – continued**

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- Recruit a new class of Project EngAGE senior leaders who will complete the community awareness course and join the already-established teams of 2014 Project EngAGE graduates.

### **Budget Highlights**

- Implementation of new initiatives throughout Department budget made possible by the continued financial support of the Master Aging Plan by Carol Woods Retirement Community.
- Personnel Realignment: FY 2014-15 Budget decreased after four partial FTEs, totaling 1.0 FTE, moved into the Community Based Services (CBS) Division (\$55,407). The FTEs had been split.
- Operations: A \$23,069 operations reduction, in the FY 2014-15 Budget, offsets an expenditure increase in the Aging Transitions Division, for the Caregiver Peer Support Grant. The grant was approved at the September 5, 2013 BOCC Meeting.

### **Department on Aging: Community Based Services**

#### **Major Services**

- Provide services that meet the needs of the older adult population and promote health and wellness by encouraging self-determination, stimulation and continued activity.
- Senior Center Operations: Operate the Seymour and Central Orange Senior Centers to provide older adults with opportunities for health promotion, enrichment, community involvement, and public service.
- Senior Lunch Program: Serve hot, nutritionally balanced, noon meals, at the Senior Centers, each weekday.
- Provide creative programs to link older adults from minority, refugee and immigrant groups and faith communities to Senior Centers
- Operate the Seymour Tech computer learning lab which trains older adults to utilize technology in a comfortable setting under the direction of volunteer instructors.
- Produce quarterly Senior Times newspaper, a 40 page publication, which promotes the services and activities of all Department on Aging program and services.

#### **FY 2013-14 Outcomes**

- Implemented county-wide social marketing campaign with the creation of a department Facebook page. Redesigned the department website to make it easier to navigate. Utilized the county's Director of Public Affairs for information dissemination to the public.
- Senior Lunch Program: Served an average of 130 meals per day at the Senior Centers, including 20 meals to the Soltys Adult Day Health Program.
- Senior Lunch Program: Promoted participant contributions to increase the number of meals served daily. Continued to monitor the food quality with participant satisfaction surveys.
- Launched a social marketing Fitness Studio campaign to attract attention to the benefits of exercise. Served 130 individuals through fitness studio memberships.
- Provided physical function screens prior to membership to ensure that participants could safely use the equipment.

## ***Department on Aging – continued***

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Seymour and Central Orange Senior Centers Programming</b>					
Total Senior Center participation (attendance)	188,573	184,284	190,000	175,000	185,000
Participants served through all programs (unduplicated)	3,600	5,385	4,500	5,400	5,500
Seymour Tech Volunteers	23	20	25	25	25
<b>Service: Serve hot, noon meals at the Senior Centers each weekday</b>					
Meals served through Senior Lunch Program	31,047	31,884	32,500	32,500	33,500
Volunteers who assist with meal service	21	21	21	21	21
<b>Service: Promote the health a wellness of older adults</b>					
Fitness Studio Memberships	148	122	130	130	135
Physical Function Screens	424	370	370	370	380
Personal Training Hours	974	1,021	1,100	1,100	1,100

\* FY 2013-14 Actuals include 12,805 early voters.

### **FY 2014-15 Objectives**

- Increase operation of the Seymour Center to 9 hours each Saturday.
- Increase Senior Center participation by disseminating information through the use of digital monitors to expand communication within the facility.
- Fitness Studio: Provide physical function screens. Continue membership fees to make the Studio self-supporting.
- Obtain National Senior Center Standards accreditation from the National Council on Aging.

### **Budget Highlights**

- Personnel: The FY 2014-15 Budget reflects the transfer of four partial FTEs from the Administration Division (\$55,407). In response to public demand, the budget also expands the Seymour Center's operating hours to 8:30am – 5:30pm (current hours are 9:00am – 3:00pm).
- Senior Lunch Program: FY 2014-15 Budget includes an increase of \$14,010 to fund four additional meals per day, equipment repair needs and Seymour Center recurring capital needs (i.e. icemaker, iced tea maker and coffee brewer).

## **Department on Aging: Aging Transitions**

### **Major Services**

- Provide information and assistance on all age-related issues through the telephone help-line, Senior Health Insurance and Information (SHIIP) classes and individual sessions, printed resource materials, and educational presentations to the community.

## ***Department on Aging – continued***

- Provide in-home assessments of needs and strengths, care planning recommendations, care coordination and short-term counseling to promote safety and well-being while delaying institutionalization.
- Provide and facilitate referral to caregiver support and respite opportunities so that families can remain together and delay institutionalization
- Provide and foster low-cost aging-in-place support services to help individuals remain in their homes

### **FY 2013-14 Outcomes**

Related to implementation of Master Aging Plan initiatives:

- Increased the proportion of individuals served through the Aging Transitions program who received volunteer-provided services through the telephone reassurance and Friend-to-Friend programs this year due to volunteer program expansion efforts.
- Improved service to the Chinese-speaking senior population through employment of a bilingual Social Worker who assisted 75 Senior Center participants; recruited 11 volunteers to help navigate the language barrier; established Chinese-speaking Caregivers Support service, funded by an NC Division of Aging and Adult Services grant, assisting six elders and their families to date.
- Collaborated with OC Emergency Management on the evaluation and intervention of 15 repeat 911 callers due to a fall/risk of fall in the home.
- Secured NC Department of Transportation funding to employ a Mobility Manager to link older adults with existing public transportation services and to collaborate with both public and private organizations to expand transportation options for older adults in Orange County.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Information &amp; Case Assistance</b>					
Average number of persons served per month	150	260	160	250	250
Average number of hours per month spent providing information and case assistance	140	151	150	150	150
Number of calls responded to on Aging Transitions Helpline	1,115	1,538	1,500	1,500	1,500
<b>Service: In-Home &amp; Caregiver Services</b>					
Numbers of individuals receiving contracted services	32	44	40	50	50
Number of person receiving caregiver support and respite services	55	60	60	60	60
Number of persons receiving volunteer provided aging in place support services	30	55	60	60	60

## **Department on Aging – continued**

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### **FY 2014-15 Objectives**

- Respond to recommendations from the 2012-17 Orange County Master Aging Plan (MAP) for new and expanded Aging Transition services. Options include increased number of caregiver support groups at the Senior Centers and elsewhere, expansion of the Friend-to-Friend volunteer program to support isolated and frail seniors, increased use of volunteers to provide transportation and meal delivery to seniors unable to access public transportation and organized meal service programs, and participating in a social marketing campaign to better disseminate information about available services into rural communities.
- Continue to expand the services of Aging Transition service by supporting relationships and contracts with UNC to provide occupational therapy, social work, and psychiatric nursing services.
- Increase collaboration with other private and public programs serving older adults in Orange County to avoid duplication and increase coverage. In particular, improve information dissemination to and collaboration with faith-based communities and primary health care organizations, throughout the county.

### **Budget Highlights**

- Grant Additions: FY 2014-15 increases driven by the mid-year approval of the Caregiver Support Grant and Mobility Management Grant, at the September 5, 2013 BOCC Meeting. Both grants included support for grant coordinator positions (\$105,351). Grant funds for the 1.0 FTE Mobility Manager will fully fund personnel costs (\$59,966). The 0.8 FTE Caregiver Support Grant position will receive \$25,000, from the grant; a portion of the Carol Wood's contribution will fund the remaining \$20,375. Operating increases related to the grants total \$10,194.
- Revenue Increases: FY 2014-15 revenues will increase \$92,466, because of the aforementioned grant additions.

### **Department on Aging: RSVP 55+ Volunteer Program**

#### **Major Services**

- Volunteer Recruitment and Referral: Recruit senior volunteers (55 years+) and match them based on their interests, skills, expertise and knowledge to assignments provided by volunteer work sites (local nonprofits, public education and government entities). Provide a Benefits Package: Enable volunteers to make their desired community contributions by providing a benefits package including: Supplemental insurance coverage; mileage reimbursement (limited to VITA tax volunteers and based on IRS and Triangle United Way tax program funds); several annual recognition events for volunteers and their work site (non-profit agencies) volunteer supervisors; birthday cards; training for RSVP-Volunteer Income Tax Assistance (VITA) tax volunteers and RSVP-Senior Education Corps (SEC) school volunteers. The initial SEC volunteer focus was reading and math tutors for K-5. Now, SEC also recruits math tutors for adults attending Durham Tech's Orange County Campus and for other requests for any grade level of both school systems.
- Partnerships: Establish volunteer work sites with non-profit and government agencies with volunteer needs. Identify rewarding volunteer assignments for senior volunteers.
- Community Impact: Federally mandated to have 50% of RSVP volunteers serve in areas of measurable community impact.

## Department on Aging – continued

RSVP Direct Service Programs to Address Unmet Community Needs: Identify unmet community needs and develop and administer programs that can address needs through volunteer service: RSVP Senior Education Corps (SEC), RSVP/OC Literacy Council-English as a Second Language and the RSVP Volunteer Income Tax Assistance (VITA) programs.

### FY 2013-14 Outcomes

- Recruited 81 new volunteers to compensate for attrition of volunteers in the targeted age group of 55+.
- RSVP Advisory Council co-sponsored a Great Gatsby Gala to raise the funds for the federally-mandated annual volunteer recognition event.
- Secured outside funding from the IRS and the Greater Triangle United Way to support the VITA Free Tax Service, including the replacement of 15 IRS-loaned laptop computers.
- Contracted for an online system, Appointment-Plus, which allows VITA tax clients to schedule their own appointments. Converted to 100% online tax preparation.
- RSVP SEC (Senior Education Corps) initiated a financial literacy unit for 4<sup>th</sup> and 5<sup>th</sup> grade students in Orange County Schools in partnership with AmeriCorps.

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
<b>Service: New Volunteers Recruited</b>					
Total active RSVP volunteers	481	468	350	350	350
Total volunteer service hours	44,193	45,241	35,000	35,000	35,000
Value of a volunteer hour \$18.80/hr. (2010 NC Volunteer Hour Value)	\$830,828	\$850,531	\$658,000	\$658,000	\$658,000
Number of non-profit agencies served	79	71	65	60	5
<b>Service: RSVP VITA (Volunteer Income Tax Assistance) Free Tax Service for Low to Middle Income Clients</b>					
Number of VITA tax volunteers	101	94	100	105	105
Number of clients using the VITA service	2,000 (Stimulus)	1,845	1,800	1,800	1,800
Percentage of clients using VITA					
1. Affordability	80%	86%	50%	90%	90%
2. Electronic filing	46%	48%	40%	50%	50%
3. Find Tax Forms Confusing	33%	53%		50%	50%

### FY 2014-15 Objectives

- Recruit volunteers for Master Aging Plan (MAP) initiatives to meet the identified needs of Orange County older adults.
- Identify a Chatham County sponsor agency for the VITA tax preparation sites in Pittsboro and Siler City currently managed through Orange County's RSVP.
- Provide support to the Project EngAGE graduate teams as they address community needs.
- Transition from a focus on federal grant mandated priorities to the needs of Orange County's older residents as identified in the Master Aging Plan.

### Budget Highlights

## **Department on Aging – continued**

- Revenue Decrease: The Department will not reapply for federal funding from the Corporation for National and Community Service, resulting in a revenue reduction \$12,000, in FY 2014-15. The federal sponsor developed six focus areas and asked RSVP to identify one or two of the six as their target service areas. This would have required RSVP to “downsize” the number of volunteer stations (nonprofit agencies) served and volunteers, in non-focus areas, and build on one or two targeted areas. Discontinuing the grant will allow RSVP to refer volunteers to nonprofit agencies that best fit the volunteers’ interests and skills. RSVP will not be responsible for tracking those volunteers referred to agencies outside of the focus area.

### **Department on Aging: Wellness Grant Project**

#### **Major Services**

- Provide access to senior health services, such as Fit Feet clinics, flu shots, diabetes, blood pressure and cholesterol screenings through community partnerships.
- Provide Health Education Seminars that promote healthy living and lifelong activity.
- Provide movement/fitness classes at various functional levels serving participants from age 55 – 105 with most of those having at least one chronic condition.
- Provide Evidence-Based programming through coordination with existing Federal and State programs.

#### **FY 2013-14 Outcomes**

- Continued agreement with UNC Healthcare for funding of Wellness program.
- Increased Fit Feet clinic service at the Senior Centers through the recruitment and training of additional registered nurses who provide foot health care.
- Developed a county-wide health marketing campaign, Exercise Your Best Life, to encourage citizens age 50 and greater to exercise for wellness, disease prevention, and to maintain a high quality of life; refurbished the Wellness Center at the Seymour Center.
- Promoted reduced fee senior memberships with the SportsPlex.
- Provided Evidence-Based program opportunities, i.e. cholesterol and diabetes screening, diabetes self-management courses, flu shots, health education programs (in conjunction with OC Health Department/UNC Healthcare), Chronic Disease Self-Management, Matter of Balance, and Arthritis Foundation Exercise classes (co-sponsored with Triangle J Area Agency on Aging).

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Wellness Programs</b>					
Total Number of Participants	22,260	22,937	22,765	22,900	23,000
Movement/Exercise sessions	1,490	1,341	1,765	1,600	1,600
SportsPlex Membership screenings	245	191	215	200	200
<b>Service: Personal Health Services</b>					
Fit Feet Clinic Clients	1,055	1,652	1,825	1,900	2,000

## ***Department on Aging – continued***

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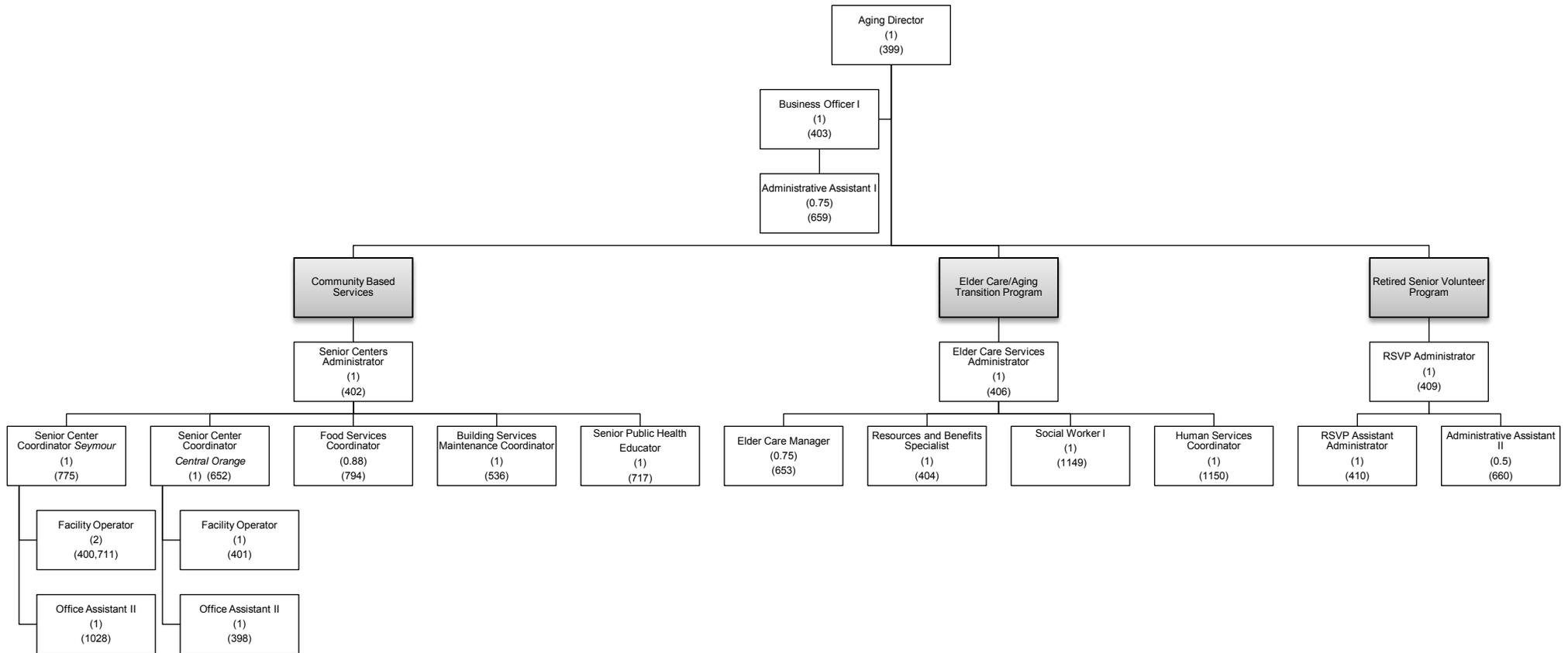
### **FY 2014-15 Objectives**

- Continue diverse programs and services that promote healthy living and lifelong fitness based on priorities of the Master Aging Plan 2012-2017.
- Advocate for making dementia and depression screening a regular part of primary care provider visits by introducing the *Healthy Ideas* screening materials to practices who serve older adults.

### **Budget Highlights**

- The Friends of the Seymour Center are seeking grant funds from the Town of Chapel Hill to replace the loss of United Way support that occurred, in January 2013.

# Department on Aging



# Animal Services

Phone Number: (919) 942 - 7387

Website: <http://www.orangecountync.gov/animalservices>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						<b>Account: 215</b>
Personnel Services	1,311,514	1,343,069	1,521,955	1,485,978	1,583,815	1,583,815
Operations	243,594	263,221	297,835	290,570	300,978	300,978
Capital Outlay	0	8,512	3,150	3,714	0	0
<b>Total Expenditures</b>	<b>\$ 1,555,108</b>	<b>\$ 1,614,802</b>	<b>\$ 1,822,940</b>	<b>\$ 1,780,263</b>	<b>\$ 1,884,793</b>	<b>\$ 1,884,793</b>
<i>Offsetting Revenues</i>	<i>(547,753)</i>	<i>(583,593)</i>	<i>(635,884)</i>	<i>(632,837)</i>	<i>(654,893)</i>	<i>(654,893)</i>
<b>County Costs (net)</b>	<b>\$ 1,007,355</b>	<b>\$ 1,031,210</b>	<b>\$ 1,187,056</b>	<b>\$ 1,147,426</b>	<b>\$ 1,229,900</b>	<b>\$ 1,229,900</b>
<b><i>Spay/Neuter Fund</i></b>						<b>Account: 2150</b>
Personnel Services	2,095	10,520	6,300	5,890	0	0
Operations	42,146	45,345	70,300	82,190	66,350	66,350
<b>Total Expenditures</b>	<b>\$ 44,241</b>	<b>\$ 55,865</b>	<b>\$ 76,600</b>	<b>\$ 88,080</b>	<b>\$ 66,350</b>	<b>\$ 66,350</b>
<i>Offsetting Revenues</i>	<i>(67,805)</i>	<i>(60,336)</i>	<i>(76,600)</i>	<i>(65,313)</i>	<i>(66,350)</i>	<i>(66,350)</i>
<b>County Costs (net)</b>	<b>\$ (23,564)</b>	<b>\$ (4,471)</b>	<b>\$ 0</b>	<b>\$ 22,767</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Animal Services and Related Expenditures</b>	<b>\$ 1,599,349</b>	<b>\$ 1,670,668</b>	<b>\$ 1,899,540</b>	<b>\$ 1,868,343</b>	<b>\$ 1,951,143</b>	<b>\$ 1,951,143</b>

## Division Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Program (General Fund)</i></b>						
Administration	332,850	344,760	361,559	352,432	367,343	367,343
Animal Control	407,686	460,374	532,573	510,032	530,365	530,365
Animal Shelter	814,572	809,669	928,808	917,799	987,085	987,085
<b>Total Expenditures</b>	<b>\$ 1,555,108</b>	<b>\$ 1,614,802</b>	<b>\$ 1,822,940</b>	<b>\$ 1,780,263</b>	<b>\$ 1,884,793</b>	<b>\$ 1,884,793</b>
<i>Offsetting Revenue</i>	<i>(547,753)</i>	<i>(583,593)</i>	<i>(635,884)</i>	<i>(632,837)</i>	<i>(654,893)</i>	<i>(654,893)</i>
<b>County Costs (net)</b>	<b>\$ 1,007,355</b>	<b>\$ 1,031,210</b>	<b>\$ 1,187,056</b>	<b>\$ 1,147,426</b>	<b>\$ 1,229,900</b>	<b>\$ 1,229,900</b>
<b>Total Expenditures</b>	<b>\$ 1,555,108</b>	<b>\$ 1,614,802</b>	<b>\$ 1,822,940</b>	<b>\$ 1,780,263</b>	<b>\$ 1,884,793</b>	<b>\$ 1,884,793</b>

## Mission Statement

The Animal Services Department strives to meet the needs of residents by working with volunteers and other partners to deliver cost-effective and integrated sheltering and animal control services that ensure the health, safety and wellbeing of humans, pets and the community as a whole. Addressing the problem of pet overpopulation with a proactive and positive approach is an integral ingredient of the department's mission.

## ***Animal Services – continued***

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### **Animal Services: Administration and Programs**

#### **Major Services**

- Organizational Leadership and Oversight
  - Lead organizational and policy change and conduct policy and operational analysis as needed.
  - Shape a positive and proactive model of animal services based upon effective management of pet overpopulation.
  - Coordinate with County Manager, County Attorney and other county staff in regard to departmental affairs and assure sound financial management.
- Governance and Community Relations
  - Provide staff expertise and support to the Board of Commissioners and coordinate effectively with the Animal Services Advisory Board (ASAB).
  - Receive, respond to, and as needed refer citizen complaints, concerns and requests.
  - Maintain a positive community image through professional public relations.
- Program Development and Administration
  - Maintain an effective pet licensing program, including an online payment system.
  - Coordinate and develop a robust volunteer program.
  - Coordinate and manage a state-of-the-art spay/neuter program as part of strategic plan for managing pet overpopulation in the county.

#### **FY 2013-14 Outcomes**

- Organizational leadership
  - Coordinated with DEAPR staff to develop and implement a work plan to remedy some landscape problems and the work is now well underway.
  - Sustained spay and neuter efforts while exploring different strategies to achieve desired outcomes in coming years.
  - Coordinated policies and practices to continue to control animal admissions, assure quality care and sheltering, and reduce the euthanasia of cats and dogs.
- Governance and community relations
  - Supported the ASAB and collaborated with the board regarding free roaming cats and other concerns.
  - Worked with the staff attorney, staff from the UNC-Chapel Hill School of Government and the ASAB to address vexing issues identified by the Board of Commissioners in the proposed unified animal control ordinance.
  - Managed high profile cases, coordinated with Public Affairs Office, sustained a strong web presence including a vibrant Facebook page, and overall, maintained a prominent and positive community image.

## ***Animal Services – continued***

- Program administration and development
  - Oversaw a volunteer program averaging approximately 1000 hours per month and added a second staff member to create the basis for future growth.
  - Oversaw a community spay/neuter program responsible for more nearly 500 surgeries and involving close collaboration with the Department of Social Services and AnimalKind (which runs the \$20 Fix).
  - Oversaw a pet registration program with a strong web-licensing component responsible for total revenues of approximately \$250,000.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Provide low-cost or free spay/neuter surgeries to target audience</b>					
Number of low-cost spays and neuters	520	410	625	500	550
Percentage of target SN number (Target ≥ 5 per 1000 humans)	Goal = 675 77%	Goal = 675 61%	Goal = 675 93%	Goal=675 74%	Goal=675 81%
<b>Service: Pet Licensing Program</b>					
Total number	20,902	20,600	21,000	21,000	22,000
Online licensing percentage	26%	37%	30%	40%	42%
<b>Service: Maintain strong Volunteer Program</b>					
Average weekly volunteer hours	208	223	275	250	275
Number of annual volunteers	1,666	1,800	1,750	1,825	1,850
<b>Service: Community Relations and Leadership</b>					
Admitted (cats and dogs)	3,294	3,247	3,300	3,143	3,150
• Per 1000 humans	24	24	24	23	23
Euthanasia (cats and dogs)	1,217	921	1,100	925	900
• Per 1000 humans	9	7	8	7	7

### **FY 2014-15 Objectives**

- Complete and implement a unified animal control ordinance for Orange County including the towns of Hillsborough, Chapel Hill and Carrboro.
- Begin process of proposing and implementing different recovery fees for reproductive and sterilized dogs and cats; a spay/neuter deposit for repeatedly recovered stray animals; and required micro-chips for stray cats and dogs recovered from Animal Services.
- Collaborate with the ASAB to develop a balanced and manageable plan to address free-roaming cats as part of the county's effort to effectively manage pet overpopulation.
- Coordinate with DEAPR staff to complete the landscape work that is underway and to develop a work plan for remaining landscape problems and maintenance.

## ***Animal Services – continued***

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### **Budget Highlights**

- The increase in Operations is due to an increase in the countywide Motor Pool surcharge, an increase of \$.03/mile (to a total of \$.08/mile), to help offset future vehicle replacement costs and an increase of \$1,500 in Postage, due to both an increase in postage and increase in the number of certified letters sent to owners for animal reclamations and/or Animal Control notifications.

### **Animal Services: Animal Shelter Division**

#### **Major Services**

- Open Admissions Sheltering
  - Provide shelter to stray, relinquished, quarantined, and confiscated animals as an open-admission shelter pursuant to applicable regulations.
  - Facilitate owner recovery and placement of animals.
  - Euthanize stray, relinquished, quarantined, or confiscated animals as needed.
- Lost Pet Recovery
  - Perform microchip scanning and rabies tag searches to identify pet owners.
  - Maintain a website for online searches of lost pets.
  - Facilitate lost and found inquiries and lost pet searches.
- Animal Placement
  - Adopt medically and behaviorally sound animals from the Animal Services Center into permanent homes.
  - Transfer animals to placement partners for final re-homing.
- Animal Health
  - Address pet overpopulation by ensuring dogs and cats are sterilized prior to adoption in a cost-effective manner.
  - Manage infectious disease through health protocols and practices to ensure the health of sheltered, reclaimed, and adopted animals.

#### **FY 2013-14 Outcomes**

- Open Admissions Sheltering: Positively managed animal “flow-through” and initiated a cat caging conversion to increase the enclosure sizes in the holding area.
- Lost Pet Recovery: Modified website to display lost and found pets not housed at the Animal Services Center to facilitate recovery; increased the number of microchip clinics to four to enhance identification and recovery of lost pets by their owners.
- Animal Placement: Maintained strong overall placement and “live release” rates; continued six special events to promote pet adoption; continued to work closely with and build new relationships with placement partner organizations: coordinate more effectively with volunteers to provide quality customer service for adopters, support staff, and manage shelter workload.

## ***Animal Services – continued***

- Animal Health: Sustained in-house sterilization surgeries for adoptable animals; continued to optimize hourly productivity and quality of in-house sterilization procedures. Redefined the Shelter Manager position as a Veterinary Health Care Manager to strengthen the health care program in order to boost adoptions and the overall live release rate as well as strengthen overall health care.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Serve as open admission shelter</b>					
Domestic animals admitted (cats & dogs)	3,294	3,247	3,300	3,143	3,200
<ul style="list-style-type: none"> <li>Cats admitted</li> <li>Dogs admitted</li> </ul>	1,390 1,904	1,510 1,737	1,518 1,782	1,472 1,671	1,504 1,696
Average Length of Stay (cats & dogs)					
<ul style="list-style-type: none"> <li>Cats (Target ≤ 21 days)</li> <li>Dogs (Target ≤ 14 days)</li> </ul>	18.0 12.5	20.0 12.1	-- --	25.6 13.7	21 14
<b>Service: Facilitate recovery of lost pets (dogs and cats)</b>					
Number of recoveries	383	449	475	446	475
Stray animal recovery (Target ≥ 20%)	12%	20%	23%	19%	23%
Microchips per Adoption (Target ≥ 65%)	63%	65%	70%	66%	70%
<b>Service: Maintain strong overall placement and “live release” rates *</b>					
Number of placements (cats & dogs)	1,635	1,773	1,900	1,821	1,850
<ul style="list-style-type: none"> <li>Cat placements</li> <li>Dog placements</li> </ul>	796 839	848 925	931 969	919 872	925 925
Live Release rate (all animals) (Target ≥ 70.0%) <sup>+</sup>	71%	82%	75%	83%	80%
<ul style="list-style-type: none"> <li>Live release rate for cats</li> <li>Live release rate for dogs</li> </ul>	73% 68%	74% 82%	75% 75%	75% 85%	80% 80%
<b>Service: Sustain high quality in-house sterilization surgeries for adoptable animals</b>					
Number of animals sterilized	1,078	1,299	1,350	1,275	1,350
Number of surgeries per DVM hour (Target ≥ 2.8)	2.9	3.1	3.0	3.0	3.0

+The live release rate represents the sum of animals adopted, transferred to placement partners, and recovered by owners less unplaceable animals (aggressive or biting animals, animals exposed to rabies, animals surrendered for euthanasia, etc.) and then divided by the total number of animals that left the shelter

### **FY 2014-15 Objectives**

- Continue to advance animal placement through adoption special events and partnerships with placement partner organizations.
- Continue to advance animal care within the context of an open-admission facility oriented to the expeditious “flow through” of adoptable animals and begin to convert stainless steel cat enclosures to flexibly increase their size.

## ***Animal Services – continued***

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- Increase owner recovery of stray animals by offering more opportunities for pets to be microchipped, virtually managing lost and found records, leveraging social media to facilitate searches for lost pets, and requiring microchips as part of stray animal recovery.
- Sustain in-house sterilization services for adoptable animals by focusing on quality and maintaining hourly efficiency.
- Continue infectious disease control through preventative health care and examinations to ensure “herd health” for the benefit of pet owners and adopters.
- Address chronic staffing challenges resulting from turnover and leave with appropriate work redesign to ensure the best utilization of veterinary health care technicians and animal care technicians within a new staffing complement.

### **Budget Highlights**

- The FY2014-15 Manager Recommended Budget includes a new Veterinary Health Care Technician (total Personnel Services cost of \$42,288) to address the chronic and challenging shelter staffing gaps; approval of this position would allow for a decrease in Temporary Personnel of \$10,250 making the total County cost for the new position \$32,038
- Inclusion of new fee (Sale of Cat Carriers) – cat carriers are an item that have been frequently requested by the public and provides a safe means of transport for cats adopted from Orange County Animal Services

## **Animal Services: Animal Control & Protection Division**

### **Major Services**

- General Field Service
  - Respond to service requests in a timely manner, based upon their priority, working with residents to achieve compliance and enforcing animal laws; and by agreement provide animal control services to the towns of Chapel Hill, Hillsborough and Carrboro.
  - Impound and/or confiscate animals running at large, surrendered by their owner, behaving aggressively, and neglected or treated inhumanely; and attempt to identify stray or lost animals and return them to their owners whenever possible..
  - Confer with staff attorney and then coordinate with District Attorney regarding criminal matters.
- Public Health and Safety
  - Investigate animal bites and rabies exposures and implement proper public health protocols, e.g., rabies testing and quarantines
  - Review reported bites and aggressive incidents, deem dogs dangerous or vicious, and make available an appeal hearing pursuant to the requirements of NCGS.
  - Coordinate with Communicable Disease Nurses who are responsible for human risk assessment and advice in rabies exposure cases.

## ***Animal Services – continued***

- Animal Protection
  - Investigate animal neglect and cruelty complaints and work with animal owners to achieve compliance with legal requirements.
  - Seize animals for their protection when necessary and institute appropriate legal action regarding their custody as well as criminal action.
  - Inform and educate owners on proper animal care under the requirements of the county's animal ordinances and North Carolina General Statutes.
- Community Service
  - Inform and educate pet owners and others in the course of normal duties.
  - Promote responsible pet ownership, facilitate public outreach regarding low cost rabies vaccination clinics and refer pet owners to the county's Community Spay/Neuter Program.
  - Provide basic information regarding wildlife and refer residents to area resources as well as the Wildlife Resource Commission for further assistance except when there are issues of public health and safety

### **FY 2013-14 Outcomes**

- General Field Services: Initiated efforts to integrate response times into our service compass; and provided animal control services to the Town of Carrboro for the first time while continuing to provide such services to the Towns of Chapel Hill and Hillsborough under a cost recovery agreement.
- General Field Services: Continued discussion of the priority need for integrated radios for field services with Emergency Management and the County Manager; and created new Training & Lead Animal Control Officer position to fortify staff training and development, coordinate specialized field assignments and share after hour ("on call") oversight.
- Public Health and Safety: Began review of standard operating guidelines for dangerous dog investigations and for rabies control responsibilities.
- Animal Protection: Continuing coordination with County Attorney, District Attorney and local law enforcement in various investigations, civil actions, and criminal actions.
- Community Service: Promoted the Community Spay/Neuter Program and low costs rabies vaccination clinics, and managed a service agreement with CLAWS, a county based organization, to assist residents with challenging wildlife issues and rehabilitate orphaned and injured wildlife.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: General Field Services</b>					
Service Responses	5,692	5,642	6,175	5,836	5,884
• Responses per officer	949	941	882	833	840
Animal Impounds	799	821	948	856	875
Met stray animal response target (<120 minutes)	65%	78%	75%	72%	75%

## ***Animal Services – continued***

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Health and Safety</b>					
Exposure and bite investigations	301	321	325	315	320
• Met response target (< 90 minutes)	47%	58%	66%	60%	60%
Positive Rabies Cases	18	14	16	20	22
<b>Service: Animal Protection</b>					
Investigations	357	478	352	395	408
Met response target (<90 minutes)	47%	50%	65%	55%	60%

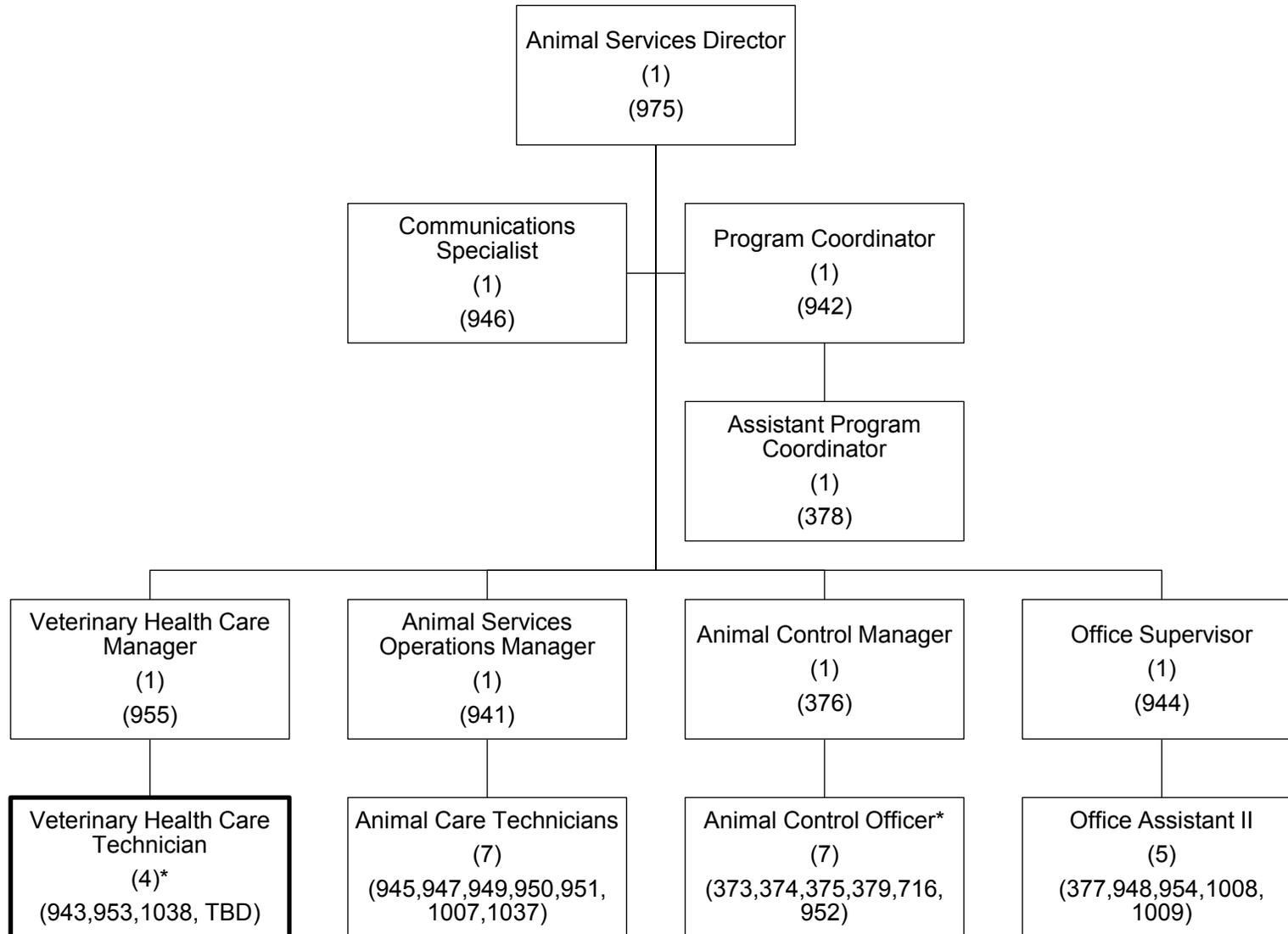
### **FY 2014-15 Objectives**

- To improve response times for select field services and coordinate with other county staff to establish an appropriate radio communication system for field services.
- To coordinate with others within the county and the towns to finalize and implement the unified animal control ordinance and complete the revision of standard operating guidelines for dangerous dogs and rabies control.
- To develop a more substantial and ongoing training program including not only basic elements but situational awareness and officer safety, chemical immobilization, and firearm use for field euthanasia of wildlife.
- To initiate public outreach about the kennel permit process based upon a dedicated webpage and informational handout and continue to provide basic information about wildlife and refer residents to others with more knowledge and expertise as needed.

### **Budget Highlights**

- Added the annualized cost of animal control vehicle replacement to the costs recovered from the towns under respective agreements with Hillsborough and Chapel Hill (with a plan to do the same with Carrboro next year).
- Increased the annual cost for animal control services for Carrboro from \$58,222 to \$67,768 in year two of a three year phase-in of total cost recovery for animal control services.
- Decreased the annual cost for animal control services for Hillsborough from \$50,940 to \$45,473, even with the addition of an annualized vehicle replacement cost, as a result of variations in their share of “county service” from 13 percent to 12 percent.
- Increased the annual cost for animal control services to Chapel Hill from \$81,447 to \$86,752, primarily as a result of the addition of an annualized vehicle replacement cost and an increased share of priority after hour services.

# Animal Services



FY2014-15 Recommended  
 \*New position recommended

# Article 46 Sales Tax

Website: <http://orangecountync.gov/finance/Article46/Article46SalesTax>

The Article 46 One-Quarter Cent (1/4 cent) County Sales and Use Tax was approved by Orange County voters in the November 2011 election, and became effective April 1, 2012. A Special Revenue Fund has been established to receive and account for the One-Quarter Cent (1/4 cent) Sales and Use Tax proceeds. The sales and use tax proceeds are divided 50% to the County's two school systems and 50% to Economic Development initiatives. The funds will remain separate from the County's General Fund to allow for more isolated and accurate tracking of revenues and expenditures. The Board of County Commissioners approved a ten-year commitment to allocate the proceeds as follows:

- 50% of the funding will be allocated in an equitable manner between the County's two school systems, based on the Average Daily Membership (ADM) of each school system, for the dedicated purpose of funding capital projects, including but not limited to, facility improvements at older schools and the procurement of technology.
- 50% of the funding will be allocated to Economic Development initiatives.

The tables below reflect proposed uses of the anticipated proceeds of \$2,772,980 by the two school systems and Economic Development in FY 2014-15:

School Systems Proposed Use for FY 2014-15	Amount
Technology – Student Access Computing Devices (Chapel Hill-Carrboro City Schools)	\$ 426,345
Facility Improvements at Older Schools (Chapel Hill-Carrboro City Schools)	\$ 426,345
Technology – 1:1 Laptops Initiative (District-Wide – Orange County Schools)	\$ 533,800
<b>TOTAL</b>	<b>\$1,386,490</b>

**Article 46 Sales Tax – continued**

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<b>Economic Development Proposed Use for FY 2014-15</b>	<b>Amount</b>
Debt Service on Infrastructure	\$ 836,490
Utility Service Agreement with Mebane	\$ 50,000
Collaborative Outreach	\$ 20,000
Small Business Loan Pool	\$ 200,000
Collateral Materials	\$ 20,000
Innovation Center	\$ 100,000
Agricultural Economic Development	\$ 60,000
Business Investment Grants	\$ 100,000
<b>TOTAL</b>	<b>\$1,386,490</b>

The FY 2014-19 Capital Investment Plan lays out more specifically the projects and initiatives that are planned with the proceeds over the next five (5) years.

# Asset Management Services

Phone Number: (919) 245 - 2625

Website: <http://orangecountync.gov/AssetMgmt>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Category (General Fund)</b>						<b>Account: 240</b>
Personnel Services	2,082,629	2,038,401	2,020,269	1,981,978	2,048,252	2,048,252
Operations	3,114,964	1,634,341	2,130,699	2,122,004	2,073,007	2,050,007
Capital Outlay	66,831	50,024	78,994	70,834	60,153	37,403
<b>Total Expenditures</b>	<b>\$ 5,264,424</b>	<b>\$ 3,722,766</b>	<b>\$ 4,229,962</b>	<b>\$ 4,174,816</b>	<b>\$ 4,181,412</b>	<b>\$ 4,135,662</b>
<i>Offsetting Revenues</i>	<i>(336,643)</i>	<i>(337,579)</i>	<i>(336,810)</i>	<i>(336,710)</i>	<i>(383,372)</i>	<i>(383,372)</i>
<b>County Costs (net)</b>	<b>\$ 4,927,781</b>	<b>\$ 3,385,187</b>	<b>\$ 3,893,152</b>	<b>\$ 3,838,106</b>	<b>\$ 3,798,040</b>	<b>\$ 3,752,290</b>
<b>Total Asset Management Services and Related Expenditures</b>	<b>\$ 5,264,424</b>	<b>\$ 3,722,766</b>	<b>\$ 4,229,962</b>	<b>\$ 4,174,816</b>	<b>\$ 4,181,412</b>	<b>\$ 4,135,662</b>

## Division Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Program (General Fund)</b>						
Administration	426,584	547,673	507,648	593,052	588,781	588,781
Central Services	1,462,636	8,364	122,200	(56,561)	87,000	87,000
Custodial Services	714,351	792,802	895,264	900,866	920,938	897,938
Facilities Maintenance	2,371,475	2,235,337	2,484,088	2,653,238	2,673,763	2,651,013
Fleet Services	289,378	138,590	220,762	84,221	(89,070)	(89,070)
Rents and Insurance	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 5,264,424</b>	<b>\$ 3,722,766</b>	<b>\$ 4,229,962</b>	<b>\$ 4,174,816</b>	<b>\$ 4,181,412</b>	<b>\$ 4,135,662</b>
<i>Offsetting Revenue</i>	<i>(336,643)</i>	<i>(337,579)</i>	<i>(336,810)</i>	<i>(336,710)</i>	<i>(383,372)</i>	<i>(383,372)</i>
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<b>Total Expenditures</b>	<b>\$ 5,264,424</b>	<b>\$ 3,722,766</b>	<b>\$ 4,229,962</b>	<b>\$ 4,174,816</b>	<b>\$ 4,181,412</b>	<b>\$ 4,135,662</b>

## Mission Statement

AMS strives for excellence in providing safe, reliable, sustainable, clean and comfortable facilities, vehicles, and related assets to Orange County residents, employees and visitors.

## Asset Management Services: Administrative Division

### Major Services

- Manage and support capital projects as identified in the County's Capital Investment Plan (CIP), including departmental support and guidance for Solid Waste, Planning, and Orange County Sportsplex capital projects.
- Acquire and manage real estate, including leases, as may be needed for County operations; and coordinate space allocations for County departments.
- Serve as liaison with Court offices regarding facilities and other operational needs as required.

## ***Asset Management Services – continued***

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- Manage utility services (electricity, natural gas, water, fuel oil, propane) for County facilities<sup>1</sup>
- Formulate and promote conservation and sustainability practices in County operations as it respects facilities and vehicle use (e.g. promote management practices designed to reduce overall energy use by County departments)
- Manage service contracts for County facilities (life safety, security, elevators, pest management, etc.
- Steward the County's Facilities Use Policy and its reservation process.
- Steward the County's Facilities space utilization strategy and goals.
- Dispose of assets at the end of their useful County life.
- Administer building access and security systems in County facilities.
- Steward the County's Threat Assessment Work Group and related training and departmental "stress testing" with regard to the readiness for weather, fire, medical, utility and personnel related emergencies.
- Manage fueling services for County vehicles.

### **FY 2013-14 Outcomes**

- Significant Capital Projects completed and opened for their intended use in FY2013-14:
  - Upfit of former Library space at Whitted Human Services Center for new Board meeting space and additional flexible use space.
  - 300 West Tryon storm water management system improvements completed, thereby improving site drainage.
  - Sportsplex lobby renovations, Ultraviolet UV pool disinfectant system, ice plant cooling tower renovation and chiller repair.
  - Roofs replaced at Court Street Annex, F. Gordon Battle Courtroom, Efland Community Center, OPT Administration building (formerly AMS North Administration building).
  - Community geo-thermal project serving Jail, Historic Courthouse, Court Street Annex and District Attorney building.
  - Renovation for creation of new Magistrate's office within unused portion of the Jail.
  - Completion of systems in support of Americans with Disability Act (ADA) provisions (i.e., power assisted door openers at Link Center, Whitted Center, walkway improvements at Link Center).
  - HVAC improvements per CIP – Efland Community Center, replacement of several rooftop units at Hillsborough Commons and Skills Development Center.
- Significant Capital Projects started in necessary due diligence/design:
  - County Jail
  - Cedar Grove Community Center
  - Southern Branch Library
  - Eubanks Road Solid Waste Convenience Center

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<sup>1</sup> Currently excludes Solid Waste facilities, Parks facilities and Orange County SportsPlex

## **Asset Management Services – continued**

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- Rogers-Eubanks Neighborhood Association Road Community Center
- Significant Sustainability and Conservation Initiative Outcomes in FY 2013-14:
  - Use of Energy Bank funds for replacement of high-wattage light fixtures in Eno River Parking Deck with low wattage LED fixtures, and installation of solar film on windows at Seymour Senior Center. These investments will pay for their initial installation through energy savings in 5-7 years.
  - Community geo-thermal project providing reduced energy use at Orange County Jail, Historic Courthouse, Court Street Annex and District Attorney building.
  - Delivery of “Energy and Water Use Scorecards” to Board of County Commissioners that show the County meeting its savings goals in the areas of water and electricity.
  - Completion and delivery of updated “Orange County Building and Property Inventory and Space Use” report document.
  - Installation of dual mode flush valves on applicable fixtures for reduction in water use.
- Significant Real Estate Development Outcomes in FY2013-14:
  - The full execution of the long-term land lease between the State and Orange County for the construction a new County jail facility.
  - Managed the approval process of the Special Use Permit modification for a comprehensive Southern Orange County Government Services Master Plan to govern the long-term site development and construction for facilities serving southern Orange County.
  - Following Board approval, moved forward with the primary phase of due diligence within the Southern Branch Library site selection criteria.
  - Relocated Orange Public Transportation (OPT) to County-owned former Asset Management Services North Administration building from leased modular building and closed out lease on modular building, providing annual savings of approximately \$7,500.
- Significant Administrative and Organizational Outcomes in FY2013-14:
  - Coordinated the launch of the Emergency Action Plan development, training and drills, for County facilities and occupants.

### **Asset Management Services: Facilities Maintenance Division**

#### **Major Services**

- Provide preventative maintenance, corrective and restorative services to 35 County-owned properties in areas including, but not limited to: electrical, heating, air conditioning and ventilation (HVAC), painting, plumbing and carpentry through a combination of outside contractors and in-house staff.
- Delivery of annual “Know Your Building” and Emergency Action Plan training for building occupants for safe, efficient and sustainable operations.
- Performance of annual building “stress testing” to verify proper operation of critical building systems (i.e., life safety, mechanical, electrical systems).

## **Asset Management Services – continued**

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### **FY 2013-14 Outcomes**

- Completion of improvements to electronic security system at Orange County Jail.
- Successfully integrated the recently acquired Eno River Parking deck and increased the level of maintenance and operations efficiency.
- Upfit of former Asset Management Services administration building to accommodate Orange Public Transportation.
- Replacement of exterior doors at Whitted Center, including installation of additional power-assisted door openers and card access readers to improved security.
- Development and implementation of meaningful customer feedback survey.
- Continued training of staff to increase knowledge and capabilities to achieve efficiencies and positive outcomes
- Cross training for increased proficiency of staff in coverage and delivery of critical AMS services.

### **Asset Management Services – Custodial Services Division**

#### **Major Services**

- Routine cleaning of County and Court system occupied buildings (24 buildings comprising 299,074 cleanable square feet)<sup>2</sup>
- Scheduled floor care (carpet cleaning, hard surface refinishing) for County and Court system occupied buildings.
- Supply management for spaces cleaned by Custodial Services
- Set up and tear down for all County Commissioner events/meetings, including but not limited to furnishings for the County Commissioners, audio visual and public address equipment, seating for the public (approximately 52 meetings annually).

### **FY 2013-14 Outcomes**

- Approximately 203,000 square feet of carpet cleaned and tile refinished (i.e., VCT, ceramic), an increase of 35 per cent from 2012-13.

### **Asset Management Services – Fleet Services Division**

#### **Major Services**

- Maintain the County's fleet of over 300 vehicles, which includes: emergency response vehicles, buses, vans, automobiles; and maintain more than 100 pieces of equipment such as tractors, trailers, mowers, vehicle mounted chair lifts, animal cages and compressors and 14 emergency power generators serving County facilities.

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<sup>2</sup> Excludes: SportsPlex, Sheriff Department facilities, Solid Waste facilities, DSS facilities. Cleanable square footage

## ***Asset Management Services – continued***

### **FY 2013-14 Outcomes**

- Ensured the availability of vehicles and equipment for use when needed by County departments.
- Established an annual review process for the physical inventory of vehicle related fixed assets to ensure accountability and accuracy of the record and to ensure serviceability of the equipment.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Facilities Operating Cost (Total Cost Per Square Foot – Direct Labor, Materials, Contract Services, Utilities)</b>					
Performance Index: FY2009-10 baseline: <b>\$6.42 per square foot</b>	\$4.53	\$4.27	\$4.41	\$4.51	\$4.64
Variance from Index Year:	-29%	-33%	-31%	-30%	-28%
<b>Energy Consumed (Million BTUs per 1,000 Square Feet)</b>					
Performance Index: FY2009-10 baseline: <b>96.2</b>	83.5	To be provided as part of Energy Scorecard no later than 03/21/14	Not Applicable <sup>+</sup>	Not Applicable <sup>+</sup>	Not Applicable <sup>+</sup>
Variance from Index Year:	-13%	To be provided as part of Energy Scorecard no later than 03/21/14	Not Applicable <sup>+</sup>	Not Applicable <sup>+</sup>	Not Applicable <sup>+</sup>
<b>Fuel Consumption (Total Gallons)</b>					
Performance Index: FY2009-10 baseline: <b>240,813</b>	252,708	260,039	257,950	258,539	259,501
Variance from Index Year:	4.9%	8.0%	7.1%	7.4%	7.8%
<b>Fuel Efficiency (Miles Per Gallon)</b>					
Performance Index: FY2009-10 baseline: <b>12.82</b>	12.14	11.78	11.73	11.66	11.66
Variance from Index Year:	-5.3%	-8.1%	-8.5%	-9.0%	-9.0%
<b>Water Consumption (Gallons per Square Foot)</b>					
Performance Index: FY2009-10 baseline: <b>15.93</b>	15.59	To be provided as part of Energy Scorecard no later than 03/21/14	To be provided as part of Energy Scorecard no later than 03/21/14	To be provided as part of Energy Scorecard no later than 03/21/14	To be provided as part of Energy Scorecard no later than 03/21/14

## Asset Management Services – continued

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
Variance from Index Year:	-2.1%	To be provided as part of Energy Scorecard no later than 03/21/14	To be provided as part of Energy Scorecard no later than 03/21/14	To be provided as part of Energy Scorecard no later than 03/21/14	To be provided as part of Energy Scorecard no later than 03/21/14
<b>Service: Repair and Maintenance Cost for County vehicles (Average cost per mile driven)</b>					
Performance Index: FY2009-10 baseline: <b>\$0.29</b>	\$0.23	\$0.30	\$0.22	\$0.25	\$0.20
Variance from Index Year:	-21%	3%	-24%	-15%	-29%

+ - Energy Data is driven by weather conditions, therefore budget figures and projections are not issued for these figures

\* - The majority of Orange County vehicles included in miles per gallon (MPG) average are larger vehicles (Sheriff patrol vehicles, ambulances, buses) not impacted by fuel efficient replacement vehicles, does not include Solid Waste enterprise fund vehicles.

### FY 2014-15 Objectives

- Refine and improve performance measures for next fiscal year and beyond.
- Appropriately plan, manage and successfully complete Board Approved Capital Projects managed by AMS as well as those Capital Projects managed by other County Departments.
- Continue to provide efficient utilization of County space and equipment resources through collaboration with County departments, the County Manager, and the Board of County Commissioners.
- Continue to develop and commission the Department's robust training and professional development program in order that the Department's services are effective, efficient, and beneficial to both County customers and Asset Management Services employees.
- Develop a certification program for on-call personnel responding to after-hours emergency needs (facility, fleet, other) that assures effective and timely response to, and resolution of identified conditions.
- Complete development and commissioning of a fully functional and useful Master Asset Information Database that supports accurate reporting and management regarding facilities, fleet, and other real estate asset information.
- Develop and commission an integrated performance measure(s) for the customer service and relations survey.
- Continue to manage a comprehensive and consolidated inventory system for facilities care and fleet maintenance inventories.
- Continue to implement energy, water, and fuel management policies and procedures for County facilities and vehicles.
- Continue the deployment of projects through the self-funded "Energy Bank" that will allow the County to invest in energy savings programs while receiving a return on investment through projected energy savings resulting from the investments themselves.

## ***Asset Management Services – continued***

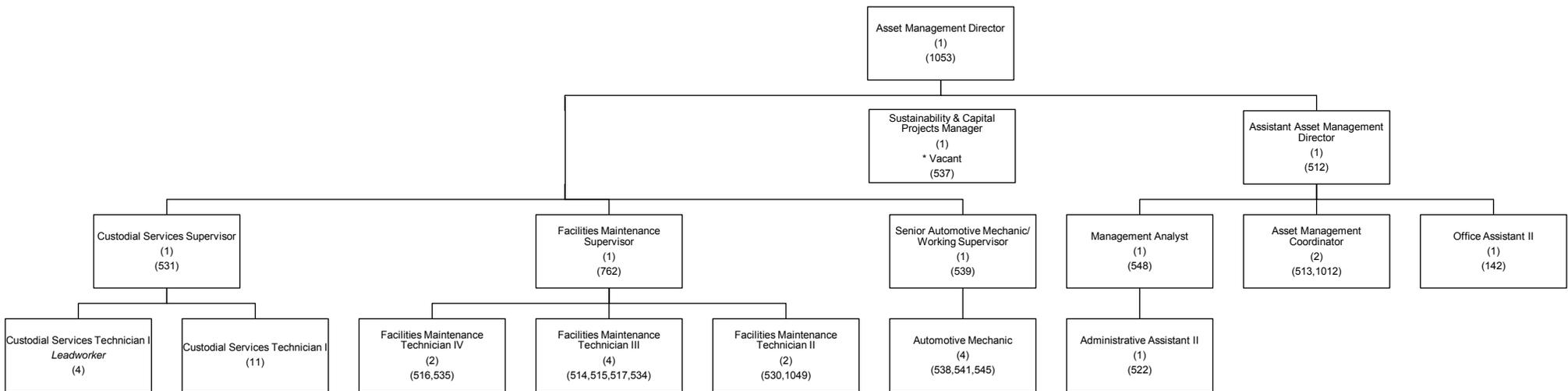
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- Maintain or reduce cost per square foot for routine cleaning services through efficiencies in operation while maintaining a high quality working environment for County employees and residents.
- Continue to explore and implement custodial service delivery options that will balance service expectations and available resources.
- Continued development and use of fleet technician and shop performance metrics, based on industry standards for development of Fleet Maintenance related performance measures.

### **Budget Highlights**

- The FY2013-14 Manager Recommended Budget has an increase of \$3,654 in Training and Professional Development – AMS plans to continue its aggressive skills development training in all functional areas to include technical “currency” training, leadership training, advanced certifications in support of the department mission and efficiency. The program continues the establishment of a foundation, culture and identifiable career progression system for more confident, professional, entrepreneurial, and loyal employees dedicated to supporting Orange County government.
- Mandated energy costs – Asset Management Services has again budgeted for a 10% rate increase for electricity and a 15% rate increase for natural gas for FY 14-15, based on available data. Despite these rate increases, the overall utility budget request includes an increase of less than 1% in utilities due to the divestiture of, and lowering of utility intensity within, certain buildings as well as continued implementation of efficiency measures.
- Vehicle replacement funds are being accumulated through the Internal Service Fund (“ISF”) established in FY12 (with an effective date of July 1, 2013). An additional \$.08 per mile driven will inure to this fund. An estimated 3,027,000 miles will be driven County-wide during FY14-15, equating to an estimated \$242,160 in budgeted contribution to the ISF.
- For FY2014-15, the Motor Pool division includes a net cost of Personnel and Operations of \$1,586,112 less the chargebacks to departments of \$1,675,182 for a net Motor Pool surplus of \$89,070. (Motor Pool division budget highlight).
- For FY 2014-15, the Motor Pool division projects a decrease in unit costs for gasoline and diesel. The Solid Waste Department will continue to acquire diesel fuel from the County’s fuel station located at the Asset Management North campus, and will continue to be charged back for diesel fuel acquired at this facility.

# Asset Management Services



# Board of County Commissioners

Phone Number: (919) 245 - 2130

Website: <http://orangecountync.gov/OCCLERKS/bocc>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Category (General Fund)</b>						<b>Account: 200</b>
Personnel Services	403,659	417,629	470,628	484,874	489,531	489,531
Operations	152,836	214,301	297,450	251,549	341,047	331,847
Capital Outlay	0	70,156	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 556,495</b>	<b>\$ 702,087</b>	<b>\$ 768,078</b>	<b>\$ 736,423</b>	<b>\$ 830,578</b>	<b>\$ 821,378</b>
<b>County Costs (net)</b>	<b>\$ 556,495</b>	<b>\$ 702,087</b>	<b>\$ 768,078</b>	<b>\$ 736,423</b>	<b>\$ 830,578</b>	<b>\$ 821,378</b>
<b>Total Board of County Commissioners and Related Expenditures</b>	<b>\$ 556,495</b>	<b>\$ 702,087</b>	<b>\$ 768,078</b>	<b>\$ 736,423</b>	<b>\$ 830,578</b>	<b>\$ 821,378</b>

## Mission Statement

Our office provides direct support for the seven-member Board of Commissioners: provides an official, historical record for present and future generations; provides a central repository of documents approved by the Board; offers opportunities for public participation in county government through boards/commissions; disseminates public information and facilitates participation by citizens in their county government

## Major Services

- Custodian for the County seal and the retention of official records including minutes, ordinance books, records of County-appointed boards and committees, resolutions, contracts, agreements, and leases, etc., in accordance with the North Carolina General Statutes; prepares official copies of documents including ordinances, resolutions and meeting minutes as adopted by the Board; certifies legal documents on behalf of the County.
- Administers appointment process for 20+ volunteer boards and commissions internally and 20+ multi-jurisdictional boards externally.
- Ensures public access to County records as required by state public records laws
- Provides primary/secondary communications between Orange County Government and the public through local and regional media outlets
- Support for Board of Commissioners, which includes scheduling, and coordination of meetings for Commissioners and other officials as necessary, ensuring availability of rooms, equipment, materials, refreshments etc., as requested or otherwise deemed necessary. Handles scheduling the travel arrangements including hotel, airline and car rental reservations.
- Updates and maintains the content of the website along with the PIO
- Responds to public requests for information
- Maintains and makes easily accessible all official records of the local legislative process through Records Management Program

## ***Board of County Commissioners – continued***

### **FY 2013-14 Outcomes**

- Provided BOCC meeting support for 56 meetings and was the administrative lead for Granicus
- Completed process of reinstatement of Assistant to the Clerk/Boards and Commissions position in November 2013.
- Re-instated BOCC Chair/Vice Chair/Staff meeting with Advisory Board Chairs.
- Implementation of annual reports by BOCC appointees to other jurisdictional boards.
- Re-initiate Advisory Board Support Staff training/bi-annual meetings this summer.
- Revised the Boards and Commissions' Volunteer Application
- Assisted with increasing interaction and site traffic from County residents, organizations, and other entities through social media, e-services, and feedback forums.
- Assisted in planning implementation for new Whitted meeting room.
- Involved in coordination of County manager search process.
- Continue to cross-train staff.
- Continued push out of agenda and meeting highlights before Board meetings.
- Continue to assist the media in their coverage and understanding of County issues along with PIO
- With the creation of the Public Affairs Office, some services are evolving and some new services have been implemented.
  - New website redesign project – (near completion.)
  - New website support – (Once the new website process is implemented, all web content modifications will go through a central approval process. PIO is the approval person and our office will be the alternate.)
  - The channel 180 maintenance and controls went through significant changes and our office had to do extensive training in order to be able to have access authority to update and program the content.)
  - Other services such as social media tools will be implemented by PIO and our office will most likely be an alternate to avoid a single point of failure.
- Drafted for BOCC Approval- 26+ closed session minutes
- Assist the Public Affairs Office with the creation of a Strategic Communications Plan

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
Appointment to Advisory Boards and Commissions (including advertising, processing applications, agenda process for appointments, follow up after appointments are made)	122	94	100	99	110
BOCC Meetings-agendas, minutes, follow-up processes	54	60	55	55	50
Webcasting of BOCC Meetings	20	19	19	Dependent on Webstreaming	Dependent on Webstreaming

## ***Board of County Commissioners – continued***

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
RESOLUTIONS	-	-	-	111	120
ORDINANCES	-	-	-	47	50
CONTRACTS	-	-	-	534	550

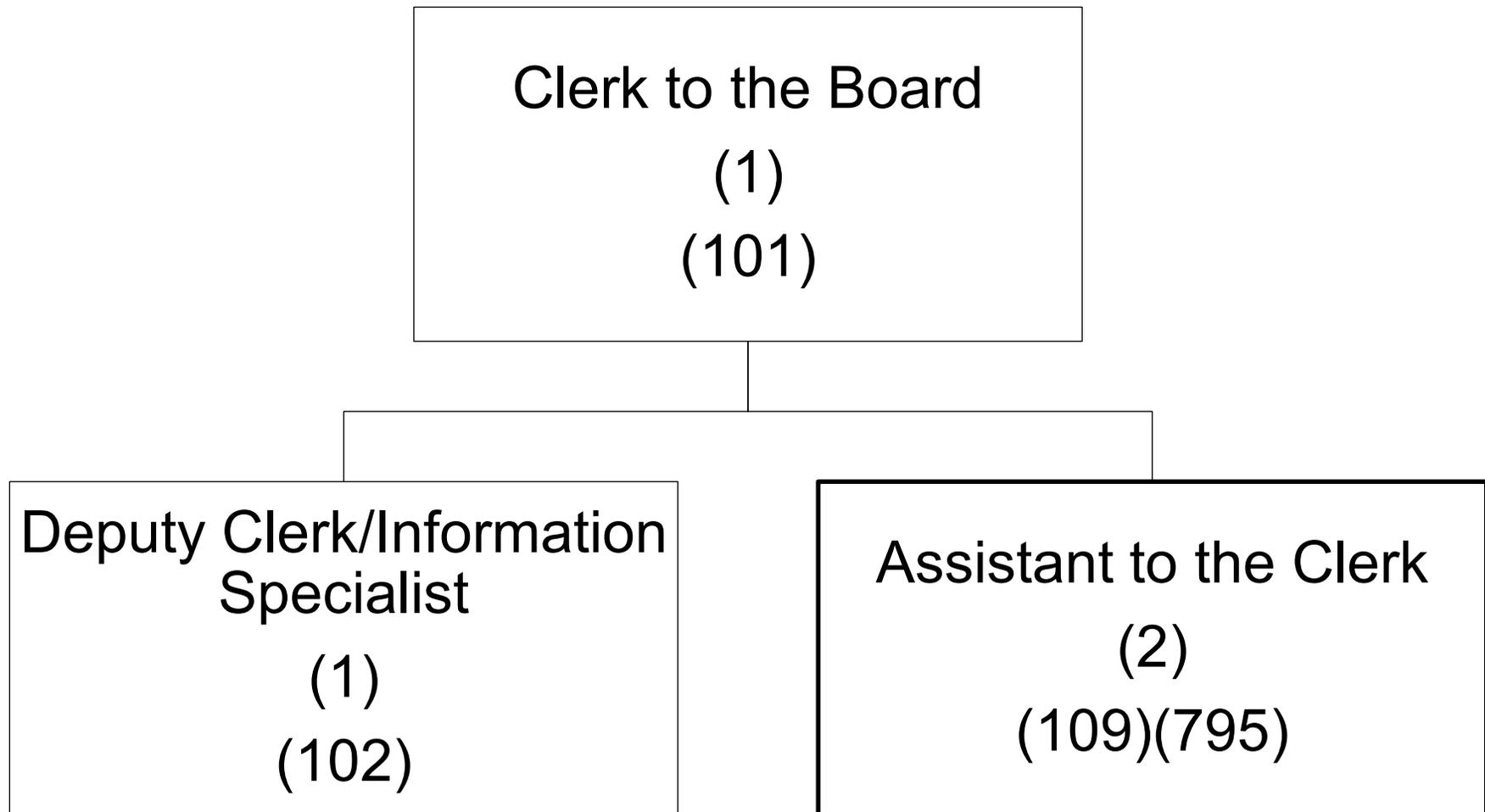
### **FY 2014-15 Objectives**

- Continue to improve communications with citizens through public meetings, web streaming of meetings, media, and integrated technology.
- Initiate videotaping/webstreaming of all meetings (reduction in costs due to two permanent meeting locations with installed equipment)
- Continue scanning of public records to enable quicker retrieval of records and increase public access
- Continue push out of agenda and meeting highlights before Board meetings.
- Continue to assist the media in their coverage and understanding of County issues along with PIO
- Emergency Services Framework for Clerk’s Office (PAO back up)
- Assist with design, implementation and opening of the Whitted BOCC meeting facility.
- Assist with update of technology installed at the Southern Human Services Center meeting room for the BOCC. Updates will help standardize meeting tools and process for both locations.
- Assist with redesign and implementation of the Orange County website. This will include ongoing approval authority once the site is active.
- Assist the Public Affairs Office with the creation of a Strategic Communications Plan (continuation if needed)
- Working with AMS, Emergency Services and Risk Management on continuation of facility risk assessment and preparedness training.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes an increase of \$8,560 in Temporary Personnel. This increase will raise the account back to pre-FY13-14 levels and will allow for additional office and dinner meeting/special event coverage as well as allow additional special projects to be completed.
- The FY14-15 Manager Recommended Budget includes \$29,597 for an expansion of the Laserfiche records management system. This increase will increase the number of “seat licenses” (active users) from 10 to 25 and will help to alleviate issues with the system being at capacity and additional users being unable to access information.
- The FY14-15 Manager Recommended Budget includes an increase of \$3,300 to the Cablecasting account; this is a contractual increase and will not include videotaping of any additional meetings.

# Board of County Commissioners Office



# Board of Elections

Phone Number: (919) 245 - 2350

Website: [www.orangecountync.gov/elect](http://www.orangecountync.gov/elect)

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						<b>Account: 310</b>
Personnel Services	424,280	465,194	469,106	462,184	452,633	452,633
Operations	156,193	188,701	234,750	203,795	186,675	186,675
Capital Outlay	2,624	16,407	0	1,050	54,865	54,865
<b>Total Expenditures</b>	<b>\$ 583,096</b>	<b>\$ 670,302</b>	<b>\$ 703,856</b>	<b>\$ 667,029</b>	<b>\$ 694,173</b>	<b>\$ 694,173</b>
<i>Offsetting Revenues</i>	<i>(31,991)</i>	<i>(30,967)</i>	<i>(46,000)</i>	<i>(61,004)</i>	<i>(100)</i>	<i>(100)</i>
<b>County Costs (net)</b>	<b>\$ 551,105</b>	<b>\$ 639,335</b>	<b>\$ 657,856</b>	<b>\$ 606,025</b>	<b>\$ 694,073</b>	<b>\$ 694,073</b>
<b>Total Board of Elections and Related Expenditures</b>	<b>\$ 583,096</b>	<b>\$ 670,302</b>	<b>\$ 703,856</b>	<b>\$ 667,029</b>	<b>\$ 694,173</b>	<b>\$ 694,173</b>

## Mission Statement

The Orange County Board of Elections conducts all Federal, State, County, municipal, and special elections in accordance with the mandates set by Federal and State law and State Board of Elections policy. Our mission is to maintain the integrity of elections, ensure election results are accurate, and make the election process inclusive for all eligible voters.

## Major Services

- Conduct Federal, State, County, municipal and special elections
- Receive and process voter registration forms
- Serve as the county source for information on election laws, rules and regulations
- Receive candidate filings and issue certifications to elected officials
- Receive, audit and post campaign finance reports
- Recruit and train precinct officials
- Secure polling places ensuring ADA compliant accessibility

## FY 2013-14 Outcomes

- Effectively and efficiently conducted all Municipal Elections held in Orange County
- Effectively and efficiently conducted Special Town of Carrboro Election
- Successfully operated 4 early voting sites for the Municipal Elections
- Timely processed registrations received for accurate and up-to-date voter registration database
- Assisted with voter registration drives in high schools, UNC Campus and other organizations
- Expanded website to provide current election information and make it more user friendly
- Expeditiously reported Election Night results - Orange County was one of the first large counties in the state to report 100% of Election Night results
- Timely posted Campaign Finance Report Records on the website giving increased access to the members of the community and election committees

## ***Board of Elections – continued***

- Completed the State mandated process of scanning all legacy voter registration records
- Elections Board members and 132 Precinct Officials appointed for the 2013-2015 term
- All absentee ballot requests scanned and linked to voter's record beginning with the May Primary
- Professionally managed 2014 candidate filings
- Updated training materials for precinct officials incorporating recent election law changes
- Certified "Multipartisan Assistance Teams" to assist with requesting or casting mail-in absentee ballots for voters in assisted living homes
- Continue voter education outreach

### **SERVICE: Conduct Elections**

<b>Outcome Measures</b>	<b>2010 Primary</b>	<b>2010 General</b>	<b>2011 Municipal</b> <small>(included countywide Referendum)</small>	<b>2012 Primary</b>	<b>2012 General</b>	<b>2013 Municipal</b>
Registered Voters	100,189	102,462	102,224	105,111	111,851	74,533
Total Ballots Cast	15,031	46,127	17,919	46,079	77,050	8,779
Voter Turnout	15.0%	45.02%	17.53%	43.84%	68.89%	11.78%
Ballots Cast Prior to Election Day	16.77%	37.36%	24.19%	37.35%	70.18%	24.48%
Ballots Cast on Election Day	83.23%	62.64%	75.81%	62.65%	29.82%	75.52%

2nd Primary Elections were held on June 22, 2010 (7.79% voter turnout) and on July 17, 2012 (2.46% voter turnout).

### **SERVICE: Voter Registration**

<b>Outcome Measures</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Actual</b>
Absentee Ballots Processed	1,591	151	5,699	351
Registrations Processed	17,969	12,671	43,869	10,810
Registrations Removed	5,536	9,208	14,309	10,728
Voter Card Mailings	25,877	30,541	58,005	19,691

### **FY 2014-15 Fiscal Year Objectives**

- Successfully conduct 2014 General Elections
- Expand voter education outreach initiatives
- Increase voter participation
- Provide the best possible customer services the voting public

## ***Board of Elections – continued***

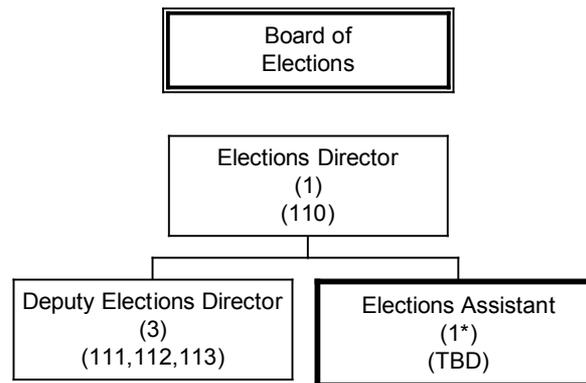
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- Continue to earn and maintain the public trust
- Work to maintain our most informative and user friendly website.
- Continue to diligently and accurately maintain our registration database

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget has a decrease in Board of Elections revenues due to no municipal elections being held during FY14-15
- The FY14-15 Manager Recommended Budget includes a decrease in Seasonal Personnel, Contract Services, and Printing due to only having one election in FY14-15
- The FY14-15 Manager Recommended Budget includes one new position, an Elections Assistant, the position will facilitate new election law compliance and serve as Voter Education Outreach Coordinator

# Board of Elections



**Manager Recommended**  
**FY 2014-19 Capital Investment Plan**

The Manager Recommended FY 2014-19 Capital Investment Plan (CIP) was presented to the Board of County Commissioners on March 11, 2014. The following CIP Summaries were included as part of the presented Plan. The Board has held work sessions on April 10, 2014 and May 15, 2014 to continue review and discussion. The Board will consider approval of the FY 2014-19 CIP on June 17, 2014.

**Orange County Capital Investment Plan- Plan Summary - RECOMMENDED**  
**Fiscal Years 2014-19**

	<b>Current Fiscal Year 2013-14</b>	<b>Year 1 Fiscal Year 2014-15</b>	<b>Year 2 Fiscal Year 2015-16</b>	<b>Year 3 Fiscal Year 2016-17</b>	<b>Year 4 Fiscal Year 2017-18</b>	<b>Year 5 Fiscal Year 2018-19</b>	<b>Five Year Total</b>	<b>Year 6 to Year 10</b>
<b>Appropriations</b>								
<i>County Capital Projects</i>	5,939,892	5,328,410	13,777,569	18,888,500	42,383,308	2,750,500	83,128,287	50,817,360
<i>Special Revenue Fund (Article 46 Sales Tax)</i>								
<i>Economic Development</i>	1,366,000	1,386,490	1,407,287	1,428,398	1,449,824	1,471,572	7,143,571	7,695,650
<i>Chapel Hill Carrboro City Schools</i>	840,090	852,690	865,482	878,464	891,640	905,013	4,393,289	4,732,812
<i>Orange County Schools</i>	525,910	533,800	541,807	549,934	558,183	566,555	2,750,279	2,962,824
<i>Proprietary Capital Projects <sup>(1)</sup></i>								
<i>Water &amp; Sewer Utilities</i>	2,265,018	5,030,000	1,600,000	2,500,000		1,800,000	10,930,000	
<i>Solid Waste</i>	6,747,044	3,449,286	1,734,720	1,132,930	796,582	535,129	7,648,647	4,666,109
<i>Sportsplex</i>	550,000	1,175,000	3,075,000	375,000	375,000	361,000	5,361,000	1,850,000
<i>Schools Capital Projects</i>								
<i>Chapel Hill Carrboro City Schools</i>	8,102,419	3,119,726	3,154,088	3,188,965	4,586,657	17,383,522	31,432,958	105,161,236
<i>Orange County Schools</i>	5,276,668	1,941,403	1,962,914	1,984,748	2,006,909	2,029,402	9,925,376	51,079,402
<b>Total</b>	<b>31,613,041</b>	<b>22,816,805</b>	<b>28,118,867</b>	<b>30,926,939</b>	<b>53,048,103</b>	<b>27,802,693</b>	<b>162,713,407</b>	<b>228,965,393</b>
<b>Revenues/Funding Source</b>								
<i>Available Project Balances</i>	164,000						-	
<i>Transfer from Capital Reserve</i>							-	
<i>Transfer from General Fund - County</i>	400,000	1,218,810	1,325,000	952,000	830,800	795,500	5,122,110	6,097,500
<i>Transfer from General Fund - W &amp; S Utilities</i>		-	-				-	
<i>Transfer from General Fund - Schools</i>	3,724,849	3,724,849	3,780,722	3,837,433	3,894,994	3,953,419	19,191,417	20,674,606
<i>Transfer from other Capital Projects</i>	160,000	207,600		20,000			227,600	
<i>County Capital Fund Balance</i>							-	
<i>Visitors Bureau Fund Balance</i>							-	
<i>Solid Waste Fund Balance</i>	4,514,049	643,003	1,239,720	792,930	796,582	535,129	4,007,364	4,454,081
<i>Sportsplex Fund Balance</i>	550,000	225,000	275,000	375,000	375,000	361,000	1,611,000	1,850,000
<i>Recycling - 3R Fee</i>							-	
<i>Lottery Proceeds</i>	1,353,811	1,336,280	1,336,280	1,336,280	1,336,280	1,336,280	6,681,400	6,681,400
<i>QSCBs</i>								
<i>Register of Deeds Fees</i>	75,000	80,000	80,000	80,000	80,000	80,000	400,000	400,000
<i>9-1-1 Funds</i>			30,000				30,000	
<i>State 9-1-1 Funds</i>	625,828						-	
<i>Grants &amp; Contributions</i>	975,000	250,000	212,500	292,500	3,325,000	125,000	4,205,000	1,582,500

	<b>Current Fiscal Year 2013-14</b>	<b>Year 1 Fiscal Year 2014-15</b>	<b>Year 2 Fiscal Year 2015-16</b>	<b>Year 3 Fiscal Year 2016-17</b>	<b>Year 4 Fiscal Year 2017-18</b>	<b>Year 5 Fiscal Year 2018-19</b>	<b>Five Year Total</b>	<b>Year 6 to Year 10</b>
<i>Grants - Solid Waste Fund</i>	208,425	75,000					75,000	
<i>User Fees/Donations</i>							-	
<i>Article 46 Sales Tax Proceeds</i>	2,732,000	2,772,980	2,814,576	2,856,796	2,899,647	2,943,140	14,287,139	15,391,286
<i>Article 46 Sales Tax Proceeds - W &amp; S</i>	834,314	500,000	600,000	-		50,000	1,150,000	
<i>Article 46 Sales Tax Reserve Funds</i>							-	
<i>State Revolving Loan Funds</i>	680,704						-	
<i>Financing:</i>								
<i>Debt Financing - County Capital</i>	3,751,000	3,572,000	9,105,069	17,544,000	38,147,508	1,750,000	70,118,577	42,737,360
<i>Debt Financing - W &amp; S Utilities</i>	-	4,530,000	1,000,000	2,500,000		1,750,000	9,780,000	
<i>Debt Financing - Solid Waste</i>	2,024,570	2,731,283	495,000	340,000			3,566,283	212,028
<i>Debt Financing - Sportsplex</i>		950,000	2,800,000				3,750,000	
<i>Debt Financing - Special Revenue Funds</i>			3,025,000				3,025,000	
<i>Debt Financing - E-9-1-1</i>	539,063						-	
<i>Debt Financing - Schools Capital</i>	8,300,427				1,362,292	14,123,225	15,485,517	128,884,632
<b>Total</b>	<b>31,613,041</b>	<b>22,816,805</b>	<b>28,118,867</b>	<b>30,926,939</b>	<b>53,048,103</b>	<b>27,802,693</b>	<b>162,713,407</b>	<b>228,965,393</b>

<sup>(1)</sup> Orange County has established three Proprietary Funds used to account for services provided to customers. All three Funds are established as enterprise funds and fees are imposed on customers to pay for the full cost of providing the services. The Water & Sewer Utilities Fund accounts for revenues and expenses related to the provision of sewer service. The Solid Waste Fund accounts for the revenues and expenses related to the provision of solid waste disposal and recycling activities. The Sportsplex Fund accounts for the revenues and expenses related to the services provided at the Triangle Sportsplex.

**County Capital Projects Summary - RECOMMENDED**  
**Fiscal Years 2014-19**

<b>Projects</b>	<b>Current Fiscal Year 2013-14</b>	<b>Year 1 Fiscal Year 2014-15</b>	<b>Year 2 Fiscal Year 2015-16</b>	<b>Year 3 Fiscal Year 2016-17</b>	<b>Year 4 Fiscal Year 2017-18</b>	<b>Year 5 Fiscal Year 2018-19</b>	<b>Five Year Total</b>	<b>Year 6 to Year 10</b>
<b>Appropriations</b>								
<i>Emergency Services 510 Meadowlands</i>	100,000						-	
<i>Cedar Grove Community Center</i>		2,000,000					<b>2,000,000</b>	
<i>Southern Orange Campus (Future Planning)</i>		400,000	3,600,000				<b>4,000,000</b>	
<i>Southern Human Services Center (Expansion)</i>				6,650,000			<b>6,650,000</b>	
<i>Southern Branch Library</i>	600,000	-	525,000	7,755,000			<b>8,280,000</b>	
<i>Cedar Grove Community Center Library Kiosk</i>			180,000				<b>180,000</b>	
<i>Main Branch Library - Remodel</i>			-	-	-		-	1,200,000
<i>HVAC Projects - Geothermal</i>	130,000	202,500	75,000				<b>277,500</b>	858,360
<i>Roofing Projects</i>	115,000	179,010	390,569	389,500	222,800		<b>1,181,879</b>	
<i>Information Technology</i>	800,000	500,000	500,000	500,000	500,000	500,000	<b>2,500,000</b>	2,500,000
<i>Register of Deeds Automation</i>	75,000	80,000	80,000	80,000	80,000	80,000	<b>400,000</b>	400,000
<i>Animal Services Facility</i>				-			-	100,000
<i>Proposed Jail</i>	250,000		500,000	500,000	29,000,000		<b>30,000,000</b>	
<i>Whitted Building</i>	1,500,000		-				-	
<i>Environment and Agriculture Center</i>					1,432,508		<b>1,432,508</b>	
<i>Government Services Center Annex</i>					350,000		<b>350,000</b>	
<i>Parking Lot Improvements</i>			120,000		510,000		<b>630,000</b>	2,750,000
<i>Life Safety - ADA</i>		25,000	25,000			60,000	<b>110,000</b>	65,000
<i>Court Street Annex</i>							-	100,000
<i>Historic Rogers Road Community Center/Infrastructure</i>			3,025,000				<b>3,025,000</b>	
<i>Viper Radio System</i>	500,000	500,000		500,000	500,000		<b>1,500,000</b>	1,000,000
<i>Communication System Improvements</i>	1,334,891	122,000	307,000	39,000	920,000		<b>1,388,000</b>	
<i>EMS Substations</i>			1,200,000	1,200,000		1,500,000	<b>3,900,000</b>	1,500,000
<i>Blackwood Farm Park</i>		147,400		150,000	1,900,000		<b>2,197,400</b>	6,000,000
<i>Bingham District Park</i>							-	7,000,000
<i>Cedar Grove Park Phase II</i>					200,000		<b>200,000</b>	1,600,000
<i>Conservation Easements</i>	250,000	250,000	250,000	250,000	250,000	250,000	<b>1,250,000</b>	1,250,000
<i>Upper Eno Nature Preserve-Public Access Area</i>	-		275,000				<b>275,000</b>	440,000
<i>Eurosport Soccer Center Phase II</i>		141,000		425,000		250,000	<b>816,000</b>	4,639,000
<i>Lands Legacy</i>		400,000	2,000,000				<b>2,400,000</b>	2,500,000
<i>Millhouse Road Park</i>	30,000			100,000	6,400,000		<b>6,500,000</b>	
<i>Mountains to Sea Trail</i>							-	500,000
<i>New Hope Preserve/Hollow Rock Public Access</i>	200,000	125,000		235,000			<b>360,000</b>	165,000
<i>Northeast District Park</i>							-	8,000,000
<i>River Park Phase II</i>			250,000				<b>250,000</b>	

<b>Projects</b>	<b>Current Fiscal Year 2013-14</b>	<b>Year 1 Fiscal Year 2014-15</b>	<b>Year 2 Fiscal Year 2015-16</b>	<b>Year 3 Fiscal Year 2016-17</b>	<b>Year 4 Fiscal Year 2017-18</b>	<b>Year 5 Fiscal Year 2018-19</b>	<b>Five Year Total</b>	<b>Year 6 to Year 10</b>
<i>Twin Creeks Park Campus Phase II</i>							-	8,000,000
<i>Little River Park Phase II</i>			175,000				175,000	250,000
<i>Facility Renovations and Repairs</i>	55,000	256,500	300,000	115,000	118,000	110,500	900,000	
<b>Total</b>	<b>5,939,891</b>	<b>5,328,410</b>	<b>13,777,569</b>	<b>18,888,500</b>	<b>42,383,308</b>	<b>2,750,500</b>	<b>83,128,287</b>	<b>50,817,360</b>
<b>Projects</b>	<b>Current Fiscal Year 2013-14</b>	<b>Year 1 Fiscal Year 2014-15</b>	<b>Year 2 Fiscal Year 2015-16</b>	<b>Year 3 Fiscal Year 2016-17</b>	<b>Year 4 Fiscal Year 2017-18</b>	<b>Year 5 Fiscal Year 2018-19</b>	<b>Five Year Total</b>	<b>Year 6 to Year 10</b>
<b>Revenues/Funding Source</b>								
<i>Available Project Balances</i>	164,000						-	
<i>Transfer from Capital Reserve</i>								
<i>Transfer from General Fund</i>	400,000	1,218,810	1,325,000	952,000	830,800	795,500	5,122,110	6,097,500
<i>Transfer from Other Projects</i>	160,000	207,600		20,000			227,600	
<i>Register of Deeds Fees</i>	75,000	80,000	80,000	80,000	80,000	80,000	400,000	400,000
<i>User Fees/Donations</i>								
<i>County Capital Fund Balance</i>								
<i>Visitors Bureau Fund Balance</i>								
<i>9-1-1 Funds</i>			30,000				30,000	
<i>State 9-1-1 Funds</i>	625,828							
<i>Grant Funding from State/Fed for Parks</i>	200,000	250,000	125,000	125,000	125,000	125,000	750,000	1,375,000
<i>Contributions from Other Infrastructure Partners</i>	25,000		87,500	167,500	3,200,000		3,455,000	207,500
<i>Debt Financing - Special Revenue Funds</i>			3,025,000				3,025,000	
<i>Debt Financing - E-9-1-1</i>	539,063						-	
<i>Debt Financing</i>	3,751,000	3,572,000	9,105,069	17,544,000	38,147,508	1,750,000	70,118,577	42,737,360
<b>Total</b>	<b>5,939,891</b>	<b>5,328,410</b>	<b>13,777,569</b>	<b>18,888,500</b>	<b>42,383,308</b>	<b>2,750,500</b>	<b>83,128,287</b>	<b>50,817,360</b>
	-	-	-	-	-	-	-	-

**Article 46 Sales Tax Fund Summary  
Fiscal Years 2014-19**

<b>Project Name</b>	<b>Article 46 Sales Tax</b>		<b>Project Status</b>							<b>Approved</b>
<b>Functional Service Area</b>	<b>Special Revenue Fund</b>		<b>Starting Date</b>							<b>4/1/2012</b>
<b>Department</b>			<b>Completion Date</b>							<b>Ongoing</b>
<b>Project Budget</b>	<b>Prior Years Funding</b>	<b>Current Fiscal Year 2013-14</b>	<b>Year 1 Fiscal Year 2014-15</b>	<b>Year 2 Fiscal Year 2015-16</b>	<b>Year 3 Fiscal Year 2016-17</b>	<b>Year 4 Fiscal Year 2017-18</b>	<b>Year 5 Fiscal Year 2018-19</b>	<b>Five Year Total</b>	<b>Year 6 to Year 10</b>	
<i>Appropriation</i>										
<i>Economic Development</i>	1,612,500	1,366,000	1,386,490	1,407,287	1,428,398	1,449,824	1,471,572	<b>7,143,571</b>	7,695,650	
<i>Chapel Hill-Carrboro City Schools</i>	990,125	840,090	852,690	865,482	878,464	891,640	905,013	<b>4,393,290</b>	4,732,812	
<i>Orange County Schools</i>	622,375	525,910	533,800	541,807	549,934	558,183	566,555	<b>2,750,279</b>	2,962,824	
<i>Total Project Budget</i>	<b>3,225,000</b>	<b>2,732,000</b>	<b>2,772,980</b>	<b>2,814,576</b>	<b>2,856,796</b>	<b>2,899,647</b>	<b>2,943,140</b>	<b>14,287,140</b>	<b>15,391,286</b>	
<i>General Fund Related Operating Costs</i>										
<i>Personnel Services</i>										
<i>Operations</i>										
<i>New Debt Service</i>										
<i>Total Operating Costs</i>			-	-	-	-	-	-	-	
<i>Revenues/Funding Source</i>										
<i>Article 46 Sales Tax</i>	3,225,000	2,732,000	2,772,980	2,814,576	2,856,796	2,899,647	2,943,140	14,287,140	15,391,286	
<i>Total</i>	<b>3,225,000</b>	<b>2,732,000</b>	<b>2,772,980</b>	<b>2,814,576</b>	<b>2,856,796</b>	<b>2,899,647</b>	<b>2,943,140</b>	<b>14,287,140</b>	<b>15,391,286</b>	

**Project Description/Justification**

The Article 46 (1/4 cent) Sales Tax was approved by the voters in the November 2011 election, and became effective April 1, 2012. The anticipated revenue generated in FY 2013-14 is \$2,732,000, with an assumption of 1.5% growth in subsequent years. 50% of the proceeds are for Economic Development initiatives, and 50% of the proceeds for Education (allocated by the ADM count of the two school districts). Prior Years Funding reflects FY 2012-13 funding of \$2,600,000 and FY 2011-12, when proceeds for the April-June 2012 quarter were estimated at \$625,000.

**Water & Sewer Utilities Capital Projects Summary - RECOMMENDED**  
**Fiscal Years 2014-19**

Projects	Current Fiscal Year 2013-14	Year 1 Fiscal Year 2014-15	Year 2 Fiscal Year 2015-16	Year 3 Fiscal Year 2016-17	Year 4 Fiscal Year 2017-18	Year 5 Fiscal Year 2018-19	Five Year Total	Year 6 to Year 10
<b>Appropriations</b>								
<i>Efland/North Buckhorn Sewer Expansion</i>							-	
<i>McGowan Creek Outfall</i>	738,518						-	
<i>Buckhorn-Mebane EDD Phase 2</i>	421,500						-	
<i>Economic Development Infrastructure</i>	1,000,000	100,000					100,000	
<i>Econ. Dev. Utility Extension Projects</i>		250,000	250,000				500,000	
<i>Buckhorn-Mebane EDD Phase 3 &amp; 4</i>		-	350,000	2,500,000			2,850,000	
<i>Efland Sewer Flow to Mebane</i>	40,000	4,530,000					4,530,000	
<i>Hillsborough EDD</i>		150,000	1,000,000				1,150,000	-
<i>Eno EDD</i>	65,000					1,800,000	1,800,000	
<b>Total</b>	<b>2,265,018</b>	<b>5,030,000</b>	<b>1,600,000</b>	<b>2,500,000</b>	<b>-</b>	<b>1,800,000</b>	<b>10,930,000</b>	<b>-</b>
<b>General Fund Related Operating Costs</b>								
<i>Personnel Services</i>								
<i>Operations</i>								
<i>New Debt Service</i>	489,282	535,884	898,284	978,284	1,178,284	1,178,284	4,769,020	6,591,420
<i>Total Operating Costs</i>	<b>489,282</b>	<b>535,884</b>	<b>898,284</b>	<b>978,284</b>	<b>1,178,284</b>	<b>1,178,284</b>	<b>4,769,020</b>	<b>6,591,420</b>
<b>Revenues/Funding Source</b>								
<i>Transfer from General Fund</i>	-		-		-		-	
<i>Transfer from Other Projects (30017)</i>							-	
<i>General Fund - Debt Service Payments</i>	148,798	195,400	195,400	195,400	195,400	195,400	977,000	977,000
<i>Article 46 Sales Tax - Debt Service</i>	340,484	340,484	702,884	782,884	982,884	982,884	3,792,020	5,614,420
<i>Reserve Funds - Article 46 Sales Tax</i>							-	
<i>Article 46 Sales Tax Proceeds</i>	834,314	500,000	600,000			50,000	1,150,000	
<i>CDBG Grant</i>	750,000						-	
<i>State Revolving Loan Funds</i>	680,704						-	
<i>Debt Financing - Article 46 Sales Tax</i>		4,530,000	1,000,000	2,500,000		1,750,000	9,780,000	-
<b>Total</b>	<b>2,754,300</b>	<b>5,565,884</b>	<b>2,498,284</b>	<b>3,478,284</b>	<b>1,178,284</b>	<b>2,978,284</b>	<b>15,699,020</b>	<b>6,591,420</b>

The Water & Sewer Utilities Fund accounts for revenues and expenses related to the provision of sewer service.

**Solid Waste Capital Projects Summary - RECOMMENDED**  
**Fiscal Years 2014-19**

Projects	Current Fiscal Year 2013-14	Year 1 Fiscal Year 2014-15	Year 2 Fiscal Year 2015-16	Year 3 Fiscal Year 2016-17	Year 4 Fiscal Year 2017-18	Year 5 Fiscal Year 2018-19	Five Year Total	Year 6 to Year 10
<b>Appropriations</b>								
<i>Environmental Support</i>				110,903			110,903	
<i>Sanitation</i>	1,409,452	2,635,227	791,035	650,837	155,478	251,790	4,484,367	1,498,933
<i>Recycling Operation</i>	1,602,139	814,059	943,685	118,196	641,104	283,339	2,800,383	2,947,701
<i>Landfill - MSW*</i>	3,735,453						-	
<i>Landfill - C &amp; D</i>				252,994			252,994	219,475
<b>Total</b>	<b>6,747,044</b>	<b>3,449,286</b>	<b>1,734,720</b>	<b>1,132,930</b>	<b>796,582</b>	<b>535,129</b>	<b>7,648,647</b>	<b>4,666,109</b>
<b>Revenues/Funding Source</b>								
<i>Sold Waste Fund Balance</i>	4,514,049	643,003	1,239,720	792,930	796,582	535,129	4,007,364	4,454,081
<i>3R Fee</i>							-	
<i>Debt Financing</i>	2,024,570	2,731,283	495,000	340,000			3,566,283	212,028
<i>Grant</i>	208,425	75,000					75,000	
<b>Total</b>	<b>6,747,044</b>	<b>3,449,286</b>	<b>1,734,720</b>	<b>1,132,930</b>	<b>796,582</b>	<b>535,129</b>	<b>7,648,647</b>	<b>4,666,109</b>

Solid Waste/Landfill Fund is a self supporting Proprietary Fund that is used to account for revenues and expenses related to the provision of solid waste disposal and recycling activities for the citizens of Orange County.

**Sportsplex Capital Projects Summary - RECOMMENDED**  
Fiscal Years 2014-19

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

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

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

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

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

**Schools Capital Projects Summary - RECOMMENDED**  
**Fiscal Years 2014-19**

Projects by School System	Current Fiscal Year 2013-14	Year 1 Fiscal Year 2014-15	Year 2 Fiscal Year 2015-16	Year 3 Fiscal Year 2016-17	Year 4 Fiscal Year 2017-18	Year 5 Fiscal Year 2018-19	Five Year Total	Year 6 to Year 10
<b>Chapel Hill Carrboro City Schools</b>								
<i>Long Range Capital</i>								
Pay-As-You-Go Funds <sup>(1)</sup>	2,290,782	2,290,782	2,325,144	2,360,021	2,395,421	2,431,353	11,802,720	12,714,884
Lottery Proceeds <sup>(2)</sup>	839,960	828,944	828,944	828,944	828,944	828,944	4,144,720	4,144,720
Culbreth MS Science Wing Addition	4,971,677							
Middle School #5					1,362,292	7,795,337	9,157,629	37,029,108
Elementary # 12						6,327,888	6,327,888	28,123,909
Carrboro High School Additions								23,148,615
<b>Total</b>	8,102,419	3,119,726	3,154,088	3,188,965	4,586,657	17,383,522	31,432,957	105,161,236
<b>Orange County Schools</b>								
<i>Long Range Capital</i>								
Pay-As-You-Go Funds <sup>(1)</sup>	1,434,067	1,434,067	1,455,578	1,477,412	1,499,573	1,522,066	7,388,696	7,959,722
Lottery Proceeds <sup>(2)</sup>	513,851	507,336	507,336	507,336	507,336	507,336	2,536,680	2,536,680
Elementary #8								28,000,000
Cedar Ridge HS Auxilliary Gym	3,328,750						-	-
Cedar Ridge HS Classroom Wing*							-	12,583,000
<b>Total</b>	5,276,668	1,941,403	1,962,914	1,984,748	2,006,909	2,029,402	9,925,376	51,079,402
<b>Total all Schools</b>	<b>13,379,087</b>	<b>5,061,129</b>	<b>5,117,002</b>	<b>5,173,713</b>	<b>6,593,566</b>	<b>19,412,924</b>	<b>41,358,333</b>	<b>156,240,638</b>
<b>Revenues/Funding Source</b>								
General Fund (Pay-As-You-Go)	3,724,849	3,724,849	3,780,722	3,837,433	3,894,994	3,953,419	19,191,416	20,674,606
Lottery Proceeds	1,353,811	1,336,280	1,336,280	1,336,280	1,336,280	1,336,280	6,681,400	6,681,400
Debt Financing	8,300,427		-	-	1,362,292	14,123,225	15,485,517	128,884,632
<b>Total</b>	<b>13,379,087</b>	<b>5,061,129</b>	<b>5,117,002</b>	<b>5,173,713</b>	<b>6,593,566</b>	<b>19,412,924</b>	<b>41,358,333</b>	<b>156,240,638</b>

Note 1: The Article 46 one quarter cent sales tax proceeds for schools is included in the Special Revenue Projects section of the CIP.

Note 2: School Construction is guided by the Schools Adequate Public Facilities Ordinance (SAPFO) projections of capacity and need.

<sup>(1)</sup> Pay-As-You-Go funds reflect same funding in FY 2014-15 as in FY 2013-14, and assumes a 1.5% annual growth throughout the 5 year CIP period.

<sup>(2)</sup> Lottery Proceeds are assumed at the same amount throughout the 5 year CIP period, based on the most recent lottery estimates from the State. The funds will be distributed on the basis of each school system's Average Daily Membership (ADM).

\* Orange County Schools (OCS) requested funding for the Cedar Ridge High School Classroom Wing in Year 3 (2016-17). OCS does not exceed the adopted levels of service (LOS) established in the most recent SAPFO projections for high school capacity until FY 2022-23, so recommended funding is reflected in Years 6-10.

# Child Support Enforcement

Phone Number: (919) 245 - 2175

Website: <http://orangecountync.gov/cse>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Category (General Fund)</b>						<b>Account: 440</b>
Personnel Services	833,558	844,771	856,201	847,172	863,237	863,237
Operations	109,125	108,964	99,240	96,765	103,855	103,855
Capital Outlay	30,664	1,695	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 973,347</b>	<b>\$ 955,431</b>	<b>\$ 955,441</b>	<b>\$ 943,937</b>	<b>\$ 967,092</b>	<b>\$ 967,092</b>
<i>Offsetting Revenues</i>	<i>(1,562,461)</i>	<i>(1,078,811)</i>	<i>(1,258,100)</i>	<i>(1,235,100)</i>	<i>(1,271,100)</i>	<i>(1,271,100)</i>
<b>County Costs (net)</b>	<b>\$ (589,114)</b>	<b>\$ (123,380)</b>	<b>\$ (302,659)</b>	<b>\$ (291,163)</b>	<b>\$ (304,008)</b>	<b>\$ (304,008)</b>
<b>Total Child Support Enforcement and Related Expenditures</b>	<b>\$ 973,347</b>	<b>\$ 955,431</b>	<b>\$ 955,441</b>	<b>\$ 943,937</b>	<b>\$ 967,092</b>	<b>\$ 967,092</b>

## Mission Statement

To obtain child support for Orange County children, thereby strengthening the family's potential for economic independence and self-sufficiency and reducing taxpayers' costs of public assistance.

## Major Services

- Locate non-custodial parents.
- Establish paternity for children born outside of marriage.
- Establish and enforce child support orders.

## FY 2013-14 Objectives

- To establish paternity for 135 children
- To establish court-ordered support or 205 families.
- To increase total collections of child support (current and past due) to \$6 million.
- To increase collections of current support (CSUP) owed to 66.5% of annual obligation.

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
<b>Service: Paternity</b>					
Paternity established for children	135	157	135	150	150
<b>Service: Establishment</b>					
New child support orders established	205	131	205	195	195
<b>Service: Enforcement</b>					
Total child support collected <sup>1</sup> for Orange County children (in millions)	\$5.99	\$5.57	\$5.90	\$5.40	\$5.40
Percentage of current support collected annually	65.95%	65.64%	66.5%	65.5%	66.0%

<sup>1</sup> Includes payments collected on current child support as well as past due balances.

## ***Child Support Enforcement – continued***

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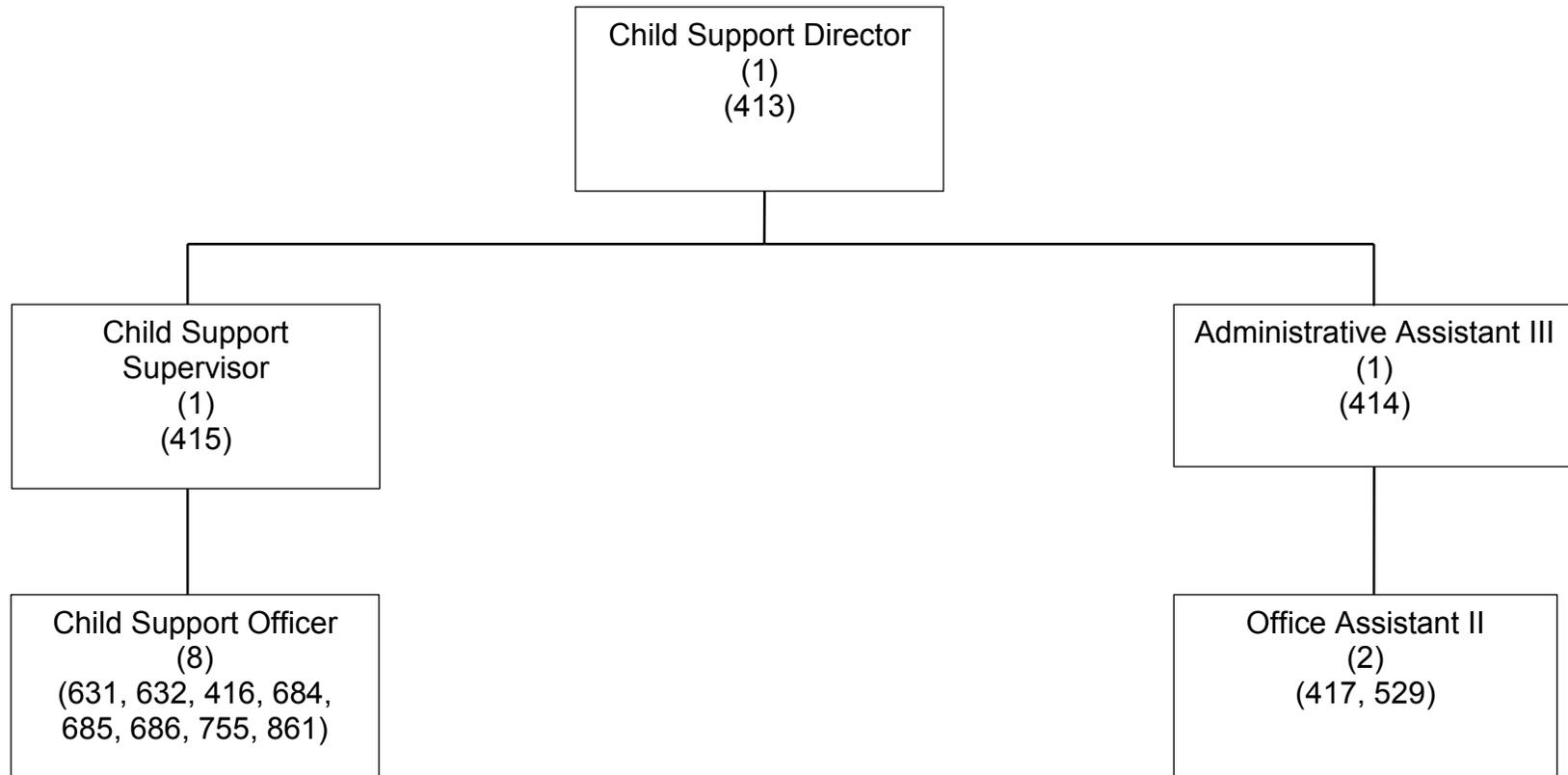
### **FY 2014-15 Objectives**

- Establish paternity for 150 children.
- Establish new child support orders for 195 families.
- Collect \$5.4 million, on behalf of Orange County children.
- Increase percentage of child support collected to 66%.

### **Budget Highlights**

- Child support is an important resource for families and 2011 census data indicates that it represents 52% of the average income of poor custodial parents. Economic difficulty experienced by unemployed and underemployed parents is continuing to effect collections.

# Child Support Enforcement



FY 2014-15 Recommended

# N.C. Cooperative Extension, Orange County Center

Phone Number: (919) 245 - 2059

Website: <http://orange.ces.ncsu.edu>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						<b>Account: 450</b>
Personnel Services	299,085	287,138	343,805	317,743	304,451	304,451
Operations	39,599	44,777	48,521	50,449	63,521	63,521
Capital Outlay	0	0	5,500	5,348	0	0
<b>Total Expenditures</b>	<b>\$ 338,685</b>	<b>\$ 331,916</b>	<b>\$ 397,826</b>	<b>\$ 373,540</b>	<b>\$ 367,972</b>	<b>\$ 367,972</b>
<i>Offsetting Revenues</i>	<i>(6,906)</i>	<i>(5,661)</i>	<i>(5,000)</i>	<i>(9,241)</i>	<i>(20,000)</i>	<i>(20,000)</i>
<b>County Costs (net)</b>	<b>\$ 331,779</b>	<b>\$ 326,255</b>	<b>\$ 392,826</b>	<b>\$ 364,299</b>	<b>\$ 347,972</b>	<b>\$ 347,972</b>
<b>Total Cooperative Extension and Related Expenditures</b>	<b>\$ 338,685</b>	<b>\$ 331,916</b>	<b>\$ 397,826</b>	<b>\$ 373,540</b>	<b>\$ 367,972</b>	<b>\$ 367,972</b>

## Mission Statement

North Carolina Cooperative Extension is an educational partnership helping people put research-based knowledge to work for economic prosperity, environmental stewardship, and an improved quality of life. We provide non-formal educational programs designed to meet the needs and issues most important to our customers and their communities.

## Major Services

### Sustainable Agriculture: Crops and Livestock

- Provide educational programs and technical support to animal and crop agricultural producers, and assist in the implementation of best management and marketing practices that will maintain profitability and environmental stewardship.
- Provide training and apprenticeships for existing farmers and potentially new farmers on fruit, vegetable, and flower production using organic methods in the PLANT@ Breeze training program to enhance the Local Food system.
- Provide diagnosis of diseases, insect pest and weed pest problems on farms, homes and gardens.

### Horticulture

- Provide technical support and educational seminars for Green Industry, landscape contractors and landscape maintenance professionals and assist in the adoption of best management practices in the areas of horticulture, pesticide alternatives and safety.
- Deliver researched based horticultural information to the gardening public and support community gardens via Extension Master Gardener Volunteers.
- Provide educational classes, newsletters, newspaper articles, web page development, individual consultations, email and phone calls for home gardeners to learn proper plant selection and landscape management techniques that minimize water use and chemical inputs.

## ***Cooperative Extension– continued***

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### *Family and Consumer Sciences: Nutrition and Household Management*

- Provide educational programs to restaurant workers, consumers, and limited resource families and assist in the adoption of good nutrition, weight management, food safety, financial management, parenting, and estate planning so adults and children will make decisions that keep families together, make healthy food choices and be physically active.

### *4H Youth Development*

- Engage youth through non-formal and formal educational opportunities that expand and enhance skills and knowledge empowering them to develop cognitive, social, physical, and emotional skills.
- Coordinate adult volunteers serving as advisers and leaders in implementing effective county-based 4-H programs.

### **FY 2013-14 Outcomes**

#### *Sustainable Agriculture: Crops and Livestock*

- Field crop and livestock producers will gain knowledge and skills leading to increased production, crop diversification and increase consumer awareness of local agricultural systems.
- New and existing farmers learn new marketing and management skills increasing sales to local markets.
- Farmers will explore organic alternatives for pest control and those who to use pesticides will learn to use personal protective equipment and application methods that reduce health risks and assure food and water quality.

#### *Horticulture*

- Green Industry Professionals will enhance the value of plants and landscapes while conserving valuable natural resources and protecting the environment
- Commercial pesticide applicators will learn about reducing pesticides and pesticide alternatives but when used will use personal protective equipment (PPE) and pesticide application methods that reduce exposure and assure water quality.
- Master Gardeners will develop and support community gardens and school gardens.
- Home gardeners will improve horticultural skills related to selection of appropriate plants, reduced use of pesticides and excess water and fertilizers.
- Home gardeners will divert waste from the landfill
- Youth will gain knowledge of food production and eat more vegetables.

#### *Family and Consumer Sciences: Household Management*

- Consumers will increase skills in money management, credit and estate planning.
- Homeowners will have pest identified.
- Homeowners will learn skills in residential energy conservation.
- Extension Community Association Volunteers will learn new skills used to manage households and deliver this information to community groups.

## Cooperative Extension– continued

- Those who are parenting in the absence of biological parents will learn new parenting skills.

### Family and Consumer Sciences: Food and Nutrition

- Consumers will learn food safety and food preservations techniques.
- Restaurant work will complete ServSafe Food Safety Certification Course
- Individuals attending classes will lose weight in Eat Smart, Move More, Weigh Less program
- Individuals attending classes will learn elements of good nutrition.

### 4H Youth Development

- Youth will gain knowledge in STEM (Science, Technology, Engineering and Math) .
- Youth enrolled in the community club program will be active participants in club projects providing community betterment.
- Youth in classroom and after-school program activities will increase physical activity and making more nutritious food choices.
- Adults will be trained as a club leader.
- Club leaders and teachers will adopt 4H curriculum.

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
<b>Sustainable Agriculture: Crops and Livestock</b>					
Individual contacts with farmers enrolled in educational programs, receiving consultation via phone, email or on-site visit.	300	350	350	450	550
Farmers putting news skills to use in soil testing, fertilization or pesticide recommendations	60	75	75	100	125
Farmers improving pasture management and herd health	54	70	75	80	100
New farmers and existing farmers selling to local markets	48	66	70	70	75
Farmers income generated at local markets and livestock sales	\$236,000	\$368,000	\$400,000	\$600,000	\$1,080,000
<b>Horticulture</b>					
Number of home gardeners' receiving research-based information.	6,800	6,500	6,500	7,000	75,00
Number of Green Industry Professional with increased horticulture skills and reducing pesticide use.	120	150	150	150	150
Number of Master Gardener Volunteers	60	65	65	55	65
Number of Home Gardeners adopting at least one new practice .	6,120	6,000	6,000	6,300	6,300

## Cooperative Extension– continued

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
Estimated value of Master Gardener volunteer service and financial impact of horticulture program on Green Industry.	\$70,000	\$70,000	\$70,000	\$75,000	\$75,000
<b>Family and Consumer Sciences: Household Management</b>					
Families improving financial management & estate planning.	25	45	45	80	80
Pest identification and control.	40	35	35	35	35
Households implementing residential energy conservation.	85	85	85	85	85
Extension Community Association volunteers trained.	115	120	120	120	100
Parent learning new skills.	25	25	25	25	25
<b>Family and Consumer Sciences: Food and Nutrition</b>					
Number of individuals enrolled in educational programs and receiving nutritional consultation including the Expanded Food and Nutrition Education Program	20,000	13500	20,000	20,000	20,000
Restaurant workers passing ServSafe Certification	100	100	100	100	100
Individuals Reducing Body Mass Index	20	35	35	35	35
Percentage of Individuals Eating More Fruits and Vegetables and following safe food handling practices	82%	80%	80%	80%	80%
Homemakers following Food Preservation guidelines	50	50	50	50	50
<b>4-H Youth Development</b>					
Number of Youth enrolled in 4-H Clubs	135	165	165	165	379
Number of youth increasing physical activity, making more nutritious food choices or gaining knowledge of science	4,250	3,000	3,000	3,000	3,200
Number of adults trained as club leaders using 4H curriculum	14	20	20	20	20

### FY 2014-15 Objectives

#### Sustainable Agriculture: Crops and Livestock

- Provide an increase number of educational programs for livestock and crop producers with the new livestock agent.

## ***Cooperative Extension– continued***

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- Expand PLANT@ Breeze Farm infrastructure by developing new irrigation system.

### Horticulture

- Enhance the Green industry's level of professionalism and knowledge of proper tree care practices via promotion the use of Certified Arborist and Certified Landscape Technicians.

### Family and Consumer Sciences: Nutrition and Household Management

- Provide family finance education to empower individuals to improve consumer buymanship skills.
- Provide energy education programs to assist consumers in reducing energy consumption.
- Provide estate planning education and planning for future dependency and incompetency training.
- Provide volunteer leadership opportunities to enhance leadership skills of community members.

### Family and Consumer Sciences: Food and Nutrition

- Continue to provide Eat Smart, Move More, Weigh Less to improve the health, wellbeing, and eating habits of Orange County Citizens.
- Continue to provide ServSafe Food Safety Certification course for restaurant workers to enhance the food safety knowledge of Orange County food service employees.
- Provide food preservation programming to individuals to increase knowledge and practice of food preservation methods.
- Provide nutrition education programs to individuals and families to increase knowledge of basic nutrition principles.

### 4-H Youth Development

- To provide youth with enriching, hands-on experiences in cooperation with the Chapel Hill YMCA and
- To provide learning experiences for youth during summer, after-school care, and through community club activities.

### **Budget Highlights**

- The FY13-14 Manager Recommended Budget includes a decrease of \$40,144 in Personnel Services due to the transfer of a Crop Agent position to Economic Development and the elimination of COSS (County Operations Support Staff) position.
- All employees within the Cooperative Extension Service are State employees and are budgeted as contract personnel, as per the Memorandum of Agreement with the State.
- The \$20,000 in revenue includes class fee revenue at the W.C. Breeze Family Farm; the County continues to contribute \$10,000 for the programs at the Breeze Farm and is included within the department's Operating budget.

# County Attorney

Phone Number: (919) 245 - 2320

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						<b>Account: 205</b>
Personnel Services	406,644	461,950	469,959	492,854	483,567	483,567
Operations	35,499	21,001	56,443	33,633	57,433	57,433
Capital Outlay	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 442,143</b>	<b>\$ 482,950</b>	<b>\$ 526,402</b>	<b>\$ 526,487</b>	<b>\$ 541,000</b>	<b>\$ 541,000</b>
<b>County Costs (net)</b>	<b>\$ 442,143</b>	<b>\$ 482,950</b>	<b>\$ 526,402</b>	<b>\$ 526,487</b>	<b>\$ 541,000</b>	<b>\$ 541,000</b>
<b>Total County Attorney's Office and Related Expenditures</b>	<b>\$ 442,143</b>	<b>\$ 482,950</b>	<b>\$ 526,402</b>	<b>\$ 526,487</b>	<b>\$ 541,000</b>	<b>\$ 541,000</b>

## Mission Statement

Our mission is to provide effective and efficient legal services to the Orange County Board of Commissioners and all departments within Orange County Government.

## Major Services

- Advise the County Commissioners and County Departments on the legal aspects of county operations.
- Advise the County Commissioners and Manager on the legal authority for county actions.
- Draft and review contracts, documents, agreements, etc., for legal sufficiency.
- Review and interpret federal, state and local laws, rules and regulations.
- Represent Orange County in Litigation.
- Track pending and new legislation impacting Orange County.

## FY 2013-14 Outcomes

- Collections: Collected \$150,000 in past due fees.
- Ordinance Codification: Prepared Orange County's Unified Development Ordinance for codification.
- New project initiation: Began testing a project to convert all county generated contracts from hard to soft copy.
- Litigation: Successfully defended 16 taxpayer appeals before the North Carolina Property Tax Commission. Successfully prosecuted 1 animal forfeiture case in Orange County District Court. Initiated 4 actions to secure easements for expansion of sanitary sewer lines in areas near Efland and Buckhorn Road.

**County Attorney – continued**

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
<b>Service: Delinquent account collection</b>					
Amount collected	\$120,000	\$210,000	\$140,000	\$150,000	\$140,000

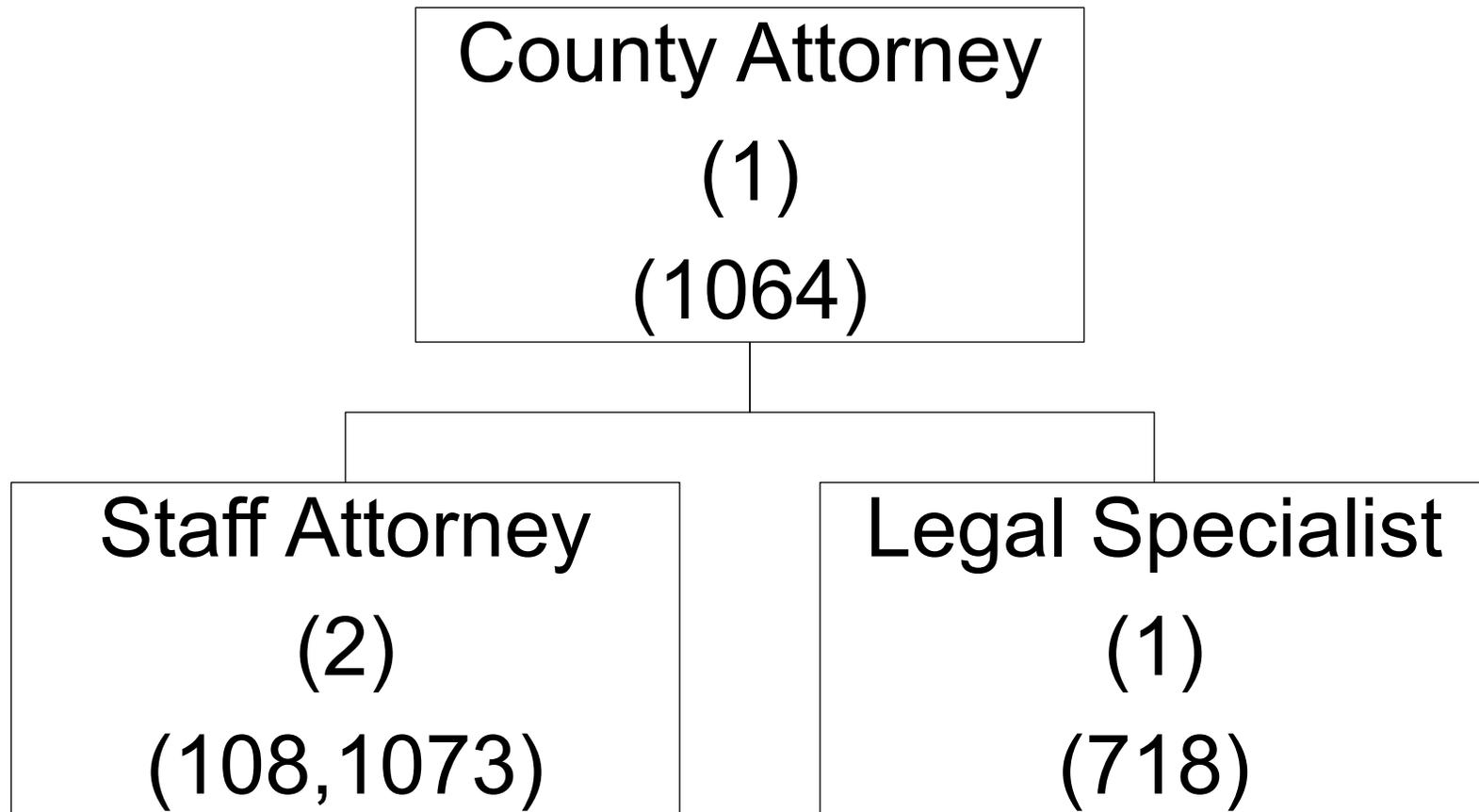
**FY 2014-15 Objectives**

- Implement digital signatures and soft copy contract routing program. The new program will eliminate 95% of hard copy contracts, reduce contract execution delays, and eliminate interdepartmental contract delivery.
- Fully include Health and Dental Clinics in the Delinquent Account Collection Program.

**Budget Highlights**

- Projected year-end actuals, for operations, will be approximately \$20,000 under budget.

# County Attorney's Office



# County Manager's Office

Phone Number: (919) 245 - 2300

Website: <http://orangecountync.gov/manager>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						<b>Account: 210</b>
Personnel Services	679,971	727,083	671,218	666,365	669,945	669,945
Operations	27,791	49,432	48,585	34,285	52,635	52,635
Capital Outlay	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 707,761</b>	<b>\$ 776,515</b>	<b>\$ 719,803</b>	<b>\$ 700,650</b>	<b>\$ 722,580</b>	<b>\$ 722,580</b>
<b>County Costs (net)</b>	<b>\$ 707,761</b>	<b>\$ 776,515</b>	<b>\$ 719,803</b>	<b>\$ 700,650</b>	<b>\$ 722,580</b>	<b>\$ 722,580</b>
<b>Total County Manager's Office and Related Expenditures</b>	<b>\$ 707,761</b>	<b>\$ 776,515</b>	<b>\$ 719,803</b>	<b>\$ 700,650</b>	<b>\$ 722,580</b>	<b>\$ 722,580</b>

## Mission Statement

The Orange County Manager's Office ensures that all County departments provide residents with effective levels of government services, as efficiently as possible. The Orange County Manager's Office also implements the policies of the Board of County Commissioners (BOCC) and coordinates, monitors, and evaluates all County government activities.

## Major Services

- Oversees the development of the annual operating budget and capital investment plan. Establishes budget criteria and service performance levels to assure efficient service delivery to Orange County residents.
- Investigates and develops strategies for improving service delivery, with an emphasis on measurable service outcomes, for County residents. Evaluates County operations and coordinates the implementation of Board initiatives and policies.
- Provides guidance to the County's two school systems on matters related to funding for operations and capital facilities and manages outside agency annual grant application process.
- Coordinates the County legislative process, which includes agenda preparation and response coordination for follow-up items from BOCC meetings. Assists the BOCC in identifying and advocating proposed legislation for the BOCC's legislative agenda submitted annually to the North Carolina General Assembly.

## FY 2013-14 Outcomes

- Addressed multiple budget and personnel related issues including selective filling of vacant staff positions to achieve financial savings and presentation to the Board of Commissioners of the pending financial challenges associated with continuing to provide existing and future services to County residents.
- Led the execution of technical and analytical tasks associated with Schools Collaboration and special endeavors regarding the school districts.
- Provided guidance to staff and recommendations to the Board regarding Library Strategic Plan adoption and siting process for Southern Branch Library.

## ***County Manager's Office – continued***

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- Provided guidance to staff and recommendations to the Board regarding consideration and construction of Board of Commissioners Meeting Room at Whitted.
- Finalized for Board approval fire service agreements with county fire departments.
- Provided guidance to staff and recommendations to the Board regarding County decisions, funding, siting, and other aspects related to Morinaga America economic development project.
- Provided guidance to staff and recommendations to the Board regarding consideration of County Fair, Cedar Grove Community Center renovation project, and County Space Study.
- Outlined issues, financial impacts and options to the Board of Commissioners regarding rural curbside recycling services.
- Concluded work of the Historic Rogers Road Neighborhood Task Force.
- Initiated efforts for the construction of the planned Rogers Road Community Center.
- Completed work on lease agreement with Habitat for Humanity relative to Rogers Road Community Center property that was subsequently approved by the Board.
- Finalized draft agreement with Rogers Eubanks Road Neighborhood Association for operations at planned Rogers Road Community Center that was subsequently approved by the Board.
- Outlined issues, financial impacts and options leading to the Board of Commissioners' decision to pursue self-funded health insurance.
- Based on Board input and subsequent, developed framework for formation of Jail Alternatives Work Group and facilitated multiple meetings.

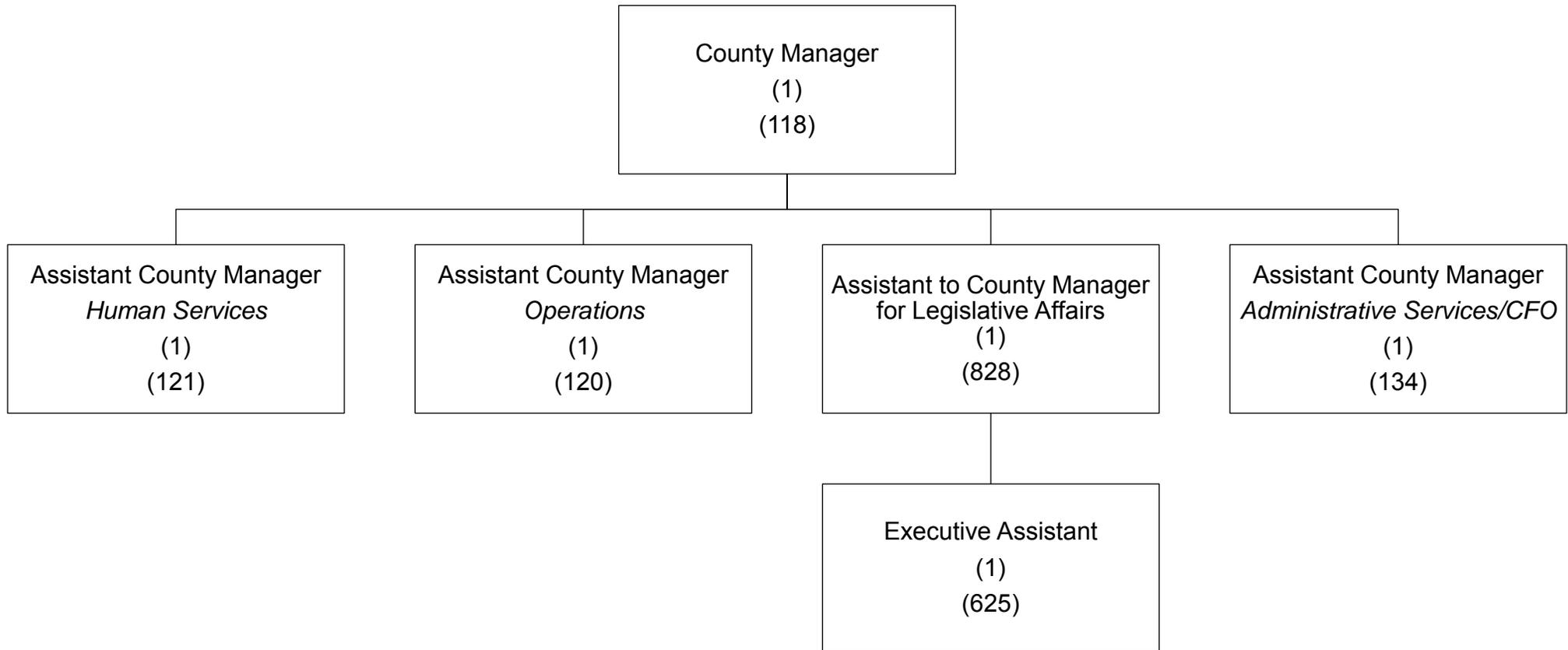
### **FY 2014-15 Fiscal Year Objectives**

- Review County operations for duplicative activities and investigate reorganization/reassignment of existing staff.
- Continue progress on Historic Rogers Road Neighborhood, Efland-Buckhorn wastewater improvements, Cedar Grove Community Center, Southern Branch Library, and economic development.
- Work with the Board of Commissioners to address the financial challenges associated with providing services to County residents.
- Move forward with efforts to prepare County for a possible Bond Referendum, in 2016.
- Complete a Strategic Communications Plan.

### **Budget Highlights**

- No significant budget changes, for FY 2014-15.

# County Manager's Office



# Courts

Website: <http://www.nccourts.org/county/orange>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						<b>Account: 700</b>
Personnel Services	9,000	0	9,000	9,000	0	0
Operations	54,981	20,273	81,655	65,555	81,655	81,655
Capital Outlay	35	283	0	1,809	0	0
<b>Total Expenditures</b>	<b>\$ 64,016</b>	<b>\$ 20,556</b>	<b>\$ 90,655</b>	<b>\$ 76,364</b>	<b>\$ 81,655</b>	<b>\$ 81,655</b>
<b>County Costs (net)</b>	<b>\$ 64,016</b>	<b>\$ 20,556</b>	<b>\$ 90,655</b>	<b>\$ 76,364</b>	<b>\$ 81,655</b>	<b>\$ 81,655</b>
<b>Total Courts and Related Expenditures</b>	<b>\$ 64,016</b>	<b>\$ 20,556</b>	<b>\$ 90,655</b>	<b>\$ 76,364</b>	<b>\$ 81,655</b>	<b>\$ 81,655</b>

## Major Services

- The County is required under section 74 of the NC General Statutes to provide space, equipment, and law books for the District Attorney's Office, Superior Court, the Clerk of Court and District Court.

## Budget Highlights

- The decrease in Personnel Services for FY 2014-15 is due to not budgeting for the Jury Personnel master list in FY 2014-15; this is budgeted every other fiscal year.

# Department of Environment, Agriculture, Parks & Recreation

Phone Number: (919) 245 - 2510

Website: <http://orangecountync.gov/deapr>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Category (General Fund)</b>						
Personnel Services	2,290,835	2,348,528	2,415,816	2,469,703	2,496,034	2,484,640
Operations	480,403	516,033	563,102	596,462	628,484	632,984
Capital Outlay	4,408	60,974	54,250	39,390	65,035	59,735
<b>Total Expenditures</b>	<b>\$ 2,775,646</b>	<b>\$ 2,925,535</b>	<b>\$ 3,033,168</b>	<b>\$ 3,105,555</b>	<b>\$ 3,189,553</b>	<b>\$ 3,177,359</b>
<i>Offsetting Revenues</i>	<i>(451,227)</i>	<i>(528,133)</i>	<i>(437,758)</i>	<i>(491,635)</i>	<i>(455,575)</i>	<i>(455,575)</i>
<b>County Costs (net)</b>	<b>\$ 2,324,419</b>	<b>\$ 2,397,402</b>	<b>\$ 2,595,410</b>	<b>\$ 2,613,920</b>	<b>\$ 2,733,978</b>	<b>\$ 2,721,784</b>
<b>Total Department of Environment, Agriculture, Parks and Recreation and</b>	<b>\$ 2,775,646</b>	<b>\$ 2,925,535</b>	<b>\$ 3,033,168</b>	<b>\$ 3,105,555</b>	<b>\$ 3,189,553</b>	<b>\$ 3,177,359</b>

Account: 615

## Division Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Program (General Fund)</b>						
Support and Admin. Services	696,267	655,621	679,357	699,508	705,306	705,306
Recreation	533,970	624,221	668,650	671,414	674,870	669,570
Parks	993,985	1,081,242	1,075,419	1,107,646	1,208,695	1,201,801
Natural and Cultural Resources	232,172	234,646	282,112	277,704	262,863	262,863
Soil & Water Conservation	319,251	329,805	327,630	349,283	337,819	337,819
<b>Total Expenditures</b>	<b>\$ 2,775,646</b>	<b>\$ 2,925,535</b>	<b>\$ 3,033,168</b>	<b>\$ 3,105,555</b>	<b>\$ 3,189,553</b>	<b>\$ 3,177,359</b>
<i>Offsetting Revenue</i>	<i>(451,227)</i>	<i>(528,133)</i>	<i>(437,758)</i>	<i>(491,635)</i>	<i>(455,575)</i>	<i>(455,575)</i>
<b>County Costs (net)</b>	<b>\$ 2,324,419</b>	<b>\$ 2,397,402</b>	<b>\$ 2,595,410</b>	<b>\$ 2,613,920</b>	<b>\$ 2,733,978</b>	<b>\$ 2,721,784</b>
<b>Total Expenditures</b>	<b>\$ 2,775,646</b>	<b>\$ 2,925,535</b>	<b>\$ 3,033,168</b>	<b>\$ 3,105,555</b>	<b>\$ 3,189,553</b>	<b>\$ 3,177,359</b>

## Mission Statement

The Department of Environment, Agriculture, Parks and Recreation (DEAPR) works to conserve and manage the natural and cultural resources of Orange County. Included within this "green infrastructure" are natural areas and nature preserves, open spaces, parks and recreation facilities, water resources, and agricultural and cultural resource lands. Consistent with the strong environmental ethic of the community, DEAPR also strives to bring environmental education, recreation, athletics and other programs to residents of the County - with a goal of promoting cultural, physical and natural stewardship and well-being.

## **Department of Environment, Agriculture, Parks and Recreation – continued**

### **Department of Environment, Agriculture, Parks and Recreation: Support and Administrative Services**

#### **Major Services**

- Direct the master planning process for future parks and public open space or recreational facilities.
- Supervise consultants and contractors in the development of parks and recreation facilities.
- Administer repairs and renovations of parks and recreation facilities.
- Coordinate department public information and communications including news releases, web site updates, and social media.
- Assist County departments with site planning and construction drawing documentation.
- Provide staff support for the Parks and Recreation Council, the Intergovernmental Parks Work Group and other boards and committees as needed.
- Plan for and provide environmental programs and community events.
- Manage the Road Sign replacement program.
- Publish three issues of the Recreation Program Guide per year.

#### **FY 2013-14 Outcomes**

- Comprehensive Parks and Recreation Master Plan: Oversaw creation of 105-page system master plan to update existing 1988 plan. Developed text, analyzed survey results, prepared inventories and managed development of plan. Planned and held focus group and supplemental group meetings, and three public input sessions. Provided graphic presentation materials for public input and focus group meetings.
- Other Master Plan Involvement: Participated and assisted in Cedar Grove Community Center Work Group and follow-up design working group meetings. Assisted in Master Plan of the Southern Human Services Campus and participated in Master Plan process. Provided graphic materials used in presentations of Cedar Grove Community Center (Northern Human Services Center).
- Prepared with staff from other departments a report on county fairs and a possible Orange County Fair. Served as lead staff for County Fair Working Group, prepared meeting agendas and materials, conducted research and analysis.
- Park Improvements: Managing park improvement projects at Efland Cheeks Park, New Hope Preserve (Hollow Rock), Fairview Park, Eurosport Soccer Center, Twin Creeks and future Blackwood parks.
- Trail Development: Designed parking and trails for a Seven Mile Creek public access area environment. Aided Durham County in preparation of supplemental materials for Recreational Trails Grant for the Hollow Rock Access Area.
- Reservations: Managed over 4,800 program and 3,200 facility reservations.

**Department of Environment, Agriculture, Parks and Recreation – continued**

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
<b>Service: Program Registrations</b>					
Total number of Registrations Processed	3,959	4,800	4,800	4,800	5,000
Percent of on-line registrations taken through WebTrac	29%	50%	50%	51%	52%
<b>Service: Facility Reservations</b>					
Total Number of Reservations Processed	1,437	2,000	2,000	3,200	3,000
Percent of on-line reservations taken through WebTrac	11%	36%	36%	42.5%	45%

**FY 2014-15 Objectives**

- Complete the Comprehensive Parks and Recreation Master Plan.
- Special Events: Organized and conducted Farm-to-Table field trip at future Blackwood Farm Park. Celebrate Earth Day (Earth Evening) with an environmental education event, in coordination with the town of Hillsborough’s Last Friday event.
- Coordinate, with Orange County municipalities, a Phase 2 of the Interactive Parks Locator Map to include countywide trails and greenways.
- Develop partnerships with numerous public, private and non-profit entities in the provision of parks and recreation services, such as the new partnership with HYAA.
- Event Management: Administer contracts and leases (such as Farmers Market) and served as liaison to events on County grounds.

**Budget Highlights**

- Proposed Fee Schedule Changes, effective July 1, 2014:
  - Athletic Fields (Tournaments): New fee category to help offset additional expenditures in field lining and preparation, as well as on-site staff time during tournaments. Hourly rate. Prior Rate: \$25 resident, \$37.50 non-resident  
New Rate: \$35 residents, \$52.50 non-resident
  - Special Event Vending: Technical amendment. This category was accidentally eliminated when the Tournament Vending Permit fee was modified in the FY 2013-14 Approved Budget. Daily rate.  
Rate: \$15 per booth

## **Department of Environment, Agriculture, Parks and Recreation – continued**

### **Department of Environment, Agriculture, Parks and Recreation: Recreation**

#### **Major Services**

- The Recreation Division is responsible for the planning, promotion, programming and implementation of well-rounded, age-specific recreation activities. Full-spectrum recreation services include athletic leagues, instructional programs, special events, and summer camps for various age groups. Personnel are involved in all aspects of this service from start to finish which includes participant registration, face-to-face communication with patrons, program implementation, and dispute resolution as necessary.
- Recreation manages permit scheduling, maintenance, rental supervision, and billing support of all Orange County recreation facilities including the Central Recreation Center, Efland-Cheeks Community Center, Eurosport Soccer Center, Fairview Park, Cedar Grove Community Park, and Efland-Cheeks Community Park for a 7-day-per-week, 14-hour-per-day operation. The service includes set-up and breakdown for groups and organizations, recreation and athletic programs, monthly meetings, County Department meetings/training, and County voting precincts.
- Orientation is provided for parents, and training for coaches who participate in youth athletic leagues or programs. Parent orientations introduce parents to the benefits of youth sports and proper behavior for supporters during athletic games and practices. The Volunteer Coaches Training Program assists coaches with the skills of teaching youth sports in a positive, fun, and cultivating atmosphere. Coaches receive criminal background and sexual predator checks every two years.
- Recreation manages the support and development of existing and new partnerships with community recreational organizations that will complement the delivery of recreation services to residents of Orange County.

#### **FY 2013-14 Outcomes**

- Operational hours and program opportunities at the Efland-Cheeks Community Center were increased. The Division has successfully added rocket building classes and art classes for youth, yoga classes for adults and a family Movie in the Park in the Fall and Spring. In addition, the Center now has a game room and IT-supported computers for use by the public.
- The Division has made improvements to overall customer service for program participants. In particular, program specific e-mail list serves have been established, to assist with daily communication with patrons. Online registration procedures have been improved for summer camps, allowing online registrants to complete all medical and authorization forms online. The Division now offers complete rental reservations online for the Efland-Cheeks Community Center. In fiscal year 2012-13, online users were only permitted to request facilities with reservations to be completed in-person.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Development and implementation of a wide range of recreation programs, for youths and adults.</b>					
Healthy Lifestyle Programs	125	125	125	125	125
Healthy Lifestyle Participants	3,724	4,583	3,186	4,700	4,500
<b>Service: Recreation Division facility management and rental supervision.</b>					
Recreation facility usage (in hours)	5,902.23	7,280	5,900	5,951	6,000

## **Department of Environment, Agriculture, Parks and Recreation – continued**

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
Recreation facility revenue	\$52,971	\$56,837	\$43,005	\$54,482	\$51,500
Recreation facility attendance	218,000	206,853	200,000	280,812	300,000

### **FY 2014-15 Objectives**

- Create a professional development plan for seasonal employees. This plan will contain seasonal performance evaluations, regular monthly meeting and individual monthly career development assessments, bi-monthly customer service training, the development of a seasonal staff handbook, and ensuring all seasonal staff are certified in first aid and CPR.
- Redevelopment of the Division's medication and inclusion forms. In particular, the Division will be creating a system for tracking participants with special needs in order to better provide staff and volunteers with insight on how to handle sensitive participant needs. Also, the Division will be developing and implementing inclusion training for all volunteers.
- Develop a partnership with the Orange County Tennis Club to assist with providing advanced tennis lessons, clinics and special events.

### **Budget Highlights**

- The Division will be working with one of its vendors to provide program scholarships for residents registering for classes in science, technology, engineering, arts, and mathematics (\$3,500). This scholarship fund will support 80 low-income program participants, annually.
- Revenue Increases: Increased FY 2014-15 revenues (\$17,343) based on high program enrollment and facility registrations in FY 2013-14.
- Increased Supply Needs: Additional funding for program (e.g. shirts, class materials) and concession supplies (\$8,137).
- Recurring Capital: FY 2014-15 Budget includes the replacement of the primary cooking unit, for the Soccer Center concession stand.

## **Department of Environment, Agriculture, Parks and Recreation: Parks**

### **Major Services**

- Maintain nine County parks totaling 810 acres, and assist in the conservation and management of six Lands Legacy future park sites (553 acres) and 5 nature preserves. In addition, the Parks Division maintains all County facility grounds, totaling approximately 60 acres. All of these areas are maintained by 10 full time staff.
- Strive to meet or exceed codes and standards while improving the quality and aesthetics of all County parks and grounds, their components and facilities.
- Where feasible and applicable, work to extend the duration of athletic field availability, thereby increasing playing seasons to meet increased demand for extended play while maintaining and improving fields, safety and the overall park patron experience.

***Department of Environment, Agriculture, Parks and Recreation – continued***

- Perform needed management of County preserves working in conjunction with the Land Conservation Manager. This involves minimal enhancements to help ensure that the natural resources being protected are conserved for future generations and wildlife inhabitants.
- Maintain all play structures to meet and or exceed the National Playground Safety Institute, the National Park and Recreation Association and the American Society of Testing Materials codes and standards.
- Provide nature programs and offer special events (such as Arbor Day programs) to various age groups and schools, promoting environmental stewardship while developing an appreciation for nature.
- Conduct monthly staff and safety meetings promoting safety, efficiency and professionalism.

**FY 2013-14 Outcomes**

- All County parks, preserves, open space and grounds are maintained to a high level.
- Met the demand for athletic fields to remain open for extended hours while maintaining the playing surface.
- All park play structures meet or exceed all safety standards and regulations.
- Numerous nature programs were conducted resulting in an increase in programming and public involvement.
- Provided prompt response to missing or damaged County Road signs (around 150 per year).
- Participated as part of the County Inclement Weather Response Team to ensure safety of working environments during and after storm events.
- Held monthly Staff and safety meetings, ensuring that employees are instructed and updated on proper safety standards and County rules and regulations.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Maintain County parks and landscape (grounds) areas; help manage preserve lands</b>					
Park Acreage Managed/Maintained	562	562	714	714	810
Grounds/Landscape Acreage Managed	60	60	70	70	78
Stewardship support and management of Lands Legacy future park sites (# sites)	6	6	7	7	8
<b>Service: Inspect and maintain all County facilities and playgrounds</b>					
Number of playing fields maintained	14	14	14	15	15
Conduct at a minimum, monthly inspections (% completed)	100%	100%	100%	100%	100%
Meet or exceed all NPSI & ASTM codes and regulations for playgrounds	100%	100%	100%	100%	100%

**FY 2014-15 Objectives**

- Maintain all County parks and grounds/landscape areas; manage and assist in stewardship of Lands Legacy future park sites and preserves.
- Continue to maintain all County Play structures to meet or exceed all established codes and standards.

## **Department of Environment, Agriculture, Parks and Recreation – continued**

- Operate Blackwood Farm Park, on limited basis as funds permit. Complete installation of hiking trails and picnic area. Operate other facilities constructed or opened to public use. Manage and implement meadow and wildlife enhancement program.
- Continue to work with Recreation Division to strike optimal balance of expanded hours of usage of playing fields, while protecting field quality. Explore potential for artificial turf field surfaces.
- Continue to build and expand future trails at New Hope Preserve (Hollow Rock Public Access Area) and Upper Eno Preserve (Seven Mile Creek Public Access Area).
- Establish, expand and improve annual nature programs such as: Arbor Day, Star program; continue to participate and help coordinate Earth Evening and Farm to Fork events.
- Continue to participate in the “Boy Scouts of America” Eagle Scout award program by offering opportunities and assisting in Eagle Scout projects at parks.

### **Budget Highlights**

- New Position Request: The FY 2014-15 Manager Recommended Budget includes a Parks Conservation Technician II (0.75 FTE), effective November 1, 2014 (\$26,256). The FY 2013-14 Budget included seasonal staff funds to open Blackwood Farm Park, for 20 hours per week. However, demand for additional hours is expected and a permanent part-time position would meet that need. Reduced seasonal staff funds would offset a small portion of position costs (\$1,207).
- Park Operating and Recurring Capital Needs: The FY 2014-15 Budget includes increases in operating expenses (\$41,918) to maintain expected standards of quality and fund increasing needs, and to replace older equipment (two lawnmowers totaling \$49,735). In the past five years, the County has opened four new parks and the department has expanded its oversight of countywide grounds and landscape areas. This has been done without additional permanent staff and small increases in operating expenses. Blackwood Farm Park will open later this year, and other trails and facilities are on the short-term horizon.

## **Department of Environment, Agriculture, Parks and Recreation: Natural and Cultural Resources**

### **Major Services**

- The Natural and Cultural Resources (NCR) Division provides a wide range of services in the areas of land conservation, water resources policy analysis and data, protection of significant historic/cultural resources, agricultural land preservation, and efforts to implement the long-term goal of environmental responsibility in county government.
- The Lands Legacy Program works with willing landowners and other partners (e.g., land trusts, universities, other units of gov’t.) to conserve high priority natural and cultural resource lands.
- The Local Historic Landmark Program recognizes properties and groups of properties (districts) with local historic and architectural significance. Once designated, individual local landmarks are eligible for a 50% property tax deferral. All designated properties (individual and districts) are subject to a design review process prior to making exterior changes. The program is administered through the Historic Preservation Commission.

***Department of Environment, Agriculture, Parks and Recreation – continued***

- Orange Well Net is a groundwater observation well network established by the County in 2010 in partnership with other entities. The network currently includes six bedrock wells that monitor fluctuations in bedrock groundwater levels. This information is used to inform the public and officials about groundwater supply issues, including the impact of natural phenomena (such as drought) on groundwater in Orange County. Groundwater levels are collected hourly, and this information is made available to the public on the NC Division of Water Resources web page.
- H2Orange is a multi-departmental initiative (led by DEAPR NCR) to share information on water resources in Orange County, including: reservoir levels, surface water data, drought information (historic/current), water conservation, stormwater and erosion control information, and weather.
- The goal of Environmental Responsibility in County Government was adopted by Orange County in December 2005. DEAPR works with other county departments to implement a series of objectives that support the goal of performing County functions with a sensitivity and ethic that promotes environmental responsibility and leadership.
- Finally, the NCR Division maintains a comprehensive database of significant natural and cultural resources in Orange County. These data are updated regularly; most are available electronically for use by other County departments, other jurisdictions, partner entities, and the general public.

**FY 2013-14 Outcomes**

- Helped secure and fund permanent conservation easement to protect Thompson farm (40 acres)
- Acquired 1.07-acre addition to the Seven Mile Creek Preserve (Brooks donation)
- Secured Bliss-Dobyns and Hughes-Morgan conservation easements (47 acres total).
- Worked with other jurisdictions to steer and fund research on how to reduce nonpoint pollution of surface waters in the Upper Neuse River Basin and public water supplies
- Helped organize the 2014 Agricultural Summit
- Worked with neighboring jurisdictions on developing joint application to NCDOT for proposed new “Old Well to Jordan Lake” Scenic Byway

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projection</b>	<b>2014-15 Budget</b>
Land conserved through Lands Legacy Program (acres)	439	41	149	149	150
Grant funds received for completing County land conservation projects	\$95,000	\$0	\$0	\$0	\$200,000
Ground water monitoring wells established by Orange Well Net	3	0	3	3	1
Local Historic Landmarks designated	0	1	1	1	2

**FY 2014-15 Fiscal Year Objectives**

- Begin comprehensive update of the County’s historic properties inventory that will improve information on Orange County web site and for use in planned County-Hillsborough publication on the architecture of Orange County
- Complete two farmland conservation easements with federal/state grant funds
- Acquire land for the future Bingham District Park

## **Department of Environment, Agriculture, Parks and Recreation – continued**

- Develop master plan for Hillsborough to Haw River segment of the NC Mountains-to-Sea Trail
- Designate two new Orange County Local Historic Landmarks
- Help plan and conduct 2015 Agricultural Summit

### **Budget Highlights**

- No significant budget changes, in FY 2014-15.

## **Department of Environment, Agriculture, Parks and Recreation: Soil and Water**

### **Major Services**

- Provide technical assistance to citizens; develop agriculture conservation and nutrient management planning; design and implement agriculture best management practices to meet US Dept. of Agriculture standards. Best management practices improve water quality by reduce soils erosion, nitrogen and phosphorus delivery to streams, fencing livestock from streams, and improving riparian buffers.
- Administer 10 state and federal cost share and grant funding programs that fund water quality improvements and natural resource protection. Staff determines funding needs and distributes contract awards, based on qualifying measures.
- Provide information and technical assistance to agricultural landowners to meet the State mandated nutrient reductions in the Jordan Lake and Falls Lake watersheds (covers over 95% of Orange County).
- Promote Federal and State farmland preservation programs. The division encourages preservation and conservation of agriculture lands and natural areas and assists in the soliciting of federal and state grant assistance for conservation easement funding.
- Administer the Orange County Voluntary Agricultural District (VAD) and Enhanced Voluntary Agricultural District (EVAD) Programs, for qualifying farmers; process applications, verify farm eligibility, report to Orange County Agriculture Preservation Board and BOCC for approvals, develop conservation agreements, record agreements with Orange County Land Records.
- Enhance citizen awareness of Natural Resource Conservation, through educational programs, such as farmer workshops, the Orange County Agricultural Summit, and student engagement. The division works closely with local schools and home-school groups to conduct indoor/outdoor presentations and host other hands-on student experiences, including Earth Walk (in its 42nd year) and an Area and State Envirothon - a middle and high school environmental education contest, with over 800 participants.

### **FY 2013-14 Outcomes**

- Water Quality: Assessed treatment needs for animal operations and cropland based on water quality and soil erosion issues.
- Best Practices: Promoted best land use and total resource management systems. Conducted agricultural conservation planning that included sediment and nutrient reduction, wildlife enhancement, and water quality improvement. Accomplished reforestation through available cost share/incentive programs.

**Department of Environment, Agriculture, Parks and Recreation – continued**

- Technical Assistance: Provided technical assistance to urban landowners; assessment, planning and designing BMP's to retrofit and treat water quality concerns with sediment and storm water runoff problems. Continue the abandoned well closure program, as funds are available, working directly with and using guidelines from the Orange Co. Environmental Health Dept. and the NC Division of Water Resources.
- Conservation Efforts: Assist DEAPR/Natural and Cultural Resources division with technical assistance, development and review of agricultural conservation plans, assist with monitoring and status reviews of conservation easements, assist with seeking state and federal funding for the Orange County agricultural conservation easement program.
- Farmland Protection: Increased agricultural awareness and protection of farmland through enrollment in the Orange County VAD/EVAD program available to agricultural operations. Project an enrollment increase of 50% by June 2014.
- Educational Programming: Developed an outdoor classroom at Orange High School to increase awareness of stormwater runoff and water quality concerns; assist with Farm to Table event, at Blackwood Farm for county 4<sup>th</sup> graders. The division also provided free resources to educators, hosted environmental field days and administered mini-grants.

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
<b>Service: Administering, contracting and implementing funding programs for BMPs reduce soil erosion, reduce nitrogen and phosphorus movement into water systems, and protect natural resources.</b>					
State funds encumbered /contracted for BMP's for agriculture	\$133,982	\$123,233	\$111,443	\$114,445	\$98,730
Federal USDA-EQIP funding for BMP's for agriculture	\$115,000	\$120,000	\$120,000	\$110,000	\$100,000
State funds encumbered/contracted with urban land users	\$17,120	\$3,850	\$3,850	\$4,209	\$4,000
<b>Service: Increase participation in Farmland preservation programs to protect agriculture.</b>					
Farmland Enrolled in VAD/EVAD program (enrollment acres per year)	2,956	3,085	4,500	1,800	2,000
<b>Service: Increase outreach program participation to inform citizens of natural resource programs and through educational programs.</b>					
Number of individuals participated	2,100	2,400	2,800	2,500	2,600

**FY 2014-15 Objectives**

- Increase awareness and advance programs that provide educational, technical and financial assistance to agricultural and non-agricultural landowners, to protect Orange County's natural resources.
- Provide technical assistance and implement BMPs that will improve soil and water quality, in all watersheds. Reduce sediment and nutrient run off into streams from agricultural lands and meet the state mandated required nutrient reductions goals in the Jordan Lake and Falls Lake watersheds.
- Assist the Natural and Cultural Resources division with review of conservation plans and securing government funding for the Orange County Farmland Preservation program.
- Develop and record conservation agreements with landowners to protect and enhance County agriculture lands.

## **Department of Environment, Agriculture, Parks and Recreation – continued**

### **Budget Highlights**

- No significant budget changes, in FY 2014-15.

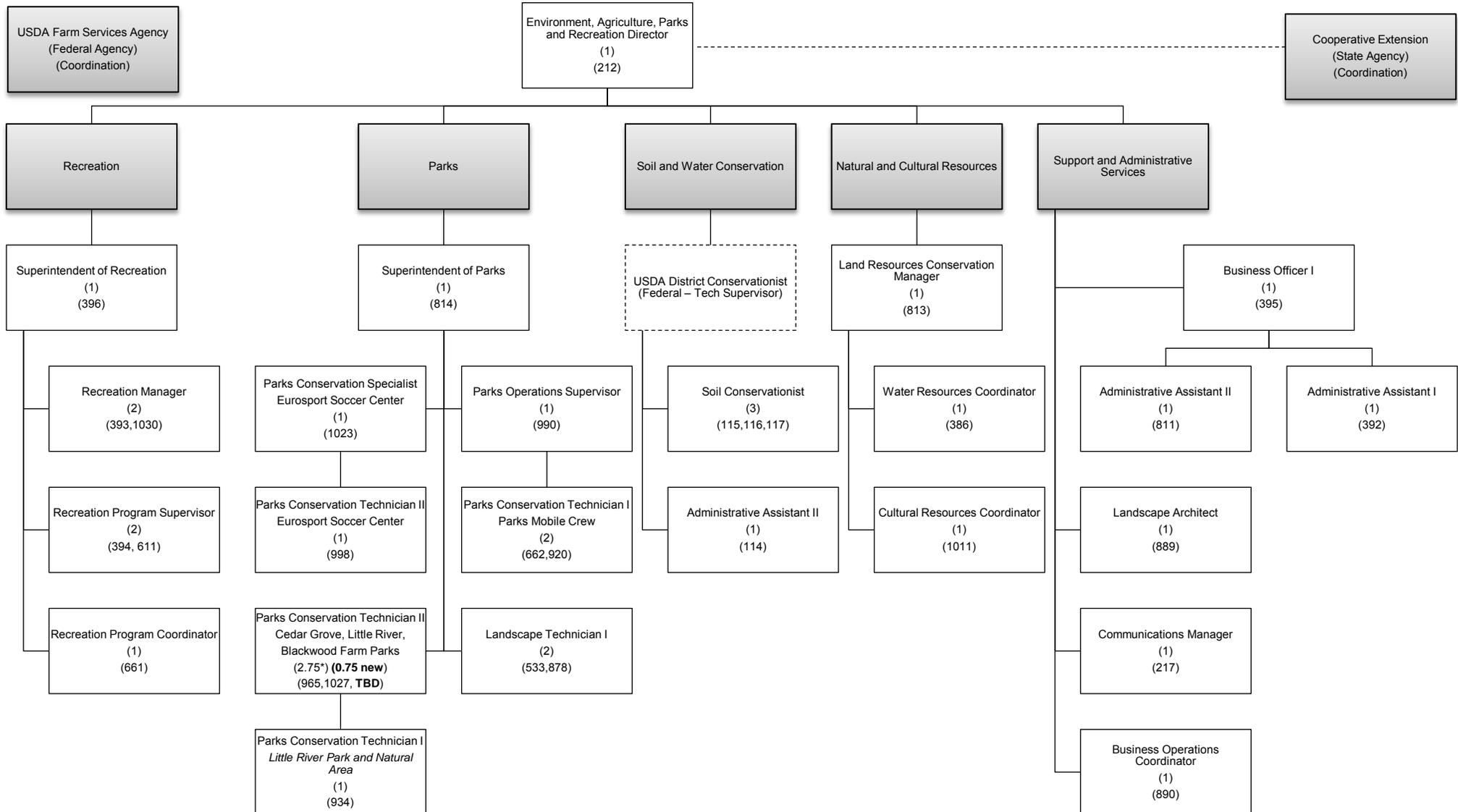
### **Grant Project Fund: Historic Preservation Commission's (HPC) Historic Resources Inventory (Multi-Year Project)**

- Two federal-matching grants will support a countywide historic resources inventory and the production of a high-quality book that portrays the County's historic resources.
- The three-year project is partially funded through the State's Certified Local Government (CLG) program grant, which was secured by the Historic Preservation Commission.
- In FY 2014-15, the project team will complete an inventory update. In FY 2015-16, team members will prepare the manuscript. In FY 2016-17, the department will publish the manuscript and make it available to the public.

### **Budget Highlights**

- The three-year project will cost \$97,500. The County will contribute a total of \$40,000; CLG will contribute \$27,500; and private grants, sponsorships and manuscript purchases will fund the remainder (\$30,000).
- The FY 2014-15 budget totals \$25,000; the County will contribute \$10,000 and CLG will contribute \$15,000. The County's contribution is budgeted in the Transfers to Other Funds section, of the Recommended Budget.

# Department of Environment, Agriculture, Parks & Recreation



FY2014-15 Recommended  
\*Position Recommended

# Debt Service

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>Debt Service (General Fund)</b>						
<b>School Debt Service</b>						
Principal GO Bonds	8,233,564	7,457,790	7,325,081	7,325,081	7,026,010	7,026,010
Interest - GO Bonds	2,542,142	2,551,687	2,293,595	2,293,595	1,930,978	1,930,978
Principal - Non-GO Debt	4,607,605	2,837,447	4,339,655	4,366,779	5,307,899	5,307,899
Interest - Non-GO Debt	1,402,150	1,316,598	2,674,219	3,265,393	2,344,097	2,344,097
<b>Total School Debt Service</b>	<b>\$ 16,785,462</b>	<b>\$ 14,163,522</b>	<b>\$ 16,632,550</b>	<b>\$ 17,250,848</b>	<b>\$ 16,608,984</b>	<b>\$ 16,608,984</b>
<b>County Debt Service</b>						
Principal GO Bonds	1,456,825	1,472,210	1,729,919	1,820,130	1,873,990	1,873,990
Interest GO Bonds	647,389	898,224	1,043,124	976,222	927,923	927,923
Principal - Non-GO Debt	5,164,477	4,499,762	4,184,744	4,184,744	5,009,396	5,009,396
Interest - Non-GO Debt	2,408,973	3,044,548	2,019,449	2,056,442	2,109,013	2,109,013
<b>Total County Debt Service</b>	<b>\$ 9,677,663</b>	<b>\$ 9,914,744</b>	<b>\$ 8,977,236</b>	<b>\$ 9,037,538</b>	<b>\$ 9,920,322</b>	<b>\$ 9,920,322</b>
<b>Total Debt Service Expenditure</b>	<b>\$ 26,463,124</b>	<b>\$ 24,078,266</b>	<b>\$ 25,609,786</b>	<b>\$ 26,288,386</b>	<b>\$ 26,529,306</b>	<b>\$ 26,529,306</b>

These funds repay principal and interest due on non-enterprise fund debt. This includes outstanding voter approved General Obligation (GO) bonds and other alternative financing issuances related to School and County capital projects.

## Debt Management

Orange County's primary objective in managing the amount of debt issued to meet long-term capital needs is to keep the level of indebtedness within available resources. The Board has a longstanding Debt Management Policy that establishes parameters, procedures and other objectives related to debt issuance. A major benchmark included in the Policy provides for the County's annual non-enterprise fund debt service payments to be no more than 15 percent of the County's total General Fund budget. Fifteen percent of the fiscal year 2014-15 recommended General Fund Budget equals \$29,345,776 compared to our anticipated debt service payments of \$26,529,306. The table below compares the County's current level of debt with the levels outlined in the Debt Management Policy.

## ***Debt Service – continued***

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<b>County's Debt Level for Fiscal Year 2014-15</b>			
	<b>Per County's Adopted Debt Management Policy</b>	<b>Legal Debt Limit per NC General Statute</b>	<b>As Included in FY 2014-15 Recommended Budget</b>
Annual Debt Service Payments as a Percentage of General Fund Expenditures	No greater than 15%	N/A	13.56%
Total Outstanding Debt as a Percentage of Total Assessed Valuation	No greater than 3%	No greater than 8%	1.25%

### **Bond Ratings**

Current bond ratings for the three rating agencies are as follows:

- Fitch – AAA with a positive outlook
- Standards and Poors – AAA with a positive outlook
- Moody's – A1 with a positive outlook

# Economic Development

Phone Number: (919) 245 - 2325

Website: <http://GrowInOrangeNC.com>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						<b>Account: 600</b>
Personnel Services	268,666	284,229	309,207	283,073	341,576	341,577
Operations	67,230	48,972	83,070	75,654	83,070	83,070
Capital Outlay	22,289	890	0	855	0	0
<b>Total Expenditures</b>	<b>\$ 358,184</b>	<b>\$ 334,092</b>	<b>\$ 392,277</b>	<b>\$ 359,582</b>	<b>\$ 424,646</b>	<b>\$ 424,647</b>
<i>Offsetting Revenues</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<b>County Costs (net)</b>	<b>\$ 358,184</b>	<b>\$ 334,092</b>	<b>\$ 392,277</b>	<b>\$ 359,582</b>	<b>\$ 424,646</b>	<b>\$ 424,647</b>
<b>Total Economic Development and Related Expenditures</b>	<b>\$ 358,184</b>	<b>\$ 334,092</b>	<b>\$ 392,277</b>	<b>\$ 359,582</b>	<b>\$ 424,646</b>	<b>\$ 424,647</b>

## Mission Statement

The Economic Development office strives to make Orange County a smart, innovative place in which to live and work. Orange County encourages the recruitment of high tech investments in sustainable technologies that provide jobs for county residents and increase the non-residential tax base. By seeking to attract these knowledge-based investments in growth business clusters, we endeavor to enhance the financial well-being and quality of life for our residents.

## Major Services

- Operate targeted programs to strengthen and market the local economy through business development, capital investment, and job growth.
- Provide guidance to new, expanding, and relocating businesses to include entrepreneurs, high tech manufacturing, agriculture, arts, and tourism.
- Oversee activities of the Chapel Hill/Orange County Visitors Bureau and the Orange County Arts Commission.
- Provide financing for small businesses and local entrepreneurs through the Orange County Small Business Loan Program.
- Provide county-wide business, economic and demographic data to stakeholders through our website, presentations and printed materials.
- Market the county's available commercial/industrial buildings and economic development sites to businesses, prospects, and site selection consultants.

## FY 2013-14 Outcomes

- Outreach: Increased County site visits by investors and business prospects, by 15%. Engaged with the North Carolina Department of Commerce, the Research Triangle Regional Partnership and site selection consultants in presenting a credible economic story to respective staff and developers.

## ***Economic Development – continued***

- Refined the department’s marketing materials, networking and increased generation of business prospects within the County’s Economic Development Districts. Site data sheets were further developed for sites in the EDDs.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Attract new economic opportunities, to Orange County.</b>					
Number of Request for Information (RFI) to commercial prospect inquiries.	1	1	40	40	45
Change in visitor frequency (developers, prospects, businesses) from prior year	5%	5%	25%	25%	30%
<b>Service: Market Orange County’s business advantages through business development and job growth.</b>					
Web contacts	75,000	75,000	125,00	98,000	115,000
Number of businesses	3,793	3,793	3,900	3,746	3,800
Orange County employment	65,908	65,908	68,000	71,037	72,000
<b>Service: Provide guidance and resources to new, expanding and relocating businesses.</b>					
Small Business and Technology Development Center local clients	225	225	225	225	n/a
Small Business Loan (approvals/applications)	2/5	2/5	5/8	1/5	3/8
Percentage increase of existing business (visitation/interview )	10%	10%	25%	25%	25%
<b>Service: Increase the economic vitality of Orange County through leveraging of partnership with NC Department of Commerce.</b>					
RFIs submitted to the Department of Commerce	1	1	35	35	40
Current Projects	N/A	N/A	1	1	1
<b>Service: Foster recruitment and retention of a skilled workforce - attract skilled workers to match requirements of key industries.</b>					
Unemployment Rate	6.7%	6.7%	6.0%	4.5%	4.5%
Workforce	65,908	65,908	68,000	71,037	72,000

### **FY 2014-15 Objectives**

- Increase the percentage of corporate inquiries and prospect visits, by 15% each.
- Refine the department’s marketing materials, advertising outreach, and networking to encourage existing businesses to invest in expansions and to attract new businesses. Implement quarterly newsletter.
- Increase generation of business prospects within the county’s Economic Development Districts.
- Recruit Agriculture Economic Development Coordinator to encourage, support growth and expansion of the County’s agricultural sector.
- Find new ways to market the Orange County Small Business Loan Program.

## ***Economic Development – continued***

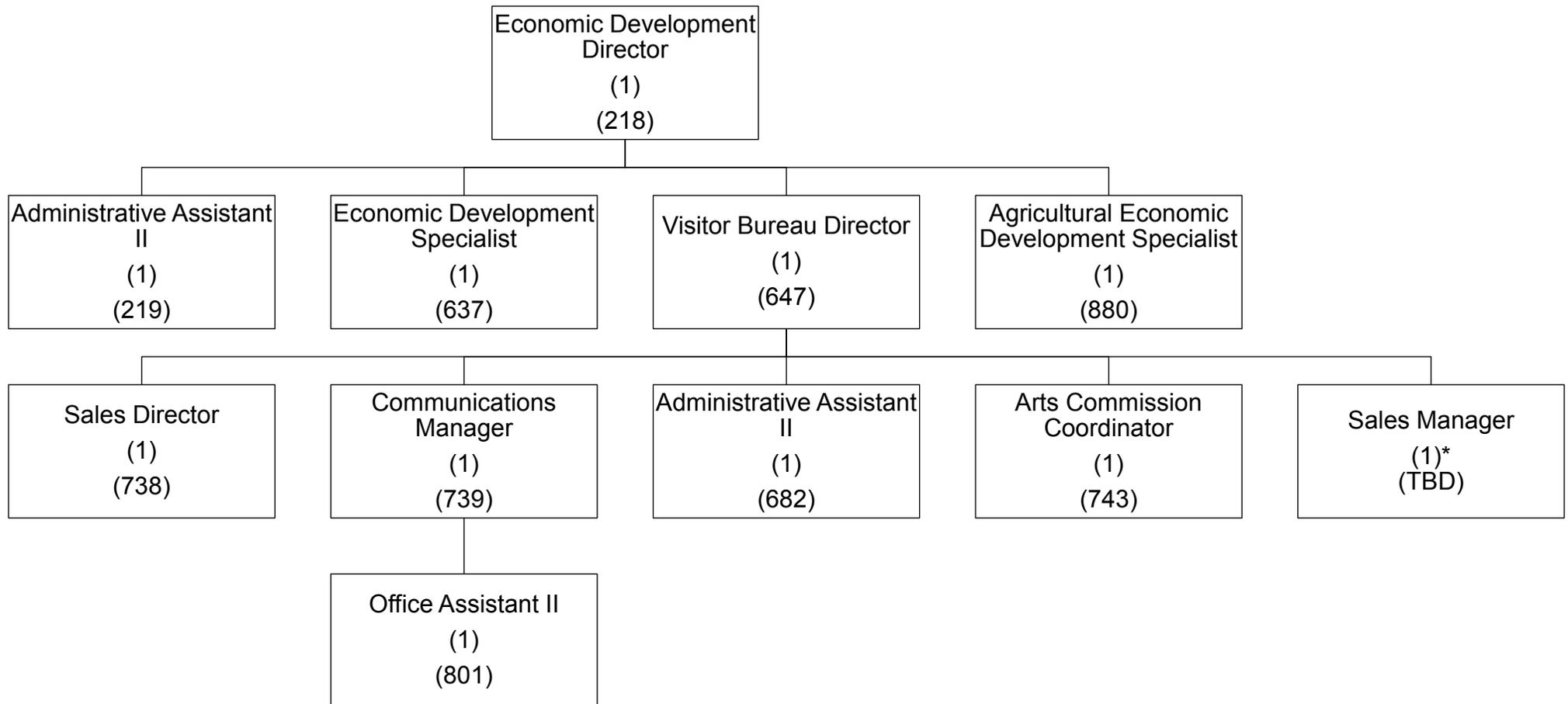
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### **Budget Highlights**

- 2014-15 Personnel: Cost includes 0.50 FTE increase for Economic Development Coordinator position (\$23,468). The BOCC approved the position during its January 24, 2014 Regular Meeting.
- Note: The Article 46 Quarter-Center Sales Tax has its own section within the budget document, which outlines tax-funded economic development initiatives.

# Economic Development

## (Including Arts Commission & Visitors Bureau)



# Education

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>Local School Systems</b>						
<b>Current Expenses (General Fund)</b>						
Orange County Schools	23,069,574	24,021,695	25,060,154	25,060,154	27,929,376	26,451,132
Chapel Hill/Carrboro City Schools	36,305,808	38,368,205	40,019,098	40,019,098	44,204,668	41,508,396
<b>Total Current Expenses</b>	<b>\$ 59,375,382</b>	<b>\$ 62,389,900</b>	<b>\$ 65,079,252</b>	<b>\$ 65,079,252</b>	<b>\$ 72,134,044</b>	<b>\$ 67,959,528</b>
<b>Recurring Capital</b>						
Orange County Schools	1,165,500	1,155,000	1,155,000	1,155,000	1,155,000	1,167,600
Chapel Hill/Carrboro City Schools	1,834,500	1,845,000	1,845,000	1,845,000	1,845,000	1,832,400
<b>Total Recurring Capital Expenses</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>
<b>Long Range Capital</b>						
School Capital	5,453,620	5,120,984	3,724,849	4,366,725	3,724,849	3,724,849
<b>Total Long Range Capital Expenses</b>	<b>\$ 5,453,620</b>	<b>\$ 5,120,984</b>	<b>\$ 3,724,849</b>	<b>\$ 4,366,725</b>	<b>\$ 3,724,849</b>	<b>\$ 3,724,849</b>
<b>Debt Service</b>						
Interest Non-GO Bonds	1,402,150	1,316,598	2,674,219	3,265,393	2,344,097	2,344,097
Principal & Interest GO Bonds	10,775,706	10,009,476	9,618,676	9,618,676	8,956,988	8,956,988
Principal Non-GO Bonds	4,607,605	2,837,447	4,339,655	4,366,779	5,307,899	5,307,899
<b>Total Debt Service Expenses</b>	<b>\$ 16,785,462</b>	<b>\$ 14,163,522</b>	<b>\$ 16,632,550</b>	<b>\$ 17,250,848</b>	<b>\$ 16,608,984</b>	<b>\$ 16,608,984</b>
<b>Other School-Related Programs</b>						
School Health Nursing Initiative	630,040	683,706	683,706	683,706	697,380	697,380
School Resource Officers	529,410	542,365	545,514	548,436	556,424	556,424
School Social Workers	609,461	625,309	692,283	599,257	0	0
Reserve for Fair Funding for Schools	988,000	988,000	988,000	988,000	988,000	988,000
<b>Total Other School-Related Expenses</b>	<b>\$ 2,756,910</b>	<b>\$ 2,839,380</b>	<b>\$ 2,909,503</b>	<b>\$ 2,819,399</b>	<b>\$ 2,241,804</b>	<b>\$ 2,241,804</b>
<b>Total Local School Systems Expenses</b>	<b>\$ 87,371,374</b>	<b>\$ 87,513,786</b>	<b>\$ 91,346,154</b>	<b>\$ 92,516,224</b>	<b>\$ 97,709,681</b>	<b>\$ 93,535,165</b>
<b>Durham Technical Community College (DTCC)</b>						
<b>Current Expenses (General Fund)</b>						
Durham Technical Community College	537,521	529,450	540,000	540,000	557,280	557,280
<b>Total Current Expenses</b>	<b>\$ 537,521</b>	<b>\$ 529,450</b>	<b>\$ 540,000</b>	<b>\$ 540,000</b>	<b>\$ 557,280</b>	<b>\$ 557,280</b>
<b>Recurring Capital</b>						
Durham Technical Community College	39,000	40,000	50,000	50,000	155,000	155,000
<b>Total Recurring Capital Expense</b>	<b>\$ 39,000</b>	<b>\$ 40,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 155,000</b>	<b>\$ 155,000</b>
<b>Debt Service</b>						
Principal & Interest Non-GO Bonds	303,304	295,843	295,843	295,843	295,843	295,843
<b>Total Debt Service Expenses</b>	<b>\$ 303,304</b>	<b>\$ 295,843</b>	<b>\$ 295,843</b>	<b>\$ 295,843</b>	<b>\$ 295,843</b>	<b>\$ 295,843</b>
<b>Total Durham Technical Community College Expenses</b>	<b>\$ 879,825</b>	<b>\$ 865,293</b>	<b>\$ 885,843</b>	<b>\$ 885,843</b>	<b>\$ 1,008,123</b>	<b>\$ 1,008,123</b>
<b>Total Education Expenditures</b>	<b>\$ 88,251,199</b>	<b>\$ 88,379,079</b>	<b>\$ 92,231,997</b>	<b>\$ 93,402,067</b>	<b>\$ 98,717,804</b>	<b>\$ 94,543,288</b>

Note: In addition to the funding outlined here, in fiscal year 2014-15 Chapel Hill Carrboro City Schools anticipate receiving approximately \$21.76 million from its special district tax proceeds.

## **Local School Systems**

In North Carolina, each county is responsible for supplementing state and federal appropriations to public education. Local current expense appropriations are allocated to each school system based on an equal amount per pupil. In addition, counties provide funds to each system for recurring and long-range capital projects. School systems in North Carolina do not have separate taxing authority and are not allowed to issue debt for school construction and renovation projects. Therefore, issuance and repayment of long-term debt, such as general obligation bonds and private placement loans, are the responsibility of county government. Many school units in the state also have special district taxes. These voter-approved taxes, levied within the unit's boundaries, further supplement county funding.

## **Student Enrollment Projections**

In accordance with North Carolina General Statutes, the State Department of Public Instruction (DPI) certifies the estimated number of students who will attend public school in each district during the next academic year. These numbers are available to the Boards of Education and Board of County Commissioners in March of each year and are often referred to as the March ADM (Average Daily Membership) numbers. DPI allows counties to modify these totals to incorporate the number of students residing in each district who are expected to attend charter schools the following academic year. The resulting total projected student populations for each system are multiplied by the per pupil appropriation approved by the Board of County Commissioners to determine the total current expense appropriation for each district.

- **Student Enrollment Projections for the Orange County Schools**

Based on DPI projections, the Orange County School district enrollment for fiscal year 2014-15 totals 7,698, an increase of 197 students from the March 2013 projections. Budgeted charter school students total 254, less the out of district students of 89, brings the total district enrollment to 7,863. The number of charter students and out of district students are the same numbers as used in fiscal year 2013-14.

- **Student Enrollment Projections for the Chapel Hill-Carrboro City Schools**

The Chapel Hill-Carrboro City School District DPI projections total 12,353, reflecting an increase of 97 when compared to the March 2013 projections. Budgeted charter school students total 117, less the out of district students of 131, brings the total district enrollment to 12,339. The number of charter students and out of district students are the same as used in fiscal year 2013-14.

## 2014-15 Enrollment Projections

	CHCCS	OCS	Total
March 2014 Department of Public Instruction ADM Planning #s	12,353	7,698	20,051
Less: Out of District	<u>131</u>	<u>89</u>	<u>220</u>
	12,222	7,609	19,831
Plus: Budgeted Charter Students	<u>117</u>	<u>254</u>	<u>371</u>
<b>Total Budgeted Students</b>	<b>12,339</b>	<b>7,863</b>	<b>20,202</b>
	61.08%	38.92%	

### Current Expense

As stated earlier, local current expense funding supplements State and Federal funds received by each district for the operation of the schools. North Carolina law requires boards of county commissioners to provide equal per pupil appropriations to each system in counties that have more than one school administrative unit, as is the case in Orange County.

It is important to note that the Chapel Hill-Carrboro City School system also receives proceeds from a special district tax approved many years ago by the voters of that district. At this time, the Orange County School system does not have a similar taxing authority.

The recommended fiscal year 2014-15 budget provides \$3,364 per student for each of the 20,202 students in the two school systems. This represents a \$95 per pupil increase from the \$3,269 per pupil approved for fiscal year 2013-14. The \$95 per pupil increase covers the costs for the local portion of the State's proposed 3% salary increase to school employees, which totals approximately \$1.9 million.

- **Current Expense Funding for the Orange County Schools**

The recommended budget increases the current year funding level by \$1,390,978 and brings the total appropriation in current expense funding to \$26,451,132.

- **Current Expense Funding for the Chapel Hill-Carrboro City Schools**

For the Chapel Hill-Carrboro City Schools, the recommended budget increases the current year funding level by \$1,489,298 and brings the total current expense funding for the District to \$41,508,396.

- **District Tax – Chapel Hill-Carrboro City Schools**

The special district tax rate for the Chapel Hill Carrboro City Schools is recommended to remain at 20.84 cents per \$100 assessed value for FY 2014-15. Each penny on the Chapel Hill-Carrboro district tax rate for fiscal year 2014-15 is expected to produce \$1,044,521. Anticipated revenue from this special tax is estimated to generate \$1,764 per student for the district. Projected revenue from district tax proceeds for fiscal year 2014-15 totals \$21,767,826.

### Recurring Capital

Recurring capital outlay funding supports Category I (facility improvements), Category II (equipment and furnishings), and Category III (vehicles and bus purchases) expenditures. The equal per pupil

allocations required by law for current expense appropriations are not applicable to this category of local school funding.

Schools receive the equivalent of approximately 2 cents on the tax rate for recurring capital. This amount is distributed to each district based on its share of the total number of students. For fiscal year 2014-15, the recommended budget provides total funding for recurring capital at \$3.0 million. Of the total, recurring capital for the Chapel Hill-Carrboro City Schools equals \$1,832,400, and Orange County Schools' allocation is \$1,167,600.

### **Long-Range Capital and School Capital Projects**

The County plans and programs long-range school capital funding through the County's Capital Investment Plan (CIP). Projects are funded by a combination of State and local bonds, non-bond financing and pay-as-you-go funding sources. The latter include dedicated half-cent sales tax revenues and property tax earmarked under the Board's Capital Funding Policy.

### **Debt Service**

These funds repay principal and interest due on School related debt including general obligation bonds and private placement loans.

### **Durham Technical Community College (DTCC)**

The Orange County Satellite Campus of Durham Technical Community College, located at the Waterstone Development located just south of Hillsborough off Highway 86, opened in May 2008.

As with local school districts, counties in North Carolina are responsible for supplementing state and federal appropriations to community colleges. For the most part, counties are responsible for day-to-day operating costs such as utilities, security and custodians. Counties are not responsible for teaching staff.

The recommended budget provides a total of \$1,008,123 to DTCC for fiscal year 2014-15. This includes current expense funding of \$557,280, recurring capital of \$155,000 and debt service allocations of \$295,843.



May 9, 2014

Mr. Michael Talbert,  
Interim Orange County Manager  
200 South Cameron St.  
PO Box 8181,  
Hillsborough, NC 27278

Dear Mr. Talbert:

This letter follows and elaborates upon the FY 2014-2015 Budget Request from Durham Technical Community College. That request was submitted last month in an e-mail to Paul Laughton from Robert Keeney, Durham Tech's Vice President for Finance and Administrative Support Services. I have also included a copy of that request with this letter.

The College's request reflects an increase of approximately 3.2% in operating funds. The bulk of that increase is in the Utilities line item, where the college anticipates increased energy costs in the coming year. Our request also include an increase in Waterstone Owners' Association dues and includes funds for a salary increase for employees paid from Orange County funds. That increase will be enacted only if the North Carolina General Assembly provides funds for salary increases for college employees paid from state funds.

We are also requesting an increase of \$105,000 in capital outlay funds. The bulk of this increase will pay for an update of the Orange County Campus Master Plan in anticipation of the possible construction of a second building (when funds become available). We are pleased to report that enrollment has almost doubled at the Orange County Campus in the past two years, and we anticipate further increases in demand as development continues in Waterstone and surrounding areas. Specifically, we anticipate increased demand for allied health programming as the UNC Hospital facility nears completion. We have already begun to address that demand by planning the addition of a Licensed Practical Nursing program at the Orange County Campus, expanded Certified Nursing Assistant offerings, and establishing an Emergency Medical Science program. This request also includes \$25,000 to modify existing space to accommodate these allied health programs.

While we still have some capacity for growth in the current facility, we expect that capacity will continue to diminish as we respond to continued demand for our programs and services. Therefore, we hope to be included in any plans the County may have for addressing capital needs in the near future. We believe that demand for Durham Tech's educational programs will continue to grow in Orange County for some time to come and we want to have facilities available to meet that demand.

We look forward to meeting with the Orange County Board of Commissioners next month to discuss our budget needs and to answer any questions they may have. Meanwhile, please call me if you have any questions about this letter or the attached budget request.

Sincerely,

  
William G. Ingram  
President

**DURHAM TECHNICAL COMMUNITY COLLEGE**  
**Orange County Budget Request**  
**For Fiscal Year 2014-15**

	<u>Current FY 2013-14</u>		<u>FY 2014-15</u>
	<u>Requested</u>	<u>Appropriated</u>	<u>Request</u>
<b>TOTAL CURRENT EXPENSE</b>	\$ 540,000	\$ 540,000	\$ 557,280
<b>TOTAL CAPITAL OUTLAY</b>	\$ 50,000	\$ 50,000	\$ 155,000
<b>GRAND TOTAL</b>	<u>\$ 590,000</u>	<u>\$ 590,000</u>	<u>\$ 712,280</u>

DURHAM TECHNICAL COMMUNITY COLLEGE  
Orange County Budget Request  
For Fiscal Year 2014-15

	Current FY 2013-14		FY 2014-15
	Requested	Appropriated	Total Request
<b>A. Operations - Current Expense</b>			
<b>1 Salaries &amp; Benefits:</b>			
Professional Salaries	127,500	127,500	75,000
Service, Maintenance, Skilled	57,800	57,800	100,000
FICA	13,850	13,850	13,388
Retirement	25,150	25,150	24,943
Medical Insurance	15,750	15,750	15,000
Longevity	1,200	1,200	1,200
Workers Compensation & Unemployment	2,000	2,000	2,500
Group Dental	2,500	2,500	2,500
Employee Life Insurance	200	200	200
Students (CWS & FSEOG)	2,500	2,500	3,000
Sub-Total Salaries & Benefits	248,450	248,450	237,730
<b>2 Contractual Services:</b>			
Institutional Development			
Waste Removal	2,200	2,200	2,800
Equipment Maintenance	5,000	5,000	5,000
Security	-	-	-
Janitorial Service/Maintenance Service	68,400	68,400	70,000
Uniform Laundry Services			-
Building Maintenance	25,000	25,000	26,000
Landscaping	30,000	30,000	30,000
Sub-Total Contractual Services	130,600	130,600	133,800
<b>3 Legal Fees:</b>			
Legal Fees	2,000	2,000	8,000
Sub-Total Legal Fees	2,000	2,000	8,000

	Current FY 2013-14		FY 2014-15
	Requested	Appropriated	Total Request
<b>4 Insurance:</b>			
Property & Liability Insurance	15,000	15,000	12,500
Sub-Total Insurance	15,000	15,000	12,500
<b>5 Rental:</b>			
Facility Services	10,000	10,000	2,500
Sub-Total Rental	10,000	10,000	2,500
<b>6 Utilities:</b>			
Natural Gas	15,000	15,000	17,500
Electricity	40,000	40,000	60,000
Water	2,000	2,000	2,750
Telephone	20,000	20,000	20,000
Sub-Total Utilities	77,000	77,000	100,250
<b>7 Advertising, Publicity, Public Relations:</b>			
Institutional Dues	1,000	1,000	6,000
Printing and Binding Publications			2,500
Advertising and Publicity	10,000	10,000	5,000
<b>Sub-Total Advertising, Publicity, Public Relations - - -</b>	<b>11,000</b>	<b>11,000</b>	<b>13,500</b>
<b>8 Repairs:</b>			
Equipment	5,000	5,000	7,500
Health Lab Equipment/Renovation			
Masterplan Update			
Facilities	10,000	10,000	10,000
Sub-Total Repairs	15,000	15,000	17,500
	Current FY 2013-14		FY 2014-15
	Requested	Appropriated	Total Request
<b>9 Travel:</b>			
Administration			
Maintenance and Housekeeping	2,500	2,500	2,500
Other Support Personnel	4,000	4,000	5,000
Sub-Total	6,500	6,500	7,500

\$5000 Owners Association, \$1500 Other

**10 Supplies:**

Operations	10,000	10,000	10,000
Maintenance	2,500	2,500	2,500
General Institution	5,000	5,000	2,500
Sub-Total Supplies	<u>17,500</u>	<u>17,500</u>	<u>15,000</u>

**11 Other Expense:**

Motor Vehicle Operation	1,450	1,450	1,500
Misc. Items	5,500	5,500	7,500
Sub-Total Other Expense	<u>6,950</u>	<u>6,950</u>	<u>9,000</u>

**TOTAL CURRENT EXPENSE**

<b>540,000</b>	<b>540,000</b>	<b>557,280</b>
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**B. Capital Outlay**

Orange County Skills and Development Center  
Technology Upgrades

2014-15 Initiatives

Health Lab Equipment/Renovation			25,000
Masterplan Update			80,000

Recurring Budget

Equipment	35,000	35,000	35,000
Contingency Fund	15,000	15,000	15,000

-

**TOTAL CAPITAL OUTLAY**

<b>50,000</b>	<b>50,000</b>	<b>155,000</b>
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**TOTAL CURRENT EXPENSE & CAPITAL OUTLAY**

<b>590,000</b>	<b>590,000</b>	<b>712,280</b>
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**Board of Education's  
Budget Request**

**2014-2015**

**April 10, 2014**

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# BUDGET MESSAGE

## **Chapel Hill – Carrboro City Schools 2014-15 Operating Budget Message**

When the 2013-14 operating budget was adopted last summer, it was evident that we would face continued budgetary uncertainty in future years. The General Assembly had just adopted a budget that reduced support for public education and this sent clear signals that another difficult budget process was in store for 2014-15.

As soon as the budget was adopted, the district began to take steps to prepare for the 2014-15 budget development process. The district has been operating under budgetary spending restraints from the start of the year. The district has also been sharing information with our constituents and reminding our community of our recent history. We have made millions of dollars in reductions, our staff's wages have been stagnant, and we have absorbed millions of dollars in mandated cost increases. Despite these challenges, we have also shared how fortunate we are to live in a community with strong support for public education. Absent this support, things would be much worse. We are thankful for the Board of Orange County Commissioners' consistent support of public education. They, however, can only do so much to offset the significant loss of state revenue. Furthermore, this was the final year of a three year Board strategy to use available fund balance for operational expenditures to avoid further reductions. We began the 2014-15 budget development process with a \$2.2 million dollar budget shortfall since fund balance is no longer available.

There were millions of dollars in requests from budget managers to support programs and initiatives in our district. Unfortunately fiscal realities required that we hold the line on nearly every expansion item. The attached budget recommendation is mindful of our current reality and considers input received from the Board planning conference and our discussion at the March 6, 2014 Board meeting. We limited our expansion requests to a single item that directly supports the district's new strategic plan and a required need associated with the Culbreth Science Wing addition. We are working with the Board to develop a budget reduction list at various levels to be prepared if the County Commissioners are unable to fully fund our budget. Our requests and possible reductions are described in greater detail below.

### **Local Revenues and Expenditure Changes and Recommendations**

Our official State enrollment projection is for 12,353 students in 2014-15; an increase of 97 students over the current year's State projection. At the current per pupil appropriate rate of \$3,269, the projected increase in revenue would be \$317,093. An additional \$321,692 of revenue growth is estimated from the inflationary increase in the special district tax.

The Board's requested budget total is \$4,507,262. Deducting the anticipated funding for student enrollment growth and the inflationary increase in the special district tax leaves \$3,868,477 unfunded.

### **Mandated Cost Increases and Continuation of Current Services**

The Superintendent's recommended budget includes mandated cost increases and continuation expenses for medical insurance and retirement match, along with a placeholder for locally paid employees. This wage increase is long overdue and deserved. The current proposed wage

increase, however, focuses only on teachers at the lower end of the salary schedule. We do not have any additional information at this time on what might be provided for other employees. At this time we have placed \$1,450,000 in our request to fund an increase of our local portion of employees' salaries. We also request \$50,000 in local funding necessary to implement the new Read to Achieve legislation and \$150,000 to offset a new state sales tax charge on service contracts. An unemployment reserve was approved by state law requiring the district to make payments into the reserve account with a subsequent reconciliation to occur later. We have requested \$50,000 for unemployment reserves. We are currently engaged in an Equal Opportunity Schools initiative. We are requesting \$30,000 to support this continued equity work. We also request \$50,000 in funding to provide for required expenditures for homeless student transportation, translation and interpretation, and 504 services that traditionally increase each year.

#### Strategic Plan Funding/Expansion Requests

Our newly approved strategic plan has multiple goals and strategies. As we reviewed all budget requests, we considered their relation to our strategic plan. We are recommending funding for two items at this time. The first is to support Strategy 3.1 which focuses on external program reviews for guidance. To complete an external review of guidance services will require the hiring of an outside contractor and we are requesting \$50,000 for this purpose. The second request is for \$39,349 to hire an additional custodian to clean the science wing addition at Culbreth Middle School.

#### Fund Balance

In 2011, the Board of Education approved a three year plan to bridge the budget gap by spending down the Local fund balance. The district had previously increased the Local fund balance by using the Federal Edu Jobs and ARRA funding to offset Local expenditures. At the time the Board approved the three year plan, it was hoped that we would be able to weather the effects of the Great Recession and hold onto needed positions and services until the economy recovered and revenues returned. While the economy has strengthened, funding for public education has not improved, especially in North Carolina. Last year the General Assembly eliminated the discretionary reduction, but did so by permanently reducing teacher positions, teacher assistant funding, and other supports to schools. This permanently altered the funding formula for teacher positions resulting in the permanent loss of about forty teacher positions and eliminating funding for about twenty-five teacher assistant positions.

We do not anticipate significant increases in state revenues on the horizon and this was the final year in our three year plan to spend Local fund balance. Considering that the Board has made millions of dollars in budget reductions over the past 6 years, it will not possible to reduce this fund balance shortfall and not impact programs or positions.

As the budget picture becomes clearer, we want our community to know our next steps. Our budget reduction recommendations could include gifted specialist position, media assistants, high school clerical positions, and teacher assistant positions at the elementary level. Unfortunately the state has made significant cuts to teacher assistant funding and our fund balance has been expended. We remain hopeful that we can continue these positions next year, but will be prepared to make reductions if necessary. Many teacher assistants were hired in interim positions this year and we will not permanently fill vacancies until our final budget position is known.

Our central office is another area that could be impacted by reductions. The district's contracted services for instructional professionals and a reorganization of positions are being considered. Class size minimums at the secondary level will be enforced and our district's service learning program may have to be revamped. One last impact could be to constrain the number of students who enroll in the State's Virtual Public School classes

### **Other Information**

#### Charter Schools

As the community may be aware, PACE Academy's charter was not renewed. Unless they successfully appeal, several students will return to the district and increase our enrollment numbers. This would result in increased state funding and we would not have to transfer funding to PACE Academy next year. We will likely see increased enrollment as a result of the non-renewal and many of these students will require special services. Therefore we should not expect this change to provide any budgetary relief. The county has not fully funded our district for the number of students enrolled in charter schools in recent history. The non-renewal at PACE may present an opportunity to revisit enrollment and funding levels with county staff. Over the past 5 years our local funding has been underfunded by an average of 26 charter school students, yet we still have make transfers to the charter schools. At the current per pupil allotment that equates to \$85,696 in additional revenue.

#### Summary

The district is continuing to wrestle with the lingering effects of the Great Recession. We have held the line on nearly every budget request. State mandates and reductions, cost increases, and the long overdue need for our employees to receive a raise have placed great pressures on our local budget. We have drawn down our fund balance to pre-recession levels and we must make reductions and request additional revenues to balance our budget. Over the next few months the budget picture will become clearer at both the local and state level.

Our administration must be prepared to address budget reductions, if necessary. We intend to hold onto the core values of our school district and to protect quality student learning. These goals have always been possible because of strong community support and the Board of Orange County Commissioners.

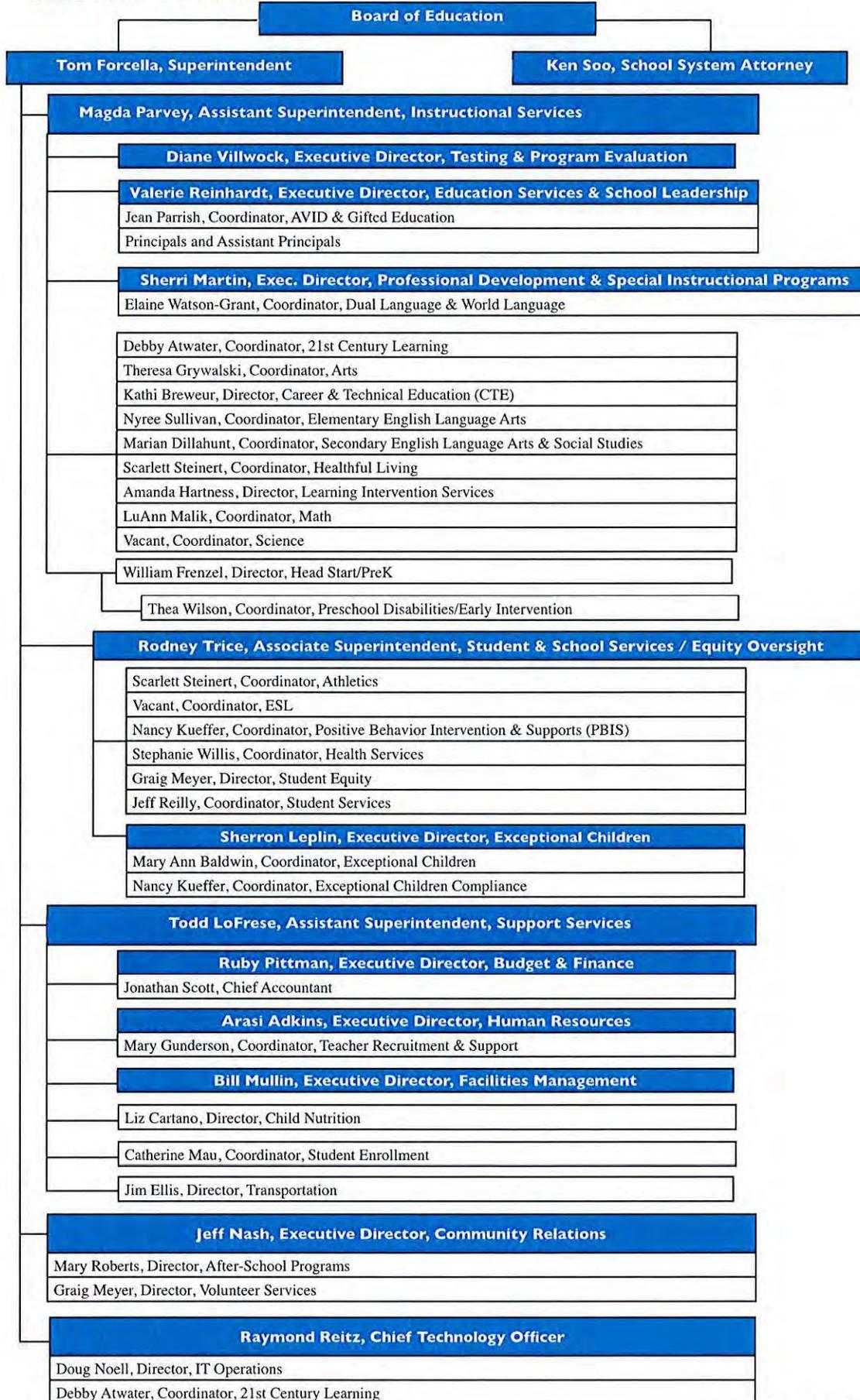
Sincerely,



Thomas Forcella  
Superintendent

# Organizational Chart

2013-14



CHAPEL HILL-CARRBORO CITY SCHOOLS  
Board of Education Members and Principal Officials

Jamezetta Bedford, Chair

Michelle (Shell) Brownstein, ViceChair

James Barrett

Mia Burroughs

Mike Kelly

Andrew Davidson

Annetta Streater

Tom Forcella, Superintendent

Magda Parvey, Assistant Superintendent  
for Instructional Services

Todd LoFrese, Assistant Superintendent  
for Support Services

Ruby Pittman, Executive Director of Budget and Finance

Lincoln Center  
750 South Merritt Mill Road  
Chapel Hill, NC 27516  
(919) 967-8211

April 10, 2014

## Chapel Hill –Carrboro City Schools Principals

### Principals

Jillian Laserna	Carrboro Elementary School
Marny Ruben	Seawell Elementary School
Lewis A. Ware	Estes Hills Elementary School
Victoria Creamer	Ephesus Road Elementary School
Darlene Ryan	Glenwood Elementary School
Emily Bivins	Frank Porter Graham
Patrenia McDowell	McDougle Elementary School
Amy Rickard	Morris Grove Elementary School
Cheryl Carnahan	Northside Elementary School
Janice Croasmun	Rashkis Elementary School
Keri Litwak	Scroggs Elementary School
Beverly Rudolph	Culbreth Middle School
Debra Scott	McDougle Middle School
Jonathan Enns	Phillips Middle School
Phillip Holmes	Smith Middle School
Laverne Mattocks	Carrboro High School
Eileen Tully	East Chapel Hill High School
Sulura Jackson	Chapel Hill High School
John Williams	Phoenix Academy High School
Nancy Yoder	Hospital School, UNC Hospital

## **Chapel Hill-Carrboro City Schools 2014-15 Budget Development Calendar**

September 9, 2013	Begin work to develop a district budget communication plan.
October 1, 2013	Send requests to administrative departments to update program profiles.
October 15, 2015	Complete budget communication plan.
November 4, 2013	Kick off budget request process with schools and departments
November 14, 2013	Program profiles due
January 6, 2014	Schools and administrative departments submit new budget requests.
January 5, 2014	Begin community communications regarding the 2014-15 budget cycle
January 17, 2014	Auxiliary units present recommendations for fee/rate increases
January 22-24, 2014	Review of current continuation budgets, analyze current budget formulas vs. actual budget expenditures, review history and trends of major expense categories
February 10-11, 2014	Superintendent presents budget to Board of Education, Board Planning Retreat, Hampton Inn, Carrboro, NC
March 6, 2014	Board of Education work session on the budget, Lincoln Center, Chapel Hill, NC at 7:00 pm
March 20, 2014	Board of Education work session and public hearing on the budget, Smith Middle School, Chapel Hill, NC at 7:00 pm
April 17, 2014	Board of Education approves budget to be submitted to the County Commissioners, Lincoln Center, Chapel Hill, NC at 7:00 pm
April 29, 2014	Present budget to BOCC at joint meeting of school boards at Southern Human Services Bldg., Chapel Hill, NC at 7:00 pm
May 15, 2014	County Commissioners' Budget Work Session, Southern Human Services Bldg., Chapel Hill, NC at 7:00 pm

## **Chapel Hill-Carrboro City Schools 2014-15 Local Fund Budget Calendar**

May 20, 2014	County Commissioners' Regular Meeting, Manager Presents 2014-15 Budget, Southern Human Services, Chapel Hill, NC at 7:00 pm
May 22, 2014	County Commissioners' Budget Public Hearing, Hillsborough Commons (DSS Bldg) Hillsborough, NC at 7:00 pm
May 29, 2014	County Commissioners' Budget Public Hearing, Southern Human Services Bldg., Chapel Hill, NC at 7:00 pm
June 5, 2014	County Commissioners' Budget Work Session, Southern Human Services Bldg., Chapel Hill, NC at 7:00 pm
June 10, 2014	County Commissioners' Budget Work Session, Link Government Services, Hillsborough, NC at 7:00 pm
June 12, 2014	County Commissioners/ Budget Work Session, Southern Human Services Bldg., Chapel Hill, NC at 7:00 pm
June 17, 2014	County Commissioners' approve budget at regular meeting, Southern Human Services Center on Homestead Road, Chapel Hill at 7:00 pm
July __, 2014	Board of Education approves Budget resolutions for all Fund Codes

# BUDGETS

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## Combined Operating Budget Revenues and Expenditures

REVENUE	2012-2013	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM	BOARD REQ
Total Local Revenue	63,279,711	63,908,799	67,205,662	67,685,177	68,580,159	69,490,011
Total State Revenue	61,871,240	58,294,480	63,388,137	63,388,137	64,200,000	59,064,223
Total Federal Revenue	3,986,672	4,311,623	5,056,913	5,056,913	4,392,000	4,392,000
<b>TOTAL REVENUE</b>	<b>\$ 129,137,623</b>	<b>\$ 126,514,902</b>	<b>\$ 135,650,712</b>	<b>\$ 136,130,227</b>	<b>\$ 137,172,159</b>	<b>\$ 132,946,234</b>

ALLOCATIONS INSTRUCTIONAL PROGRAMS	2012-2013	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM	BOARD REQ
Regular Instructional Programs	\$ 66,718,256	\$ 61,001,333	\$ 69,625,268	\$ 69,308,793	\$ 69,770,966	\$ 68,710,722
Special Programs	17,459,392	18,714,836	18,654,475	18,684,475	18,896,575	18,965,439
Alternative Prog. and Services	4,092,397	5,274,843	5,684,895	5,445,685	5,866,318	5,585,915
Co-Curricular Activities	2,007,620	2,190,781	1,903,408	2,051,871	2,085,287	1,940,321
School Leadership	4,338,036	4,175,978	4,337,752	4,337,752	4,423,891	3,873,891
School Based Support Services	11,771,361	11,387,225	11,987,126	10,506,698	10,668,962	11,913,162
Other	632,665	773,101	772,832	784,832	739,340	759,340
<b>TOTAL INSTRUCTIONAL PROG.</b>	<b>107,019,727</b>	<b>103,518,097</b>	<b>112,965,756</b>	<b>111,120,106</b>	<b>112,471,339</b>	<b>111,748,790</b>

SUPPORT SERVICES	2012-2013	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM	BOARD REQ
Instructional Support Services	2,413,155	2,583,078	2,623,285	2,578,416	2,652,721	2,652,721
Administrative Leadership	2,671,205	2,895,306	3,031,294	3,269,863	3,441,377	3,492,377
Technology Support Services	1,825,930	2,111,846	1,904,231	1,904,231	2,092,940	2,018,940
Operational Support Services	11,007,056	11,802,174	11,652,182	13,221,902	13,605,636	10,245,259
Financial and Human Services	2,084,191	1,909,057	1,935,032	1,800,279	1,829,242	1,709,242
<b>TOTAL SUPPORT SERVICES</b>	<b>20,001,537</b>	<b>21,301,461</b>	<b>21,146,024</b>	<b>22,774,691</b>	<b>23,621,916</b>	<b>20,118,539</b>

OTHER SERVICES	2012-2013	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM	BOARD REQ
Community Relations	237,540	189,927	238,569	238,569	242,462	242,462
Charter School Funds	554,680	539,245	554,680	554,680	554,680	554,680
Child Nutrition Supp./Transfers	272,268	265,017	269,461	269,461	270,000	270,000
Community Schools Transfers	11,761	11,761	11,761	11,761	11,761	11,761
State Textbooks						
Other	1,040,112	689,393	464,461	652,239		
<b>TOTAL OTHER SERVICES</b>	<b>2,116,361</b>	<b>1,695,343</b>	<b>1,538,932</b>	<b>1,726,710</b>	<b>1,078,903</b>	<b>1,078,903</b>

<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 129,137,623</b>	<b>\$ 126,514,901</b>	<b>\$ 135,650,712</b>	<b>\$ 135,621,507</b>	<b>\$ 137,172,159</b>	<b>\$ 132,946,234</b>
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<i>Per Pupil Expenditures</i>	\$ 10,662	10,445	\$ 11,081	\$ 11,078	\$ 11,086	\$ 10,774
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Orange County Budget Office form

# CHAPEL HILL - CARRBORO CITY SCHOOLS

## 2014-2015 Local Fund Revenue Projections

### Requires a \$314 per pupil increase

Projected Student Enrollment	2012-2013	2012-2013	2013-14	2013-14	2014-15	2014-15
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM	BOARD REQ
State projection of Students	12,129	12,129	12,256	12,256	12,388	12,353
Less: Out-of-County Tuition Paid	(157)	(157)	(131)	(131)	(131)	(131)
Existing Charter School students	140	140	117	117	117	117
<b>Total County Resident Students</b>	<b>12,112</b>	<b>12,112</b>	<b>12,242</b>	<b>12,242</b>	<b>12,374</b>	<b>12,339</b>

<b>County Appropriation</b>	\$ 3,167	\$ 3,167	\$ 3,269	\$ 3,269	\$ 3,499	\$ 3,583
<b>Special District Tax</b>	\$ 1,577	\$ 1,577	\$ 1,752	\$ 1,752	\$ 1,759	\$ 1,764

LOCAL REVENUES	2012-2013	2012-2013	2013-14	2013-14	2014-15	2014-15
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM	BOARD REQ
County Appropriation	38,368,205	38,368,205	40,019,098	40,019,098	43,294,816	44,204,668
Special District Tax	19,101,442	19,470,218	21,446,134	21,446,134	21,767,826	21,767,826
Prior Year Special District Tax	300,000	231,482	300,000	300,000	300,000	300,000
Fair Funding	494,000	494,000	494,000	494,000	494,000	494,000
Sales Tax Revenue	90,000	77,425	75,000	75,000	75,000	75,000
Tuition - Regular School	160,000	173,573	170,000	170,000	170,000	170,000
Tuition - Preschool	380,000	277,099	380,000	385,155	380,000	380,000
Fines & Forfeitures	375,000	311,457	375,000	375,000	375,000	375,000
ABC Revenue	38,000	38,000	41,800	41,800	41,800	41,800
Interest Earned on Investments	85,000	42,140	50,000	50,000	50,000	50,000
Medicaid Reimbursements	300,000	873,840	325,000	325,000	325,000	325,000
Miscellaneous Revenue	195,151	338,956	196,717	309,424	196,717	196,717
Indirect Cost	170,000	128,002	110,000	110,000	110,000	110,000
Appropriated Fund Balance	3,222,913	3,084,402	3,222,913	3,584,566	1,000,000	1,000,000
<b>TOTAL LOCAL REVENUES</b>	<b>\$ 63,279,711</b>	<b>\$ 63,908,799</b>	<b>\$ 67,205,662</b>	<b>\$ 67,685,177</b>	<b>\$ 68,580,159</b>	<b>\$ 69,490,011</b>

**Net Increase in Revenues:                   \$ 1,374,497   \$ 2,284,349**

<b>Total Requested Increase to County Appropriation:</b>	<b>4,507,262</b>
<b>Less: Increase for District Tax Growth</b>	<b>(321,692)</b>
<b>Less: Increase in Student Enrollment Growth</b>	<b>(307,093)</b>
<b>Board's Request for Continuation&amp; Expansion</b>	<b>3,878,477</b>

### Budget Assumptions

1. Appropriation is based on the State's projected enrollment of 12,353.
2. The County increase required is \$314 per pupil for continuation, state mandates, expansion and Fund Balance requests.
3. The projected 2014-2015 district tax one cent valuation amount is \$1,044,521. The special district tax rate remains at \$.2084.
4. Charter students will be funded at 117 students. Actual count for 2013-14 is 180 students.
5. Assumes the County will continue the Fair Funding allocation of \$494,000 to each district.
6. Carol Woods contribution of \$30,000 is included in the miscellaneous revenue projection for 2014-15.
7. Uses \$1,000,000 of Local fund balance to balance the 2014-2015 budget.
8. Alcohol and Beverage Commission grant in the amount of \$38,000 is expected in 2014-15.

Orange County Budget Office form

# Local Fund Budget Summary

## *Summary by Purpose Code*

	2012-2013	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
<b>INSTRUCTIONAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATE</b>	<b>SUPT RECOM</b>	<b>BOARD REQ</b>
5110 Regular Instructional Services	21,138,213	20,049,058	22,158,447	22,158,447	22,749,016	23,005,283
5112 Cultural Arts Services	174,691	151,622	185,783	185,783	192,160	192,160
5113 Physical Education Curricular Services	258,455	43,160	261,264	261,264	85,000	274,123
5114 Foreign Language Curricular Services	152,967	141,610	155,297	155,297	163,127	163,127
5116 Homebound/Hospitalized Curricular Ser.	552,424	131,136	556,068	556,068	578,817	578,817
5120 CTE Curricular Services	376,025	444,300	378,741	378,741	388,152	388,152
5210 Special Populations Services	6,526,981	7,819,231	7,178,516	7,178,516	7,860,575	7,476,693
5211 EC Homebound Curricular Services	6,120		6,120	6,120	-	
5220 CTE Children w/Disabilities Curricular	492,574	25,172	495,821	495,821	25,000	25,000
5230 Pre-K Children w/Disabilities Curricular	117,058	163,560	274,730	274,730	150,000	150,000
5240 Speech and Language	737,232	602,880	739,550	739,550	605,000	773,746
5260 Academically Gifted	949,932	1,023,369	1,027,760	1,027,760	1,000,000	1,500,000
5270 ESL Services	981,583	1,127,319	987,548	987,548	1,200,000	1,200,000
5310 Alternative Instructional Services	103,699	160,853	222,620	222,620	170,000	229,597
5320 Attendance/Social Work Services	693,808	581,647	698,075	698,075	692,000	692,000
5330 Remedial and Supplemental	265,663	386,968	248,070	248,070	421,000	421,000
5340 Pre-K Services	503,328	480,703	508,046	508,046	528,461	528,461
5353 Summer School	86,374	71,292	86,646	86,646	138,657	138,657
5401 Principal's Office	1,112,286	931,641	1,117,429	1,117,429	1,123,111	1,123,111
5402 Assistant Principal	947,784	815,361	907,606	907,606	929,780	929,780
5404 School Building Support	1,340,935	1,952,861	1,423,205	1,423,205	1,468,654	1,468,654
5501 Athletics	1,486,457	1,555,327	1,426,017	1,426,017	1,452,990	1,452,990
5502 Cultural Arts	194,118	192,141	195,588	195,588	200,802	200,802
5503 School Clubs/Student Organizations	327,045	327,675	281,803	281,803	282,829	282,829
5504 Before/After School Care	148,203	115,638	148,463	148,463	148,666	148,666
5810 Education Media	992,460	1,061,729	1,073,999	1,073,999	1,111,138	1,111,138
5820 Student Accounting	405,897	493,321	455,280	455,280	468,216	468,216
5830 Guidance Services	1,927,575	1,680,454	1,939,485	1,939,485	1,850,000	1,850,000
5840 Health Services	816,788	1,259,395	934,285	934,285	972,469	972,469
5841 ABC/Health Services	38,000	65,284	38,011	38,011	38,011	38,011
5850 Safety and Security	1,015,126	1,085,014	1,067,922	1,067,922	1,085,908	1,085,908
5860 Instructional Technology	70,000	1,798	70,000	70,000	72,100	72,100
5870 Staff Development	348,969	547,939	479,194	479,194	434,194	454,194
5890 Volunteer Services	277,823	216,468	279,838	279,838	289,346	289,346
<b>5000 TOTAL INSTRUCT.SERVICES</b>	<b>45,566,593</b>	<b>45,705,926</b>	<b>48,007,226</b>	<b>48,007,227</b>	<b>48,875,179</b>	<b>49,685,031</b>
<b>SUPPORT SERVICES</b>						
6110 Regular Curricular Support	1,132,560	996,532	1,137,109	1,137,109	1,114,707	1,114,707
6113 Physical Education Support		76,767	95,088	95,088	97,773	97,773
6115 Technology Curricular Support		87,970	108,782	108,782	111,850	111,850
6120 CTE Curricular Support	128,081	109,200	128,811	128,811	132,201	132,201
6100 Sub-total Regular Instruction Support	1,260,641	1,270,469	1,469,790	1,469,790	1,456,531	1,456,531

## Local Fund Budget Summary

### *Summary by Purpose Code*

SUPPORT SERVICES (continued)	2012-2013	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM	BOARD REQ
6201 Children w/Disabilities Support	76,707	235,307	76,982	76,982	79,144	79,144
6207 ESL Support	71,629	50,163	71,629	71,629	71,629	71,629
6200 Sub-total Special Populations Support	148,336	285,470	148,611	148,611	150,773	150,773
6304 Pre-K Readiness/Remedial Services	30,171	29,325	30,362	30,362	31,144	31,144
6300 Sub-Total Admin. Staff/Alternative Prog.	30,171	29,325	30,362	30,362	31,144	31,144
6400 Technology Support	1,825,930	2,039,311	1,904,231	1,904,231	2,018,940	2,018,940
6510 Telephones	104,083	98,383	119,083	119,083	119,083	119,083
6520 Printing and Copying Services	329,476	302,055	329,485	329,485	329,492	329,492
6530 Public Utility and Energy Serv (new)	3,658,586	3,335,197	3,788,586	3,788,586	3,788,586	3,788,586
6540 Custodial Services	1,719,423	1,495,821	2,006,317	2,006,317	2,068,527	2,068,527
6550 Transportation	644,635	866,272	760,570	760,570	779,164	779,164
6580 Maintenance of Plant	2,473,361	2,725,371	2,696,696	2,696,696	2,824,407	2,824,407
6500 Sub-total Operational Support	8,929,564	8,823,099	9,700,737	9,700,737	9,909,259	9,909,259
6611 Financial Services	778,170	524,033	783,595	783,595	802,285	802,285
6613 Risk Management	301,000	286,920	311,000	311,000	311,000	311,000
6621 Human Resource Services	535,570	621,356	589,135	589,135	595,957	595,957
6600 Sub-total Financial/Human Resources	1,614,740	1,432,309	1,683,730	1,683,730	1,709,242	1,709,242
6720 Research and Evaluation	375,169	356,819	376,490	376,490	381,273	381,273
6700 Sub-total Student Accountability	375,169	356,819	376,490	376,490	381,273	381,273
6910 Board or Education	65,563	72,485	65,563	65,563	69,563	69,563
6920 Legal Services	90,000	119,379	100,000	100,000	100,000	100,000
6930 Audit Services	60,000	52,518	60,000	60,000	60,000	60,000
6941 Office of the Superintendent	228,132	220,084	233,108	233,108	235,940	235,940
6942 Assistant Supt of Instruction	1,524,288	1,305,168	1,741,693	1,741,693	1,885,671	1,985,671
6943 Assistant Supt of Supp Serv	331,603	564,844	454,111	454,111	462,741	462,741
6950 Public Relations	237,540	189,927	238,569	238,569	242,462	242,462
6900 Sub-total Other Support	2,537,126	2,524,405	2,893,044	2,893,044	3,056,377	3,156,377
<b>6000 TOTAL SYSTEMWIDE SUPPORT</b>	<b>16,721,677</b>	<b>16,761,207</b>	<b>18,206,995</b>	<b>18,206,995</b>	<b>18,713,539</b>	<b>18,813,539</b>
<b>TRANSFERS</b>						
8100 Charter School Funds	554,680	539,245	554,680	554,680	554,680	554,680
8100 Child Nutrition Transfers	225,000	225,000	225,000	225,000	225,000	225,000
8400 Transfers to Community Schools	11,761	11,761	11,761	11,761	11,761	11,761
8100 Other Transfers	200,000	61,657	200,000	200,000	200,000	200,000
8400 Intrafund Transfers		604,000				
<b>TOTAL LOCAL FUND BUDGET</b>	<b>63,279,711</b>	<b>63,908,798</b>	<b>67,205,662</b>	<b>67,205,662</b>	<b>68,580,159</b>	<b>69,490,011</b>

Orange County Budget Office form

**CHAPEL HILL - CARRBORO CITY SCHOOLS  
2014-2015 CONTINUATION & EXPANSION BUDGET REQUEST**

**PRELIMINARY**

2014-15 District Student Enrollment Projection	12,353
2013-14 District Student Enrollment Projection	<u>12,256</u>
Projected Student Enrollment Growth	97

**CONTINUATION BUDGET:**

<u>State Mandates</u>	<u>Amount</u>
Anticipated increase in employee health insurance - from \$5285 to \$5435	\$ 165,000
Anticipated increase in employer state retirement match from 14.69% to 15.13%, est.	250,000
Legislated Employee Salary Increase - 3-14% salary increase; higher for newer teachers	1,450,000
Read to Achieve Summer Reading Program - Local supplement and matching benefits	<u>50,000</u>
<b>Subtotal</b>	<b>\$ 1,915,000</b>

**Continuation of Current Services**

1% Unemployment Insurance Reserve	\$ 50,000
Equal Opportunity Contract	30,000
Reserve Fund for Homeless Transportation, Section 504 Program, and Interpreter Services	50,000
Sales tax charge on contracted services	<u>150,000</u>
<b>Subtotal</b>	<b>\$ 280,000</b>

**Subtotal - Continuation Budget** **\$ 2,195,000**

**EXPANSION BUDGET REQUEST:**

Program Review - Guidance Services - Linked to Strategic Plan	\$ 50,000
Additional Custodian for Culbreth Science Wing Addition	<u>39,349</u>
<b>Subtotal - Expansion Budget</b>	<b>\$ 89,349</b>

**Additional revenue requested to offset the reduction in available fund balance** **\$ 2,222,913**

<b>GRAND TOTAL BUDGET REQUEST</b>	<b>\$ 4,507,262</b>
<b>Less: Estimated Revenue from Enrollment Growth at current per pupil</b>	<b>317,093</b>
<b>Less: Estimated Revenue from 1.5% Inflationary Increase to District Tax</b>	<u><b>321,692</b></u>
<b>Total of Board's Requested Budget Increase</b>	<b>\$ 3,868,477</b>

One-cent Ad Valorem Tax Increase = Est. \$1,639,262; 62% to CHCCS = \$1,016,342  
 $\$4,507,262 / \$1,016,342 = 4.44$  cent increase  
 $\$3,868,477 / \$1,016,342 = 3.81$  cent increase

## Local Fund Revenue History

Year	County Appropriation		Special District Tax per \$100 Value District Tax	District Tax Per Pupil
	Per Pupil	Increase		
	1,057			
1990-91	1,175	118	0.1775	
1991-92	1,310	135	0.1735	
1992-93	1,310	-	0.1735	
1993-94	1,363	53	0.1575	*
1994-95	1,451	88	0.1540	
1995-96	1,571	120	0.1540	
1996-97	1,782	211	0.1900	
1997-98	1,889	107	0.1790	*
1998-99	2,040	151	0.1920	
1999-00	2,256	216	0.2200	
2000-01	2,395	139	0.2200	
2001-02	2,437	42	0.2020	*
2002-03	2,516	79	0.1920	
2003-04	2,566	50	0.2000	
2004-05	2,623	57	0.2000	
2005-06	2,796	173	0.1834	*
2006-07	2,957	161	0.1885	
2007-08	3,069	112	0.2035	
2008-09	3,200	131	0.2300	
2009-10	3,096	(104)	0.1884	*
2010-11	3,096	-	0.1884	1,593
2011-12	3,102	6	0.1884	1,571
2012-13	3,167	65	0.1884	1,605
2013-14	3,269	102	0.1884	
2014-15			0.2084	

For 2014-2015:

A \$.01 Special District Tax increase is estimated to generate \$1,044,521 in additional revenue .

A \$.01 County General Fund Property Tax rate increase is estimated to generate \$1.6 million of additional revenue.

\* Re-valuation year of property tax values

## 2013-14 State Fund Revenue Projection

	2012-2013	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>SUPT RECOM</u>	<u>BOARD REQ</u>
Revenue	\$ 61,662,864	\$ 58,271,333	\$ 62,585,367	\$ 62,585,367	\$ 64,025,000	\$ 58,889,223
State Textbook Revenue	208,376	23,147	802,770	802,770	175,000	175,000
Total Revenue	\$ 61,871,240	\$ 58,294,480	\$ 63,388,137	\$ 63,388,137	\$ 64,200,000	\$ 59,064,223

Orange County Budget Office form

## State Fund Budget Summary

### *Summary by Purpose Code*

INSTRUCTIONAL	2012-2013	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM	BOARD REQ
5110 Regular Instructional Services	39,478,928	35,217,549	39,966,852	39,966,852	40,056,000	38,000,000
5112 Cultural Arts Services	205,672	256,529	272,528	272,528	270,000	200,000
5113 Physical Education Curr. Serv.	111,174	102,081	78,683	78,683	100,000	80,000
5114 Foreign Language Curr. Serv.	194,556	172,670	166,321	166,321	171,000	171,000
5116 Homebound/Hospitalized Curr.	112,411	861,335	792,623	792,623	800,000	800,000
5120 CTE Curricular Services	3,236,751	2,819,274	3,601,204	3,601,204	3,700,000	3,239,094
5210 Children w/Disab. Curr. Serv.	3,076,052	3,432,461	3,364,485	3,364,485	3,500,000	3,500,000
5220 CTE Children w/Disab. Curr.						
5240 Speech & Language Path. Ser.	811,152	799,285	770,900	770,900	800,000	700,000
5260 Acad/Intell. Gifted Curricular	593,605	615,312	604,121	604,121	622,000	600,000
5270 LEP Curricular Services	1,251,395	1,274,845	1,256,696	1,256,696	1,294,000	1,200,000
5310 Alternative Instructional Prog.	673,916	562,803	588,059	588,059	600,000	500,000
5320 Attendance and Social Work	760,195	848,647	879,798	879,798	900,000	800,000
5330 Remedial & Suppl. K-12 Serv.	487,170	385,778	383,468	383,468	400,000	400,000
5353 Summer School Instruction	429,249	371,684	547,000	547,000	560,000	400,000
5401 Principal's Office	1,368,839	1,334,655	1,612,750	1,612,750	1,650,000	1,100,000
5402 Assistant Principal	909,127	1,094,321	699,967	699,967	721,000	721,000
5404 School Building Support	697,181	11,674				
5810 Educational Media Services	738,589	560,933	570,746	570,746	588,000	588,000
5820 Attendance - Social Work	212,324	171,319	180,169	180,169	200,000	200,000
5830 Guidance Services	2,411,127	1,934,978	1,601,147	1,601,147	1,650,000	1,500,000
5840 Health Services	898,009	925,037	928,186	928,186	950,000	900,000
5860 Instructional Technology		86,410	167,151	167,151	175,000	175,000
5000 INSTRUCTIONAL SERVICES	58,657,422	53,839,580	59,032,854	59,032,854	59,707,000	55,774,094

SUPPORT SERVICES	2012-2013	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM	BOARD REQ
6110 Regular Curricular Support	118,884	105,691	108,253	108,253	110,000	110,000
6120 CTE Support	39,822	52,530	39,822	39,822	41,000	41,000
6201 Children w/Disability Support	109,282	129,070	105,088	105,088	108,000	108,000
6400 Technology Support		72,535			74,000	74,000
6540 Custodial Services	808,620	1,852,729	1,951,445	1,951,445	1,975,000	1,300,000
6550 Transportation	1,248,872	1,388,156	1,478,093	1,478,093	1,500,000	1,276,129
6611 Finance	292,300	362,006				
6612 Purchasing Services						
6621 Human Resources	177,151	83,769	251,302	251,302	255,000	
6941 Office of the Superintendent	157,858	156,267	158,180	158,180	162,000	117,000
6942 Asst. Supt. for Instruction	114,110	114,742	116,549	116,549	120,000	116,000

## State Fund Budget Summary *Summary by Purpose Code*

	2012-2013	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
<u>SUPPORT SERVICES</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>SUPT RECOM</u>	<u>BOARD REQ</u>
6943 Asst. Supt. for Support Serv.	99,651	99,892	102,090	102,090	103,000	103,000
6000 SUPPORT SERVICES	3,166,550	4,417,387	4,310,822	4,310,822	4,448,000	3,245,129
7200 Child Nutrition Services	47,268	40,017	44,461	44,461	45,000	45,000
8100 Transfers		(2,504)				
<b>TOTAL</b>	<b>\$ 61,871,240</b>	<b>\$ 58,294,480</b>	<b>\$ 63,388,137</b>	<b>\$ 63,388,137</b>	<b>\$ 64,200,000</b>	<b>\$ 59,064,223</b>

The 2014-15 State Planning budget total is \$59,064,223.

Orange County Budget Office form

## **Summary of Changes State Fund 2014-15**

- \* The 2014-15 State Planning Allotment was received in the amount of \$59,064,223.
- \* An employee salary increase is anticipated ranging from 3-14%.
- \* The estimated State retirement rate is 15.13%.
- \* The employer health insurance match rate is projected to increase from \$5,285 to \$5,435 per FTE.
- \* The State's enrollment projection for the district for 2014-15 is 12,353 students; a 97 student increase over 2013-14 projection.

## 2014-2015 Federal Fund Revenue Projection

	2012-2013	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>SUPT RECOM</u>	<u>BOE REQ</u>
Federal Revenue	\$ 3,986,672	\$ 4,311,623	\$ 5,056,913	\$ 5,056,913	\$ 4,392,000	\$ 4,392,000

\*No Federal Planning Allotments have been received to date. The amounts indicated are only estimates.

<u>Projected 2014-15 Federal Grant Allotments</u>		<u>2014-15</u>	<u>Estimated</u>	<u>Projected</u>
		<u>Allotment</u>	<u>Carryover</u>	<u>Total</u>
			<u>Amount</u>	
PRC017	Career Technical Education - Program Improvement	\$ 85,000	\$ -	\$ 85,000
PRC049	IDEA-VI-B - Preschool Handicapped	32,000	-	32,000
PRC050	Title I	1,100,000	100,000	1,200,000
PRC060	IDEA VI-B, Handicapped	1,900,000	350,000	2,250,000
PRC070	IDEA - Early Intervening Services	150,000	75,000	225,000
PRC103	Improving Teacher Quality	250,000		250,000
PRC104	Language Acquisition	150,000	200,000	350,000
<b>Total</b>		<b>\$ 3,667,000</b>	<b>\$ 725,000</b>	<b>\$ 4,392,000</b>

Orange County Budget Office form

## Federal Fund Budget Summary

### *Summary by Purpose Code*

INSTRUCTIONAL	2012-2013	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM	BOE REQ
5110 Regular Instructional Services	\$ 632,864	\$ 486,888	\$ 966,903	\$ 650,000	\$ 600,000	\$ 600,000
5120 CTE Curricular Services	93,123	90,824	80,000	84,982	90,000	90,000
5210 Children w/Disabilities Curriculum	1,528,890	1,437,686	1,498,228	1,498,228	1,450,000	1,450,000
5230 Pre-K Children w/Disab. Curr.	273,524	164,329	260,000	260,000	200,000	200,000
5240 Speech and Language Pathology	113,294	116,260	100,000	130,000	100,000	100,000
5270 ESL Services		113,127	90,000	90,000	90,000	90,000
5320 Attendance and Social Work	88,995	90,461	80,000	85,000	85,000	85,000
5330 Remedial and Suppl. K-12 Serv.		1,322,780	1,375,113	1,130,903	1,341,200	1,341,200
5350 Extended Day/Year Instruc.		11,227	68,000	68,000	50,000	50,000
5840 Health Services	59,147	59,096	50,000	50,000	50,000	50,000
5850 Safety and Security Support						
5870 Staff Development	5,873	(93)	5,800	5,800	5,800	5,800
5880 Parent Involvement Services		8,787	8,000	20,000	10,000	10,000
5000 INSTRUCTIONAL SERVICES	2,795,710	3,901,372	4,582,044	4,072,913	4,072,000	4,072,000

SUPPORT SERVICES	2012-2013	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	BUDGET	ACTUAL	BUDGET	ESTIMATE	SUPT RECOM	BOE REQ
6200 Instructional Staff	185,031	174,948	170,000	200,000	200,000	200,000
6201 Children w/Disabilities Support	145,819	106,221	134,869	100,000	100,000	100,000
6203 Pre-K Children w/Disab. Supp						
6301 Alt Progs & Services Supp			40,000			
6550 Transportation	20,000	41,184	20,000	20,000	20,000	20,000
6000 SUPPORT SERVICES	350,850	322,353	364,869	320,000	320,000	320,000

7200 Child Nutrition Services						
8100 Transfers	73,286	87,897	110,000	110,000		
8200 Other - Unbudgeted	766,826			554,000		

<b>TOTAL</b>	<b>\$ 3,986,672</b>	<b>\$ 4,311,623</b>	<b>\$ 5,056,913</b>	<b>\$ 5,056,913</b>	<b>\$ 4,392,000</b>	<b>\$ 4,392,000</b>
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Orange County Budget Office form

**Summary of Changes  
Federal Fund  
2014-2015**

No Federal Planning Allotments have been received from DPI to date.

Budget estimates have been provided assuming that no major reductions will occur in grant funded for 2014-15. Less carryover in the individual grants is projected.

## Community Schools Fund Budget Summary

	2012-13 <u>ACTUAL</u>	2013-14 <u>BUDGET</u>	2014-15 <u>PROPOSED</u>	<u>Percent Change</u>
<b>REVENUE</b>				
After-school program	\$ 1,236,990	\$ 1,339,235	\$ 1,400,418	4.6%
Summer Camp	155,070	156,841	152,971	-2.5%
Summer Youth Enrichment	44,500	36,900	30,500	-17.3%
District tuition assistance	11,761	11,761	-	-100.0%
Facility rental	35,642	38,239	50,000	30.8%
Interest Income	100	-	-	
Fund Balance Appropriated	<u>-</u>	<u>20,000</u>	<u>60,000</u>	
Total Revenue	\$ 1,484,063	\$ 1,602,976	\$ 1,693,889	5.7%
<b>OPERATING EXPENSES</b>				
Salaries, wages and benefits	\$ 1,272,504	\$ 1,372,159	\$ 1,461,826	6.5%
Supplies	46,929	60,092	66,737	11.1%
Food	115,080	115,130	115,362	0.2%
Purchased services/activities	<u>49,550</u>	<u>55,595</u>	<u>49,964</u>	-10.1%
Total Expenses	\$ 1,484,063	\$ 1,602,976	\$ 1,693,889	5.7%
After-school program enrollment	615	635	634	-0.2%

**Summary of Changes  
Community Schools Fund  
For 2014-15**

**Changes in Revenue**

- \* Changes in revenue are due to expected enrollment changes for 2014-15 After-School, Teacher Workdays and Summer Youth Enrichment

**Changes in Expenses**

- \* Changes in operating expenses are due to a projected salary increase of 3%, annual payouts, advance payments to unemployment insurance and changes in the retirement of 15.13%

## Child Nutrition Fund Budget Summary

	2012-13	2013-14	2014-15
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>PROPOSED</u>
<b>REVENUE</b>			
Sales of meals and supplemental sales	\$ 1,766,374	\$ 1,813,783	\$ 1,805,710
Federal reimbursements	1,698,588	2,272,477	2,136,021
Catering and miscellaneous	12,000	-	-
Summer Program	-	-	-
Chartwells Guarantee	50,000	-	-
Indirect cost	308,700	308,700	308,700
School district subsidy	225,000	225,000	225,000
Chartwells reimbursement	-	-	-
	<u>\$ 4,060,662</u>	<u>\$ 4,619,960</u>	<u>\$ 4,475,432</u>
 <b>OPERATING EXPENSES</b>			
Food	\$ -	\$ -	\$ -
Salaries, wages and benefits	1,574,750	1,172,685	1,167,749
Supplies	105,960	233,968	150,000
Administrative expenses	2,071,252	2,904,608	2,848,983
Chartwells contract reimbursements	-	-	-
Indirect cost	<u>308,700</u>	<u>308,700</u>	<u>308,700</u>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 4,060,662</b>	<b>\$ 4,619,961</b>	<b>\$ 4,475,432</b>

**Summary of Changes  
Child Nutrition Services Fund  
For 2014-15**

Changes in Revenue

\* No changes  
\*

Changes in Expenses

\* No changes  
\*

# Summary of Recurring Capital Budget

## School District

Fiscal Year 2014-2015

Capital Item	Justification/Description	Category			Funding Amount	
		Category 1 - Buildings & Grounds	Category 2 - Furniture & Equipment	Category 3 - Vehicles	Superintendent's Recommended	Board Requested
<i>School</i>						
Carrboro Elementary	furniture/equipment		X		6,830	6,830
Ephesus Elementary	"		X		5,398	5,398
Estes Hills Elementary	"		X		6,221	6,221
FP Graham Elementary	"		X		5,635	5,635
Glenwood Elementary	"		X		5,872	5,872
McDougle Elementary	"		X		6,199	6,199
Morris Grove	"		X		6,627	6,627
Rashkis Elementary	"		X		5,917	5,917
Scroggs Elementary	"		X		6,954	6,954
Seawell Elementary	"		X		7,371	7,371
Culbreth Middle	"		X		7,844	7,844
McDougle Middle	"		X		7,799	7,799
Phillips Middle	"		X		7,258	7,258
Smith Middle	"		X		8,238	8,238
Carrboro High	"		X		10,211	10,211
Chapel Hill High	"		X		15,113	15,113
East Chapel Hill High	"		X		16,556	16,556
Hospital School	"		X		564	564
<b>Total</b>					<b>136,604</b>	<b>136,604</b>
<i>District Projects</i>						
Technology Equipment	MIS Department Expenses		X		250,000	250,000
Classroom Furniture	Facilities Management Dept.		X		20,000	20,000
Child Nutrition Equip.	Child Nutrition Department		X		40,000	40,000
Custodial Supp/Equip	Facilities Management Dept.		X		20,000	20,000
Administrative Equip.	Administrative Tech. Dept.		X		55,000	55,000
Print Shop Equipment	Support Services Division		X		3,500	3,500
Cafeteria Equipment	Facilities Management Dept.		X		5,000	5,000
Equipment	Support Services Division		X		50,000	50,000
Cultural Arts Equip.	Instructional Services		X		5,500	5,500
<b>Total</b>					<b>449,000</b>	<b>449,000</b>
<i>District Projects</i>						
Site Development	Drainage/Safety Improvements	X			107,733	107,733
Renovations	Painting, IAQ, Electrical, etc.	X			679,743	679,743
Floor Coverings	Carpet/Tile Installations	X			20,000	20,000
Roof Replacement	CIP Supplement	X				
Roof Repairs	District Repairs	X			81,920	81,920
Playgrounds/Playfields	Safety Comp./Major Maint.	X			240,000	240,000
<b>Total</b>					<b>1,129,396</b>	<b>1,129,396</b>



2014-2024  
CAPITAL INVESTMENT PLAN

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**EXPENDITURES**

PROJECT TITLE	PENDING		Year 1 2014-15	Year 2 2015-16	Year 3 2016-17	Year 4 2017-18	Year 5 2018-19	Five Year Total	Years 6 to 10 2019-24
	2013-14 Budgeted	Lottery Funded Projects							
<b>ADA Requirements</b>	75,000			45,000	35,000	35,000	35,000	150,000	335,000
<b>Abatement Projects</b>									
District Abatement Projects	34,504		25,000	35,000	35,000	50,000	50,000	195,000	337,500
Phillips: Remove Asbestos Floor Tile					125,000			125,000	
CHHS: Remove Asbestos Floor Tile					175,000			175,000	
<b>Athletic Facilities</b>									550,000
CHHS: Athletic Track and Field				200,000				200,000	
ECHHS: Athletic Fields/Track	150,000								
<b>Classroom/Building Improvements</b>									450,000
Estes Hills: Media Center and Classroom Improvements				150,000				150,000	
Ephesus: Classroom Casework				175,000				175,000	
FG Graham: Bathroom Improvements	115,000								180,554
Seawell: PODs Casework/Bathrooms							150,000	150,000	
McDougle: Stage Curtains				40,000				40,000	
Phillips: 4 Science Classrooms Casework-80k						100,000		100,000	
CHHS: 6 Science Classroom Casework 120k						150,000		150,000	
<b>Doors/Hardware/Canopies</b>									
District Hardware and Door Replacements	45,000			75,000				75,000	175,000
Seawell: Expand canopies									120,000
FPG: Canopy at Kiss n Go and Bus Circle						75,000		75,000	
Ephesus: Canopy at Kiss and Go							75,000	75,000	
<b>Electrical Systems</b>									
All Schools: Increase Electrical Distribution	50,456		165,000	165,000	175,000	175,000	175,000	855,000	980,000
<b>Energy Efficiency/Lighting Improvemnets</b>									
FPG: Lighting Upgrades/Efficiency							155,000	155,000	
Ephesus: Lighting Upgrades/Efficiency						125,000		125,000	
Culbreth: Lighting Upgrades/Efficiency						150,000		150,000	
Phillips: Auditorium/Gym Lighting Upgrades						121,609		121,609	
<b>Fire/Safety/Security Systems</b>									
Security Systems Upgrades/Expansions and Signage			150,000	100,000		75,000		325,000	250,000
Entrance/Reception Control			150,000						

<b>Indoor Air Quality Improvements</b>									
District IAQ Projects	25,000	50,000		50,000		50,000	150,000		150,000
<b>Mobile Classrooms/Rental Space</b>		125,000	128,000	131,000	134,000	137,000	655,000		730,000
<b>Paving: Parking Lots/Driveways/Walkways</b>									
CHHS: Student Parking Lot		50,000		140,852		150,000	340,852		200,000
ECHHS: Bus Driveway and Parking Lot		110,000					110,000		
<b>Roofing/Building Waterproofing Projects</b>									
Scroggs: Flat Roof Sections Replacement		365,000					365,000		
ECHHS: Brick pointing/window seals				172,402			172,402		330,000
<b>Window Replacements</b>									
Ephesus: replace Windows in Original Bld									150,000
Seawell: Replace Classroom/Bld Windows									200,000
Culbreth: Replace Classroom/Bld Windows			100,000	155,211			255,211		
Phillips: Replace Classroom/Bld Windows			100,000	150,000			250,000		
CHHS: Window Replacements				170,000			170,000		350,000

CHAPEL HILL - CARRBORO CITY SCHOOLS  
CAPITAL INVESTMENTS PLAN 2014 - 2024

FUNDED PROJECTS pg 2 of 2

PROJECT TITLE	PENDING	FUNDED PROJECTS							
	2013-14 Budgeted Lottery Funded Projects	Year 1 2014-15	Year 2 2015-16	Year 3 2016-17	2017-18	Year 5 2018-19	Five Year Total		Years 6 to 10 2019-24
<b>Mechanical Systems</b>									2,641,748
Carrboro Elm: 1978 Electric Boiler/Cooling Tower					85,000		85,000		
Ephesus: 1991 Addition-HVAC Improvements					55,000		55,000		
Estes Hills: Cooling Tower Replacement	40,000								
Estes Hills: 1978 Electric Boiler Replacement						60,000	60,000		
Estes Hills: Multi Purpose 1978 Building Boiler						60,000	60,000		
Glenwood: Cooling Tower Replacement	40,000								
Glenwood: Multi Purpose 1978 Building Boiler						60,000	60,000		
Glenwood: Multi Purpose Bld - 2 air handlers				80,000			80,000		
FPG: Primary Building Boiler Replacement						57,602	57,602		
FPG: Upgrade Handicap Lifts			145,000				145,000		
McDougle Complex: Cooling Tower Replacement									75,000
McDougle Complex: EMS Controls									75,000
Scroggs: Cooling Tower									75,000
Scroggs: Classroom Air Ventilators						415,545	415,545		
Seawell: Lawlor Building Boiler		75,000					75,000		
Seawell: 9 Heat Pumps for PODs			119,088				119,088		
Culbreth: 300 Wing Six Heat Pumps		84,726					84,726		
Culbreth: Roof Top Units					281,576		281,576		
Culbreth: Digital HVAC Controls		125,000					125,000		
Phillips: Expand Digital HVAC Controls									75,000
ECHHS: Variable Speed Drives	145,000								
ECHHS: 1996 Cooling Towers	120,000	85,000					85,000		
<b>Technology: Total of Listed Categories</b>		1,560,000	1,577,000	1,594,500	1,612,180	1,630,150	7,973,830		8,429,800
<i>Network Infrastructure</i>		553,800	559,835	566,048	572,324	578,703			
<i>Enterprise Software</i>		152,880	154,546	156,261	157,994	159,755			
<i>Instructional Computers &amp; Technology</i>		780,000	788,500	797,250	806,090	815,075			
<i>Administrative Computers</i>		46,800	47,310	47,835	48,365	48,905			
<i>Network Printers</i>		17,160	17,347	17,540	17,734	17,932			
<i>Community Access Technology</i>		9,360	9,462	9,567	9,673	9,781			
<b>TOTAL EXPENDITURES - 10 YEAR CIP</b>	<b>839,960</b>	<b>3,119,726</b>	<b>3,154,088</b>	<b>3,188,965</b>	<b>3,224,365</b>	<b>3,260,297</b>	<b>15,947,440</b>		<b>16,859,602</b>

FUNDING and ARTICLE 46 SALES TAX

	2013-14 Budget	Year 1 2014-15	Year 2 2015-16	Year 3 2016-17	Year 4 2017-18	Year 5 2018-19	Five Year Total		Years 6 to 10 2019-24
<b>CIP FUNDING SOURCES:</b>									
Long Range Pay-As-You-Go Funds - Projects	2,290,782	2,290,782	2,325,144	2,360,021	2,395,421	2,431,353	11,802,720		12,714,882

Lottery Funds - Budgeted	839,960	828,944	828,944	828,944	828,944	828,944	4,144,720		4,144,720
<b>TOTAL CIP FUNDING</b>	<b>3,130,742</b>	<b>3,119,726</b>	<b>3,154,088</b>	<b>3,188,965</b>	<b>3,224,365</b>	<b>3,260,297</b>	<b>15,947,440</b>		<b>16,859,602</b>
<b>OTHER FUNDING:</b>									
<b>Culbreth MS - Science Classroom Addition</b>	<b>4,971,676</b>								
<b>Article 46 Sales Tax - 1/4 Cent</b>		<b>823,664</b>	<b>836,019</b>	<b>848,560</b>	<b>861,288</b>	<b>874,207</b>	<b>4,243,738</b>		<b>4,640,286</b>
Article 46 Sales Tax Projects as Follows:									
-Technology: Student Access Computing Devices		411,832	418,010	424,280	430,644	380,000	2,064,766		2,320,143
-Improvements at Older Schools:						380,000	380,000		2,320,143
<i>Kitchen Equipment Replacements</i>		55,000					55,000		
<i>CHHS: Repairs to Exterior Stairs</i>		75,000							
<i>Multi Purpose</i>		130,000					130,000		
<i>Lincoln Center: Chiller and Cooling Tower</i>		151,832					151,832		
<i>Lincoln Center: HVAC/Electrical/Fire Safety Systems</i>			418,009	424,280	430,644		1,272,933		
			0	0	(0)	0			

PROJECTS:	OPENS:	10 YEAR UNFUNDED NEW SCHOOLS										TEN YEAR TOTAL	
		Year 1 2014-15	Year 2 2015-16	Year 3 2016-17	Year 4 2017-18	Year 5 2018-19	Year 6 2019-20	Year 7 2020-21	Year 8 2021-22	Year 9 2022-23	Year 10 2023-24		
Elementary School #12	2020-21					6,327,888	23,412,842	4,711,067					34,451,797
Middle School #5	2020-21				1,362,292	7,795,337	31,335,321	5,693,787					46,186,737
Carrboro High School Additions	2023-24								3,887,776	15,978,952	3,281,887		23,148,615
<b>TOTAL UNFUNDED PROJECTS</b>		-	-	-	1,362,292	14,123,225	54,748,163	10,404,854	3,887,776	15,978,952	3,281,887		103,787,149

Notes:

- 1) Elementary School #12, Middle School #5, and the Carrboro HS Addition opening dates are based on Nov. 15, 2013 enrollment SAPFO projections.
- 2) Middle School projections have been adjusted to account for 104 capacity increase at Culbreth MS as a result of the Science Classroom addition opening in 2014-15.
- 3) The need for Elementary School #12 and High School Additions could be delayed depending upon the implementation of recommendations from the Facilities Assessment report.

CHAPEL HILL - CARRBORO CITY SCHOOLS  
 CAPITAL INVESTMENTS PLAN 2014 - 2024  
 UNFUNDED - Major Projects

UNFUNDED MAJOR PROJECTS pg 1 of 3

PROJECTS:	10 YEAR UNFUNDED CAPITAL PROJECTS										TEN YEAR TOTAL
	Year 1 2014-15	Year 2 2015-16	Year 3 2016-17	Year 4 2017-18	Year 5 2018-19	Year 6 2019-20	Year 7 2020-21	Year 8 2021-22	Year 9 2022-23	Year 10 2023-24	
<b>ADA Requirements</b>											
Carboro Elm: Assessment Findings	437,320										437,320
Ephesus: Assessment Findings	146,000										146,000
Estes Hills: Assessment Findings	990,015										990,015
FPG: Assessment Findings	741,585										741,585
Glenwood: Assessment Findings	554,815										554,815
Seawell: Assessment Findings	594,880										594,880
Culbreth: Assessment Findings	971,100										971,100
Phillips: Assessment Findings	521,170										521,170
CHHS: Assessment Findings	1,253,460										1,253,460
Lincoln Center: Assessment Findings	170,000										170,000
<b>Abatement Projects: Flooring replacements</b>											
Carboro Elm: Assessment Findings	33,150										33,150
Ephesus: Assessment Findings	50,685										50,685
Estes Hills: Assessment Findings	400,196										400,196
FPG: Assessment Findings	3,000										3,000
Glenwood: Assessment Findings	348,219										348,219
Seawell: Assessment Findings	33,790										33,790
Culbreth: Assessment Findings	220,891										220,891
Phillips: Assessment Findings	793,050										793,050
CHHS: Assessment Findings	458,520										458,520
Lincoln Center: Assessment Findings	184,820										184,820
<b>Athletic Facilities:</b>											
CarboroHS: Stadium Visitor Bleachers					450,000						450,000
CarboroHS: Stadium Synthetic Field							1,250,000				1,250,000
CHHS: Stadium Visitor Bleachers					250,000						250,000
CHHS: Stadium Synthetic Field							1,250,000				1,250,000
CHHS: Soccer Field Improvements		250,000									250,000
CHHS: Athletic Fields			150,000								150,000
CHHS: Baseball Field Bathroom/Concession Bid						750,000					750,000
ECHHS: Stadium Synthetic Field							1,250,000				1,250,000
CHHS/ECHHS: Major Athletic Field Repairs				250,000							250,000
ECHHS: Stadium Visitor Bleachers					250,000						250,000
Carboro Elementary: Multi purpose field			125,000								125,000
Scroggs: Athletic Field				150,000							150,000
McDougle Mdl: Tennis Courts			500,000								500,000
Playfields(10): Provide Potable Water		150,000									150,000
<b>Classroom/Interior Improvements:</b>											
Carboro Elm: Assessment Findings	695,825										695,825
Ephesus: Assessment Findings	533,533										533,533
Estes Hills: Assessment Findings	761,535										761,535
FPG: Assessment Findings	524,810										524,810
Glenwood: Assessment Findings	828,099										828,099
Seawell: Assessment Findings	237,348										237,348
Culbreth: Assessment Findings	1,169,143										1,169,143
Phillips: Assessment Findings	2,038,725										2,038,725
CHHS: Assessment Findings	2,722,018										2,722,018
Lincoln Center: Assessment Findings	895,427										895,427
McDougle: Gymnasium Audio System				50,000							50,000
McDougle: Library carpet		45,000									45,000
McDougleMS: Casework								400,000			400,000
Smith: Cafeteria Sound Panels	50,000										50,000
ECHHS: Theater Lighting and Sound upgrade				375,000							375,000

PROJECTS:	10 YEAR UNFUNDED CAPITAL PROJECTS										TEN YEAR TOTAL
	Year 1 2014-15	Year 2 2015-16	Year 3 2016-17	Year 4 2017-18	Year 5 2018-19	Year 6 2019-20	Year 7 2020-21	Year 8 2021-22	Year 9 2022-23	Year 10 2023-24	
<b>Doors/Hardware/Canopies</b>							100,000	100,000	100,000	100,000	400,000
Scroggs: Canopies-Mobile Units, other areas				175,000							175,000
Estes Hills: Expand Canopy			75,000								75,000
Ephesus: Canopy at Kiss and Go						125,000					125,000
FPG: Canopy at Bus Drop Off		95,000									95,000
Glenwood: Canopy at Kiss and Go				150,000							150,000
Scroggs: Canopy at Mobiles and Bus Drop Off					150,000						150,000
<b>Exterior Improvements: Windows, Doors,</b>											
Carboro Elm: Assessment Findings	141,102										141,102
Ephesus: Assessment Findings	104,416										104,416
Estes Hills: Assessment Findings	151,870										151,870
FPG: Assessment Findings	465,400										465,400
Glenwood: Assessment Findings	422,630										422,630
Seawell: Assessment Findings	366,470										366,470
Culbreth: Assessment Findings	45,367										45,367
Phillips: Assessment Findings	57,250										57,250
CHHS: Assessment Findings	380,610										380,610
Lincoln Center: Assessment Findings	65,845										65,845
<b>Fire and Safety Systems</b>											
System Upgrades for McDs, ECHHS, Scroggs, Smith, Rashkis			150,000			125,000		100,000		125,000	500,000
<b>Mechanical Systems:</b>											
Carboro Elm: Assessment Findings	1,401,650										1,401,650
Ephesus: Assessment Findings	2,172,471										2,172,471
Estes Hills: Assessment Findings	1,099,246										1,099,246
FPG: Assessment Findings	1,802,924										1,802,924
Glenwood: Assessment Findings	1,250,481										1,250,481
Seawell: Assessment Findings	1,047,771										1,047,771
Culbreth: Assessment Findings	2,789,536										2,789,536
Phillips: Assessment Findings	1,819,654										1,819,654
CHHS: Assessment Findings	6,114,507										6,114,507
Rashkis: Chillers and Cooling Towers									450,000		450,000
Scroggs: Chiller and Cooling Tower						500,000					500,000
McDougle Complex: 2 Chillers Replaced					350,000						350,000
Smith: 2 Chillers replaced							250,000				250,000
ECHHS: 1996 Chiller Replacement						250,000					250,000
<b>Site Improvements:Paving/Parking/Driveways/Stormwater Mgt.</b>											
Carboro Elm: Assessment Findings	1,229,345										1,229,345
Ephesus: Assessment Findings	191,458										191,458
Estes Hills: Assessment Findings	825,825										825,825
FPG: Assessment Findings	648,375										648,375
Glenwood: Assessment Findings	490,025										490,025
Seawell: Assessment Findings	501,215										501,215
Culbreth: Assessment Findings	892,614										892,614
Phillips: Assessment Findings	1,434,680										1,434,680
CHHS: Assessment Findings	822,650										822,650
Lincoln Center: Assessment Findings	353,113										353,113
District: Playground Equipment Replacement		50,000		50,000		50,000		50,000			200,000

UNFUNDED MAJOR PROJECTS pg 3 of 3

PROJECTS:	10 YEAR UNFUNDED CAPITAL PROJECTS										TEN YEAR TOTAL
	Year 1 2014-15	Year 2 2015-16	Year 3 2016-17	Year 4 2017-18	Year 5 2018-19	Year 6 2019-20	Year 7 2020-21	Year 8 2021-22	Year 9 2022-23	Year 10 2023-24	
Rental Space - Administrative	75,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	1,290,000
<b>Roofing</b>											
Rashkis: Repairs and seals (20 years)										1,500,000	1,500,000
Scroggs: repairs and seals (20 years)						750,000					750,000
Smith: repairs and seals (20 years)								2,000,000			2,000,000
ECHHS: repairs and seals (20 years)			1,500,000								1,500,000
<b>Technology</b>											
1:1 Student Laptop Initiative	2,061,717	1,972,529	2,437,719	1,948,087	1,303,503	1,909,377	2,373,819	1,882,239	1,528,651	1,218,359	18,636,000
Equity & Modernizing Classroom Instructional Technology	492,000	492,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,784,000
<b>Building Additions</b>											
McDougle Middle School: Auditorium		400,000	3,909,138	325,000							4,634,138
<b>TOTAL UNFUNDED MAINTENANCE PROJECTS</b>	<b>51,070,346</b>	<b>3,589,529</b>	<b>9,081,857</b>	<b>3,708,087</b>	<b>2,988,503</b>	<b>3,944,377</b>	<b>3,458,819</b>	<b>8,367,239</b>	<b>2,263,651</b>	<b>3,628,359</b>	<b>92,100,767</b>

NOTES:

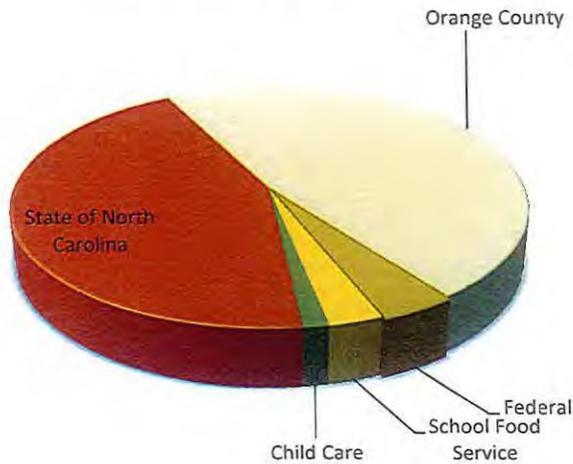
- 1) Only Level 1 recommendations from the Facilities Assessment report have been included in the Unfunded list and approximately 7,000,000 of these findings have been deducted because they are included in the 10 year F
- 2) All findings from the Facility Assessment are listed in Year 1 until a financial plan has been developed.

# STATISTICAL PROFILE

# Financial Perspective

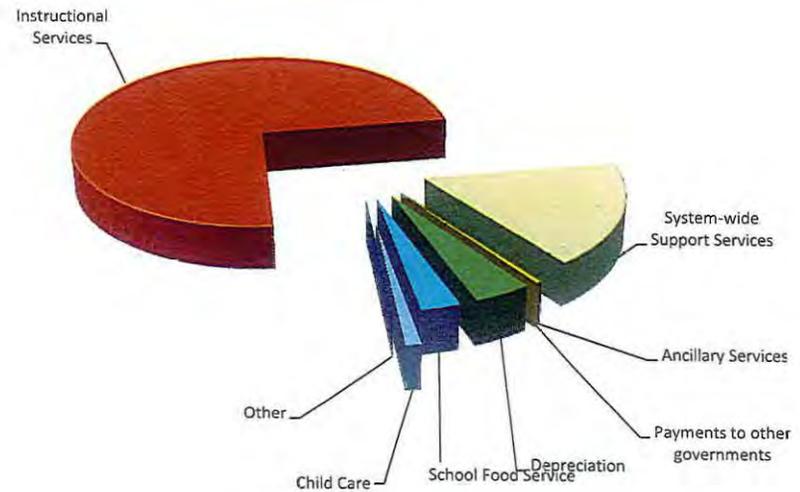
## Governmental and Business-type Activities for Fiscal Year 2012-2013

### Revenue Sources



State of North Carolina	\$ 58,911,178
Orange County	63,241,889
Federal	5,501,707
School Food Service	3,840,865
Child Care	1,872,606
Other	24,941,860
<b>Total</b>	<b><u>\$ 158,310,105</u></b>

### Expenses



Instructional Services	\$ 109,512,140
System-wide Support Services	26,104,923
Ancillary Services	106,706
Payments to other governments	508,313
Depreciation	6,284,193
School Food Service	4,174,046
Child Care	1,591,053
Other	20,142
<b>Total</b>	<b><u>\$ 148,301,516</u></b>

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Report for the year ended June 30, 2013.

## CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

### Net Position by Component Last Ten Fiscal Years

Year Ended June 30	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>Governmental activities:</b>										
Net investment in capital assets	\$ 116,012,175	\$ 115,208,636	\$ 126,102,764	\$ 143,000,072	\$ 163,483,300	\$ 166,983,429	\$ 163,949,217	\$ 163,961,928	\$ 165,245,825	\$ 180,562,451
Restricted	711,927	838,723	820,219	828,491	880,818	899,663	1,496,810	3,023,739	3,403,894	2,943,181
Unrestricted (deficit)	(3,382,143)	(2,263,039)	(653,029)	387,063	162,415	41,399	1,790,409	4,081,358	3,355,228	(1,507,943)
	<u>\$ 113,341,959</u>	<u>\$ 113,784,320</u>	<u>\$ 126,269,954</u>	<u>\$ 144,215,626</u>	<u>\$ 164,526,533</u>	<u>\$ 167,924,491</u>	<u>\$ 167,236,436</u>	<u>\$ 171,067,025</u>	<u>\$ 172,004,947</u>	<u>\$ 181,997,689</u>
<b>Business-type activities:</b>										
Net investment in capital assets	\$ 176,774	\$ 131,180	\$ 89,007	\$ 47,546	\$ 12,508	\$ 17,486	\$ 42,980	\$ 351,474	\$ 340,873	\$ 329,853
Unrestricted (deficit)	(15,675)	(170,427)	267,329	108,657	41,283	96,627	282,203	203,985	336,611	363,478
	<u>\$ 161,099</u>	<u>\$ (39,247)</u>	<u>\$ 356,336</u>	<u>\$ 156,203</u>	<u>\$ 53,791</u>	<u>\$ 114,113</u>	<u>\$ 325,183</u>	<u>\$ 555,459</u>	<u>\$ 677,484</u>	<u>\$ 693,331</u>
<b>Government-wide:</b>										
Net investment in capital assets	\$ 116,188,949	\$ 115,339,816	\$ 126,191,771	\$ 143,047,618	\$ 163,495,808	\$ 167,000,915	\$ 163,992,197	\$ 164,313,402	\$ 165,586,698	\$ 180,892,304
Restricted	711,927	838,723	820,219	828,491	880,818	899,663	1,496,810	3,023,739	3,403,894	2,943,181
Unrestricted (deficit)	(3,397,818)	(2,433,466)	(385,700)	495,720	203,698	138,026	2,072,612	4,285,343	3,691,839	(1,144,465)
	<u>\$ 113,503,058</u>	<u>\$ 113,745,073</u>	<u>\$ 126,626,290</u>	<u>\$ 144,371,829</u>	<u>\$ 164,580,324</u>	<u>\$ 168,038,604</u>	<u>\$ 167,561,619</u>	<u>\$ 171,622,484</u>	<u>\$ 172,682,431</u>	<u>\$ 182,691,020</u>

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Reports.

## CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

### Changes in Net Position Last Ten Fiscal Years

Year Ended June 30	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>Expenses:</b>										
<b>Governmental Activities:</b>										
Instructional services	\$ 75,593,624	\$ 76,145,391	\$ 78,719,653	\$ 86,739,513	\$ 100,952,549	\$ 107,177,216	\$ 102,658,017	\$ 103,809,475	\$ 104,948,573	\$ 109,512,140
System-wide support services	24,880,909	25,583,561	25,141,611	27,399,783	21,027,599	22,067,945	23,000,808	22,669,231	23,529,956	26,104,923
Ancillary services	309,376	314,160	478,600	622,045	50,456	3,826	34,044	237,408	136,863	106,706
Payments to other governments	133,180	254,972	301,204	418,143	463,074	416,950	492,838	575,187	527,076	508,313
Interest on long-term debt	-	-	-	4,349	51,977	39,912	31,171	16,154	675	20,142
Unallocated depreciation expense	3,250,965	3,153,570	3,704,445	3,792,816	3,914,010	4,000,727	5,470,036	5,657,984	5,757,524	6,284,193
<b>Total governmental activities</b>	<b>104,168,054</b>	<b>105,451,654</b>	<b>108,345,513</b>	<b>118,976,649</b>	<b>126,459,685</b>	<b>133,706,576</b>	<b>131,686,914</b>	<b>132,985,439</b>	<b>134,900,687</b>	<b>142,536,417</b>
<b>Business-type activities:</b>										
School food service	3,104,594	3,196,780	3,373,744	3,870,536	4,225,769	4,076,671	4,218,982	3,957,877	4,009,913	4,174,046
Child Care	1,504,925	1,471,514	1,581,550	1,718,892	1,704,503	1,704,113	1,616,225	1,522,392	1,484,031	1,591,053
<b>Total business-type activities</b>	<b>4,609,519</b>	<b>4,668,294</b>	<b>4,955,294</b>	<b>5,589,428</b>	<b>5,930,272</b>	<b>5,780,784</b>	<b>5,835,207</b>	<b>5,480,269</b>	<b>5,493,944</b>	<b>5,765,099</b>
<b>Total government-wide</b>	<b>\$ 108,777,573</b>	<b>\$ 110,119,948</b>	<b>\$ 113,300,807</b>	<b>\$ 124,566,077</b>	<b>\$ 132,389,937</b>	<b>\$ 139,487,360</b>	<b>\$ 137,522,121</b>	<b>\$ 138,465,708</b>	<b>\$ 140,394,631</b>	<b>\$ 148,301,516</b>
<b>Program Revenues:</b>										
<b>Governmental activities:</b>										
<b>Charges for services:</b>										
Co-curricular	\$ 2,268,858	\$ 2,238,301	\$ 2,145,681	\$ 2,414,520	\$ -	\$ 2,739,392	\$ 2,665,684	\$ 2,655,827	\$ 2,712,319	\$ 2,900,197
Operational Support	398,051	377,646	390,412	387,696	286,919	484,614	491,528	470,487	515,397	494,505
Operating grants and contributions	51,873,963	53,677,352	55,522,004	60,147,393	67,633,175	66,801,813	65,677,147	67,177,842	64,339,584	64,250,067
Capital grants and contributions	663,209	842,199	659,835	370,572	425,185	290,592	129,328	157,678	39,470	182,818
<b>Total governmental activities</b>	<b>55,204,081</b>	<b>57,135,498</b>	<b>58,717,932</b>	<b>63,320,181</b>	<b>68,345,279</b>	<b>70,316,411</b>	<b>68,963,687</b>	<b>70,461,834</b>	<b>67,606,770</b>	<b>67,807,587</b>
<b>Business-type activities:</b>										
<b>Charges for services:</b>										
School food service	1,933,458	1,673,683	1,816,782	1,990,981	2,017,352	2,012,280	1,913,553	1,913,273	1,861,576	1,785,164
Child care	1,515,108	1,492,568	1,703,659	1,703,572	1,660,945	1,820,931	1,837,025	1,645,250	1,749,274	1,872,606
Operating grants and contributions	1,036,541	1,095,463	1,252,370	1,539,327	1,737,831	1,595,932	1,685,927	1,648,292	1,863,465	2,055,701
Capital grants and contributions	-	-	-	-	-	-	31,955	-	-	-
<b>Total business-type activities</b>	<b>4,485,107</b>	<b>4,261,714</b>	<b>4,772,811</b>	<b>5,233,880</b>	<b>5,416,128</b>	<b>5,429,143</b>	<b>5,468,460</b>	<b>5,206,815</b>	<b>5,474,315</b>	<b>5,713,471</b>
<b>Total government-wide</b>	<b>\$ 59,689,188</b>	<b>\$ 61,397,212</b>	<b>\$ 63,490,743</b>	<b>\$ 68,554,061</b>	<b>\$ 73,761,407</b>	<b>\$ 75,745,554</b>	<b>\$ 74,432,147</b>	<b>\$ 75,668,649</b>	<b>\$ 73,081,085</b>	<b>\$ 73,521,058</b>
<b>Net (Expense)/Revenue</b>										
Governmental activities	\$ (48,963,973)	\$ (48,316,156)	\$ (49,627,581)	\$ (55,656,468)	\$ (58,114,386)	\$ (63,390,165)	\$ (62,723,227)	\$ (62,523,605)	\$ (67,293,917)	\$ (74,728,830)
Business-type activities	(124,412)	(406,580)	(182,483)	(355,548)	(514,144)	(351,641)	(366,747)	(273,454)	(19,629)	(51,628)
<b>Total government-wide</b>	<b>\$ (49,088,385)</b>	<b>\$ (48,722,736)</b>	<b>\$ (49,810,064)</b>	<b>\$ (56,012,016)</b>	<b>\$ (58,628,530)</b>	<b>\$ (63,741,806)</b>	<b>\$ (63,089,974)</b>	<b>\$ (62,797,059)</b>	<b>\$ (67,313,546)</b>	<b>\$ (74,780,458)</b>

## CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

### Changes in Net Position (Continued) Last Ten Fiscal Years

Year Ended June 30	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>General Revenues and Other Changes in Net Position</b>										
Governmental activities:										
Unrestricted county and city appropriations - operating	\$ 27,479,292	\$ 28,816,278	\$ 30,372,967	\$ 33,121,358	\$ 34,935,883	\$ 56,849,123	\$ 55,862,017	\$ 56,318,539	\$ 56,321,027	\$ 58,563,905
Unrestricted county appropriations - capital	10,743,613	5,664,955	16,865,918	24,015,067	25,561,903	9,171,128	5,845,381	8,615,211	10,115,516	24,379,684
Investment earnings, unrestricted	40,332	99,843	259,385	425,481	450,995	248,970	113,561	102,977	86,429	42,140
Miscellaneous, unrestricted	13,854,110	14,383,675	15,193,011	16,162,234	17,862,689	925,786	791,405	1,817,484	1,850,521	1,803,318
Transfers	(73,705)	(206,234)	(578,066)	(122,000)	(386,177)	(406,883)	(577,192)	(500,017)	(141,654)	(67,475)
<b>Total governmental activities</b>	<b>52,043,642</b>	<b>48,758,517</b>	<b>62,113,215</b>	<b>73,602,140</b>	<b>78,425,293</b>	<b>66,788,124</b>	<b>62,035,172</b>	<b>66,354,194</b>	<b>68,231,839</b>	<b>84,721,572</b>
Business-type activities:										
Investment earnings, unrestricted	-	-	-	-	25,555	5,079	625	3,713	-	-
Miscellaneous, unrestricted	-	-	-	33,415	-	-	-	-	-	-
Transfers	73,705	206,234	578,066	122,000	386,177	406,883	577,192	500,017	141,654	67,475
<b>Total business-type activities</b>	<b>73,705</b>	<b>206,234</b>	<b>578,066</b>	<b>155,415</b>	<b>411,732</b>	<b>411,962</b>	<b>577,817</b>	<b>503,730</b>	<b>141,654</b>	<b>67,475</b>
<b>Total government-wide</b>	<b>\$ 52,117,347</b>	<b>\$ 48,964,751</b>	<b>\$ 62,691,281</b>	<b>\$ 73,757,555</b>	<b>\$ 78,837,025</b>	<b>\$ 67,200,086</b>	<b>\$ 62,612,989</b>	<b>\$ 66,857,924</b>	<b>\$ 68,373,493</b>	<b>\$ 84,789,047</b>
<b>Change in Net Position</b>										
Governmental activities	\$ 3,079,669	\$ 442,361	\$ 12,485,634	\$ 17,945,672	\$ 20,310,907	\$ 3,397,959	\$ (688,055)	\$ 3,830,589	\$ 937,922	\$ 9,992,742
Business-type activities	(50,707)	(200,346)	395,583	(200,133)	(102,412)	60,321	211,070	230,276	122,025	15,847
<b>Total government-wide</b>	<b>\$ 3,028,962</b>	<b>\$ 242,015</b>	<b>\$ 12,881,217</b>	<b>\$ 17,745,539</b>	<b>\$ 20,208,495</b>	<b>\$ 3,458,280</b>	<b>\$ (476,985)</b>	<b>\$ 4,060,865</b>	<b>\$ 1,059,947</b>	<b>\$ 10,008,589</b>

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Reports.

Note: Expenses for 2007 and before are not comparable to 2008 (and after) expenses due to a change in the Uniform Chart of Accounts required to be used by all Local Education Agencies in North Carolina.

**Chapel Hill-Carrboro City Board of Education  
Governmental Funds  
Changes in Fund Balances  
Last Ten Fiscal Years**

Year Ended June 30	2004	2005	2006	2007	2008
<b>Revenues</b>					
State of North Carolina	\$ 47,229,446	\$ 49,564,687	\$ 51,235,505	\$ 55,717,793	\$ 59,630,771
Orange County	38,222,907	34,481,233	47,238,885	57,136,424	60,497,786
U.S. Government	5,307,726	4,954,864	4,946,334	4,800,173	5,293,013
Other	16,700,657	17,253,167	18,154,810	19,541,912	21,863,500
Total revenues	<u>107,460,736</u>	<u>106,253,951</u>	<u>121,575,534</u>	<u>137,196,302</u>	<u>147,285,070</u>
<b>Expenditures</b>					
Instructional services	74,754,669	76,114,340	78,231,187	86,185,395	101,462,067
System-wide support services	21,644,812	21,628,707	22,607,917	23,611,655	18,627,203
Ancillary services	309,376	314,160	478,600	665,695	50,456
Non-programmed charges	-	-	467,526	526,474	591,395
Debt service - principal	419,929	797,250	388,575	410,122	463,568
Debt service - interest	-	-	-	-	52,378
Capital outlay	13,245,075	6,069,782	16,595,509	25,699,612	26,649,049
Total expenditures	<u>110,373,861</u>	<u>104,924,239</u>	<u>118,769,314</u>	<u>137,098,953</u>	<u>147,896,116</u>
Revenues over (under) expenditures	(2,913,125)	1,329,712	2,806,220	97,349	(611,046)
<b>Other financing sources (uses)</b>					
Transfers from (to) other funds	73,507	(206,234)	(578,066)	(122,000)	(386,177)
Installment purchase obligations	442,330	302,880	-	1,791,417	209,328
	<u>368,625</u>	<u>96,646</u>	<u>(578,066)</u>	<u>1,669,417</u>	<u>(176,849)</u>
Net change in fund balances	<u>\$ (2,544,500)</u>	<u>\$ 1,426,358</u>	<u>\$ 2,228,154</u>	<u>\$ 1,766,766</u>	<u>\$ (787,895)</u>
Ratio of debt service to non-capital expenditures	0.43%	0.81%	0.38%	0.37%	0.43%
Year Ended June 30	2009	2010	2011	2012	2013
<b>Revenues</b>					
State of North Carolina	\$ 60,922,569	\$ 55,475,547	\$ 55,543,828	\$ 58,808,280	\$ 58,911,178
Orange County	47,036,977	42,643,077	45,703,931	46,915,324	63,241,889
U.S. Government	5,726,314	9,864,399	11,791,692	5,570,774	5,501,707
Other	23,959,296	23,474,646	24,551,625	24,885,251	25,157,529
Total revenues	<u>137,645,156</u>	<u>131,457,669</u>	<u>137,591,076</u>	<u>136,179,629</u>	<u>152,812,303</u>
<b>Expenditures</b>					
Instructional services	106,935,971	102,689,608	103,771,701	105,428,842	108,523,623
System-wide support services	19,848,927	19,658,874	20,087,800	20,327,573	22,260,008
Ancillary services	46,025	34,044	237,408	136,883	106,706
Non-programmed charges	579,216	753,318	762,551	638,776	636,315
Debt service - principal	629,600	480,592	700,922	98,292	435,540
Debt service - interest	44,450	31,171	16,154	675	20,142
Capital outlay	9,150,703	5,118,725	8,071,720	10,097,491	26,258,936
Total expenditures	<u>137,234,892</u>	<u>128,766,332</u>	<u>133,648,256</u>	<u>136,728,532</u>	<u>158,241,270</u>
Revenues over (under) expenditures	410,264	2,691,337	3,942,820	(618,903)	(5,428,967)
<b>Other financing sources (uses)</b>					
Transfers from other funds	-	-	182,811	896,939	850,425
Transfers to other funds	(398,639)	(577,192)	-	(1,004,309)	(880,273)
Installment purchase obligations	387,981	-	-	-	1,608,547
Total other financing sources (uses)	<u>(10,658)</u>	<u>(577,192)</u>	<u>182,811</u>	<u>(107,370)</u>	<u>1,578,699</u>
Net change in fund balances	<u>\$ 399,606</u>	<u>\$ 2,114,145</u>	<u>\$ 4,125,631</u>	<u>\$ (726,273)</u>	<u>\$ (3,850,268)</u>
Ratio of debt service to non-capital expenditures	0.53%	0.42%	0.57%	0.08%	0.35%

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Reports.

Note: Expenses for 2007 and before are not comparable to 2008 (and after) expenses due to a change in the Uniform Chart of Accounts required to be used by all Local Education Agencies in North Carolina.

# CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

## Governmental Funds Fund Balances Last Ten Fiscal Years

Year Ended June 30	2004	2005	2006	2007	2008
<b>General Fund</b>					
Reserved	\$ 1,425,638	\$ 431,966	\$ 605,293	\$ 1,173,547	\$ 1,210,499
Unreserved	1,166,249	3,195,773	4,954,863	5,640,941	4,333,818
<b>Total General Fund</b>	<b>\$ 2,591,887</b>	<b>\$ 3,627,739</b>	<b>\$ 5,560,156</b>	<b>\$ 6,814,488</b>	<b>\$ 5,544,317</b>
<b>All Other Governmental Funds</b>					
Reserved	\$ 534,866	\$ 855,811	\$ 431,875	\$ 5,622,675	\$ 3,647,263
Unreserved (deficit), reported in					
Special Revenue Funds	711,927	838,723	818,723	828,491	880,818
Capital Projects Fund	(1,566,113)	(1,623,348)	(885,171)	(5,573,306)	(3,167,944)
<b>Total all other governmental funds</b>	<b>\$ (319,320)</b>	<b>\$ 71,186</b>	<b>\$ 365,427</b>	<b>\$ 877,860</b>	<b>\$ 1,360,137</b>
<b>Year Ended June 30</b>					
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>General Fund</b>					
Reserved	\$ 1,569,752	\$ 1,034,519	\$ -	\$ -	\$ -
Unreserved	5,160,768	7,135,658	-	-	-
Nonspendable	-	-	1,080,333	972,818	941,271
Restricted	-	-	443,625	528,824	758,515
Assigned	-	-	3,652,913	3,222,913	3,222,913
Unassigned	-	-	6,675,445	6,123,908	2,841,362
<b>Total General Fund</b>	<b>\$ 6,730,520</b>	<b>\$ 8,170,177</b>	<b>\$ 11,852,316</b>	<b>\$ 10,848,463</b>	<b>\$ 7,764,061</b>
<b>All Other Governmental Funds:</b>					
Reserved	\$ 605,816	\$ 1,226,320	\$ -	\$ -	\$ -
Unreserved (deficit), reported in					
Special Revenue Funds	899,663	875,082	-	-	-
Capital Projects Fund	(480,904)	(402,339)	-	-	-
Nonspendable	-	-	-	425	-
Restricted	-	-	2,580,114	2,875,070	2,184,666
Assigned, reported in					
Special Revenue Funds	-	-	28,970	11,169	-
Unassigned, reported in					
Special Revenue Funds	-	-	-	-	(63,868)
<b>Total all other governmental funds</b>	<b>\$ 1,024,575</b>	<b>\$ 1,699,063</b>	<b>\$ 2,609,084</b>	<b>\$ 2,886,664</b>	<b>\$ 2,120,798</b>

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Reports.

## CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

### Proprietary Fund - Food Service Operations

#### Expenses by Category

#### Last Ten Fiscal Years

Expressed in Nominal Dollars										
Year ended June 30	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Purchased Food	\$ 1,224,979	\$ 1,311,961	\$ 1,291,420	\$ 1,302,493	\$ 1,466,999	\$ 1,599,210	\$ 1,658,249	\$ 26,124	\$ -	\$ -
Salaries and Benefits	1,474,549	1,424,904	1,385,297	1,382,146	1,528,029	1,519,284	1,441,004	1,482,891	1,284,983	1,211,722
Other	650,801	705,132	900,887	1,185,897	1,230,741	1,124,426	1,375,225	2,665,169	2,867,543	3,099,171
<b>Totals</b>	<b>\$ 3,350,329</b>	<b>\$ 3,441,997</b>	<b>\$ 3,577,604</b>	<b>\$ 3,870,536</b>	<b>\$ 4,225,769</b>	<b>\$ 4,242,920</b>	<b>\$ 4,474,478</b>	<b>\$ 4,174,184</b>	<b>\$ 4,152,526</b>	<b>\$ 4,310,893</b>

Expressed in Constant Dollars										
Year ended June 30	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Purchased Food	\$ 645,745	\$ 674,530	\$ 636,481	\$ 625,141	\$ 670,429	\$ 741,429	\$ 760,787	\$ 11,574	\$ -	\$ -
Salaries and Benefits	777,306	732,598	682,749	663,371	698,320	704,373	661,117	656,955	559,959	518,930
Other	343,069	362,536	444,005	569,180	562,457	521,309	630,938	1,180,731	1,249,594	1,327,245
<b>Totals</b>	<b>\$ 1,766,120</b>	<b>\$ 1,769,664</b>	<b>\$ 1,763,235</b>	<b>\$ 1,857,692</b>	<b>\$ 1,931,206</b>	<b>\$ 1,967,111</b>	<b>\$ 2,052,842</b>	<b>\$ 1,849,260</b>	<b>\$ 1,809,553</b>	<b>\$ 1,846,175</b>

Nominal dollars reflect actual dollars of the period of the transaction. Constant dollars reflect dollars having a constant general purchasing power as shown by the Consumer Price Index for All Urban Consumers (CPI-U) (Calendar years 1982-1984 = 100).

# CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

## Proprietary Fund - Food Service Operations

### Revenues by Source

#### Last Ten Fiscal Years

Expressed in Nominal Dollars										
Year ended June 30	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Food Sales	\$ 1,933,458	\$ 1,676,680	\$ 1,816,782	\$ 1,990,981	\$ 2,017,352	\$ 2,012,284	\$ 1,913,553	\$ 1,913,273	\$ 1,861,576	\$ 1,785,164
Federal Reimbursements	898,473	986,446	1,042,779	1,097,491	1,215,885	1,402,498	1,386,853	1,489,132	1,697,467	1,863,739
Federal Commodities	133,068	109,017	129,094	146,978	170,504	193,434	299,074	159,160	161,631	187,786
Other	245,735	245,217	261,951	294,858	351,442	166,249	255,466	216,307	142,613	174,474
State/Local Reimbursements	73,705	206,234	578,066	122,000	386,177	505,161	668,556	248,848	270,470	236,610
<b>Totals</b>	<b>\$ 3,284,439</b>	<b>\$ 3,223,594</b>	<b>\$ 3,828,672</b>	<b>\$ 3,652,308</b>	<b>\$ 4,141,360</b>	<b>\$ 4,279,626</b>	<b>\$ 4,523,502</b>	<b>\$ 4,026,720</b>	<b>\$ 4,133,757</b>	<b>\$ 4,247,773</b>

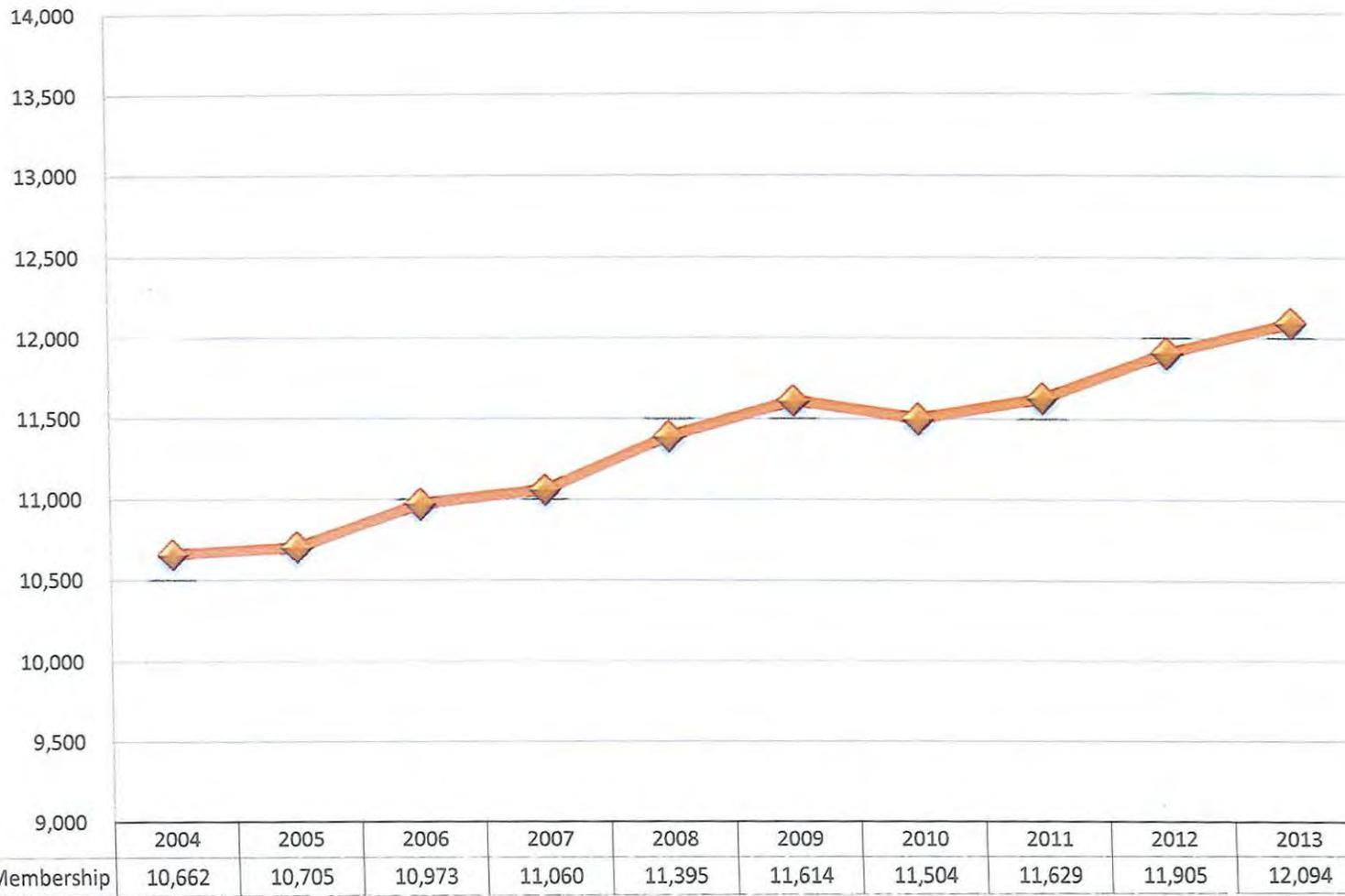
Expressed in Constant Dollars										
Year ended June 30	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Food Sales	\$ 1,019,219	\$ 862,046	\$ 895,408	\$ 955,585	\$ 921,944	\$ 932,939	\$ 877,918	\$ 847,624	\$ 811,222	\$ 764,511
Federal Reimbursements	473,628	507,170	513,937	526,748	555,668	650,229	636,273	659,719	739,708	798,161
Federal Commodities	70,147	56,050	63,624	70,543	77,922	89,680	137,212	70,512	70,434	80,421
Other	129,539	126,076	129,103	141,519	160,611	77,077	117,205	95,829	62,147	74,720
State/Local Reimbursements	38,853	106,033	284,902	58,555	176,486	234,204	306,726	110,245	117,863	101,330
<b>Totals</b>	<b>\$ 1,731,386</b>	<b>\$ 1,657,375</b>	<b>\$ 1,886,974</b>	<b>\$ 1,752,950</b>	<b>\$ 1,892,631</b>	<b>\$ 1,984,129</b>	<b>\$ 1,958,129</b>	<b>\$ 1,688,100</b>	<b>\$ 1,739,227</b>	<b>\$ 1,744,423</b>

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Reports.

Other revenue includes interest earned, gain on disposal of fixed assets, indirect costs not paid, and other revenue.

Nominal dollars reflect actual dollars of the period of the transaction. Constant dollars reflect dollars having a constant general purchasing power as shown by the Consumer Price Index for All Urban Consumers (CPI-U) (Calendar years 1982-1984 = 100).

**CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION**  
**Average Daily Membership**  
**Last Ten Fiscal Years**



**CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION**  
**Student Statistics**  
**Last Ten Fiscal Years**

Year Ended June 30	Teaching Staff	Average Daily Membership	Pupil/ Teacher ratio	Student Attendance Percentage	Students receiving free/ Reduced lunch percentage
2013	935	12,094	1/13	95.80%	27.09%
2012	993	11,905	1/12	96.00%	23.40%
2011	903	11,629	1/13	96.03%	22.15%
2010	892	11,504	1/13	96.01%	20.30%
2009	876	11,614	1/13	95.95%	20.70%
2008	897	11,395	1/13	95.84%	21.10%
2007	882	11,060	1/13	95.76%	21.00%
2006	873	10,973	1/13	96.08%	16.00%
2005	862	10,705	1/12	96.24%	14.30%
2004	843	10,662	1/13	95.56%	15.10%

Source: North Carolina School Report Cards

# CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

## Operational Expenditures Per Pupil Expenditures by Function Last Ten Fiscal Years

EXPRESSED IN NOMINAL DOLLARS					
Year Ended June 30	2004	2005	2006	2007	2008
Average Daily Membership	10,662	10,705	10,973	11,060	11,395
Instructional	\$ 7,090	\$ 7,113	\$ 7,174	\$ 7,843	\$ 8,859
Support	2,334	2,390	2,291	2,477	1,845
Ancillary	29	29	44	56	4
<b>Total Expenditures</b>	<b>\$ 9,453</b>	<b>\$ 9,532</b>	<b>\$ 9,509</b>	<b>\$ 10,376</b>	<b>\$ 10,708</b>

EXPRESSED IN NOMINAL DOLLARS					
Year Ended June 30	2009	2010	2011	2012	2013
Average Daily Membership	11,614	11,504	11,629	11,905	12,094
Instructional	\$ 9,228	\$ 8,924	\$ 8,927	\$ 8,816	\$ 9,055
Support	1,900	1,999	1,951	1,976	2,159
Ancillary	-	3	20	11	9
<b>Total Expenditures</b>	<b>\$ 11,128</b>	<b>\$ 10,926</b>	<b>\$ 10,898</b>	<b>\$ 10,803</b>	<b>\$ 11,223</b>

EXPRESSED IN CONSTANT DOLLARS					
Year Ended June 30	2004	2005	2006	2007	2008
Instructional	\$ 3,737	\$ 3,657	\$ 3,536	\$ 3,764	\$ 4,049
Support	1,230	1,229	1,129	1,189	843
Ancillary	15	15	22	27	2
<b>Total Expenditures</b>	<b>\$ 4,982</b>	<b>\$ 4,901</b>	<b>\$ 4,687</b>	<b>\$ 4,980</b>	<b>\$ 4,894</b>

EXPRESSED IN CONSTANT DOLLARS					
Year Ended June 30	2009	2010	2011	2012	2013
Instructional	\$ 4,278	\$ 4,094	\$ 3,955	\$ 3,842	\$ 3,878
Support	881	917	864	861	925
Ancillary	-	1	9	5	4
<b>Total Expenditures</b>	<b>\$ 5,159</b>	<b>\$ 5,012</b>	<b>\$ 4,828</b>	<b>\$ 4,708</b>	<b>\$ 4,807</b>

Source: Chapel Hill-Carrboro City Board of Education, North Carolina, Annual Financial Reports.  
The above operational expenditures per pupil include all governmental funds.

Note: Nominal dollars reflect actual dollars of the period of the transaction. Constant dollars reflect dollars having a constant general purchasing power as shown by the Consumer Price Index for All Urban Consumers (CPI-U) (Calendar years 1982-1984=100).

Note: Expenses for 2007 and before are not comparable to 2008 (and after) expenses due to a change in the Uniform Chart of Accounts required to be used by all Local Education Agencies in North Carolina.

## CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

### Full-Time Equivalent Governmental Employees by Function/Program Last Ten Fiscal Years

Year ended June 30	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Officials, Admins, Mgrs	21	19	16	17	16	20	21	21	38	24
Principals	16	16	16	17	17	18	19	19	19	22
Asst. Principals, Non-Teaching	19	20	20	20	19	23	22	23	23	22
<b>Total Administrators</b>	<b>56</b>	<b>55</b>	<b>52</b>	<b>54</b>	<b>52</b>	<b>61</b>	<b>62</b>	<b>63</b>	<b>80</b>	<b>68</b>
Elementary Teachers	203	212	228	426	439	434	431	431	459	415
Secondary Teachers	379	383	372	205	209	206	204	206	261	144
Other Teachers	261	267	273	251	249	236	257	266	273	376
<b>Total Teachers</b>	<b>843</b>	<b>862</b>	<b>873</b>	<b>882</b>	<b>897</b>	<b>876</b>	<b>892</b>	<b>903</b>	<b>993</b>	<b>935</b>
Guidance	29	28	33	40	39	37	39	39	39	44
Psychological	10	9	9	8	9	11	9	9	9	8
Librarian, Audio Visual	29	27	15	30	14	18	32	32	32	33
Consultant, Supervisory	14	14	13	16	20	28	15	15	15	17
Other Professionals	82	82	87	108	85	94	126	126	127	149
<b>Total Professionals</b>	<b>1,063</b>	<b>1,077</b>	<b>1,082</b>	<b>1,138</b>	<b>1,116</b>	<b>1,125</b>	<b>1,175</b>	<b>1,187</b>	<b>1,295</b>	<b>1,254</b>
Teacher Assistants	330	324	331	361	347	350	356	356	359	359
Technicians	33	32	21	12	45	23	28	28	26	13
Clerical, Secretarial	93	82	93	100	112	110	114	114	155	104
Service Workers	90	86	137	152	177	132	115	115	119	104
Skilled Crafts	25	25	22	23	-	27	26	26	26	27
<b>Totals</b>	<b>1,634</b>	<b>1,626</b>	<b>1,686</b>	<b>1,786</b>	<b>1,797</b>	<b>1,767</b>	<b>1,814</b>	<b>1,826</b>	<b>1,980</b>	<b>1,861</b>

Source: North Carolina Public Schools Statistical Profile (2004-2013 Editions)

# CHAPEL HILL-CARRBORO CITY BOARD OF EDUCATION

## School Building Data

June 30, 2013

Site	Year Built	Square Footage	Capacity	Current Membership	Over/(Under) Capacity	Condition
<b><u>ELEMENTARY SCHOOLS</u></b>						
Carrboro Elementary	1957	61,562	533	579	46	Good
Ephesus Elementary	1972	73,096	448	483	35	Good
Estes Hills Elementary	1958	57,029	527	558	31	Good
FP Graham Elementary	1960	68,513	538	513	(25)	Good
Glenwood Elementary	1952	54,412	423	510	87	Good
McDougle Elementary	1996	99,920	564	533	(31)	Very Good
Morris Grove Elementary	2008	90,221	585	561	(24)	Excellent
Rashkis Elementary	2003	95,729	585	503	(82)	Excellent
Mary Scroggs Elementary	1999	92,900	575	603	28	Very Good
Seawell Elementary	1969	58,629	466	691	225	Good
<b><u>MIDDLE SCHOOLS</u></b>						
Culbreth Middle	1969	108,058	670	685	15	Good
McDougle Middle	1994	138,141	732	700	(32)	Very Good
Phillips Middle	1962	109,498	706	642	(64)	Good
Smith Middle	2001	136,054	732	760	28	Excellent
<b><u>HIGH SCHOOLS</u></b>						
Carrboro High School	2007	148,023	800	911	111	Excellent
Chapel Hill High	1966	254,551	1,520	1,364	(156)	Good
East Chapel Hill High	1996	267,549	1,515	1,454	(61)	Very Good
Hospital School (School is a part of the UNC Hospitals Facilities)				16		
Phoenix Academy (Alternative School is a part of Lincoln)				28		
<b><u>ADMINISTRATIVE OFFICES</u></b>						
Transportation Center		5,089				
Lincoln Center		72,932				

# APPENDIX

**Chapel Hill- Carrboro Schools  
Allotment Formula – 2014-2015**

POSITION	ELEMENTARY	MIDDLE	HIGH SCHOOL	Proposed Changes TBD
Principal	1 for 12 months	1 for 12 months	1 @ 12 months	
Assistant Principal	1 for 12 months	1 for 12 months	1: up to 600 ADM 2: 601- 1250 ADM 3: 1251 -1750 ADM 4: 1751- 2250 ADM all @12 months	
Classroom teachers				
Kindergarten-Third	1:21 ADM			
Fourth- Fifth	1:26 ADM			
Core subjects		1: 120 ADM (teaching 5 classes at 1:24)	1:140 ADM (5 sections at 1:28)	
Mathematics			1: 120 ADM (teaching five 1:24)	
Vocational/ CTE		Dictated by the program	Dictated by the program MOE	
Electives		1: 140 ADM (5 sections at 1:28)	1: 140 ADM (teaching 5 sections at 1:28)	
Dept. chair			No additional planning period; \$1,200 stipend for 10 teachers per high school 08/09	
Academy Leader			No additional planning period; \$5,000 per Thematic Academy &\$5,000 for Finance Academy 09/10	
Small classes			2 FTE per school	
AVID IFL		.60 FTE per school	AVID teacher must have free coordination period .2 FTE	
IFL/Math Coach	2 FTE per school for ELA	1 FTE per school for math 1 FTE per school ELA	1 FTE per school for ELA	
Pre-K	Program allocation			
Pre-school Handicapped	Program allocation			
ESL	(systemwide) 1:40	(systemwide) 1:40	(systemwide) 1:40	
Cultural Arts: Music, PE, Art	Music @1 FTE per 30 classes PE @1 FTE per 20 classes ART @ 1 FTE per 30 classes	elective allocation	elective allocation	

<u>POSITION</u>	<u>ELEMENTARY</u>	<u>MIDDLE</u>	<u>HIGH SCHOOL</u>	<u>Proposed Changes TBD</u>
Elem Foreign Language	Serving grades 1-5 in 09-10 Allocation requires 3 periods @30 minutes per each 1-5 class or 1 FTE per 40 periods 1 FTE per 40 periods			
Media Specialist --	1 FTE per school	1 FTE per school	1: up to 1000 ADM 1.5: 1001-1500 ADM 2: 1501+ ADM	
Math/Science Teacher	.5 FTE per school			
Intervention Specialist	.5 FTE			
Guidance	1 FTE per school	1 FTE per grade  1 @ 11 MOE others @ 10.5 MOE	CHS ADM=3FTE CHHS ADM=5FTE ECHHS ADM =5FTE 1@ 12 MOE others @11 MOE	
School Social Worker	1 FTE per school	1 FTE per school	1: up to 1000 ADM 1.5: 1001-1500 ADM 2: 1501+ ADM .5 @ ECHHS 09-10	
In School Suspension		1 FTE (Teacher Assistant)	1 FTE (Teacher Assistant) per school	
Student Assistance			1 FTE @CHHS .5 FTE @ ECHHS & CHS 09-10	
Nurses	1 per school	1 per school	1 per school	
Service Learning			1 district wide	
Athletic Director		Extra duty supplement	1 FTE per school @ 11 moe Assigned 2 teaching periods	

POSITION	ELEMENTARY	MIDDLE	HIGH SCHOOL	Proposed Changes TBD
Technology Specialist	1 FTE per school (11 MOE)	1 FTE per school (11 MOE)	1 FTE per school (12 MOE)	
504		Extra duty supplement	1 per school .5 FTE @ CHS 09-10	
Transition Facilitator			1 per school	
Program Facilitator	.50 FTE per school	.50 FTE per school	1 FTE per school	
Ex Ed - resource	1 FTE per 15 - 20 caseload	1 FTE per 20-25 caseload	1 FTE per 20-25 caseload	
Speech-language Path	1 FTE per 30 - 35 caseload	1 FTE per 30 - 35 caseload	1 FTE per 30 - 35 caseload	
Self-contained AIG (District - wide)	district program			
Gifted Specialist	1.5 FTE per school	1 FTE per school		
Occupational Therapist	System allocation	System allocation	System allocation	
Physical Therapist	System allocation	System allocation	System allocation	
Teacher Assistant	1FTE per K-3 class @ 210 day school year .50 FTE per 4-5 @ 210 day school year	1 per school	2: up to 1000 ADM 3: 1001+ ADM @ 210 day school year	
Ex Ed teacher assistant	per total student need @ 210 day school year	per total school need @ 210 day school year	per total school need @ 210 day school year	
Media assistant	1 FTE per school @ 210 day school year	1 FTE per school @ 210 day school year	1: up to 1000 ADM 1.5: 1001+ ADM @ 210 day school year	
Technology Assistant			2 @ each H.S.	
Principal Secretary	1per school @ 12 MOE	1per school @ 12 MOE	1per school @ 12 MOE	
AP Secretary			1 per AP @ 12 MOE	
Clerical assistant/ HS receptionist	.50 FTE: up to 500 ADM 1 FTE: 501+ ADM @11 MOE	1 per school @ 11 MOE	1 per school @ 12 MOE	
Network Support			District Allocation	
Theater Tech			1 FTE @ 12 MOE	

<u>POSITION</u>	<u>ELEMENTARY</u>	<u>MIDDLE</u>	<u>HIGH SCHOOL</u>	<u>Proposed Changes TBD</u>
Bookkeeper			1 FTE per school @ 12 MOE	
Data Manager	1 FTE per school @ 12 MOE	1 FTE per school @ 12 MOE	1 FTE per school @ 12 MOE	
Guidance Clerk		1 FTE per school @ 11 MOE	1: up to 1000 ADM 2: 1000+ ADM  1 @ 12 months other = 11 months	
Online Learning Asst.			1 FTE	
Athletic Trainer			1 FTE 10 month year (August 1- May 30 <sup>th</sup> ); 40 hr week	
Security Guard			2 FTE: school (1 FTE @ 6 hrs daily assigned after- school/ evening hours)	
Custodian	per formula based on square footage and ADM	per formula based on square footage and ADM	per formula based on square footage and ADM	

ADM: Average Daily Membership or average student enrollment  
FTE: Full Time Equivalent of a position  
MOE: Months of Employment

<b>Other position allocations</b>	<b>Elementary</b>	<b>Middle</b>	<b>High</b>
Athletic Coaches		25 positions	49 positions
Co-curricular assignments		12 assignments	24 assignments
Activity Units (\$467 ea.)	5 units	10 units	40 units

**2014-15 NON-PERSONNEL BUDGET ALLOCATIONS TO SCHOOLS**

<u>ACCOUNT</u>	<u>per</u>	<u>ELEM</u>	<u>MIDDLE</u>	<u>HIGH</u>	<u>HOSPITAL</u>	<u>No Changes for 2014-15 Budget</u>
<b>STATE FUNDS:</b>						
Instructional Supplies	per student	33.16	33.16	33.16	33.16	initial allotment from state
Textbooks	per student	-	-	-	-	initial allotment from state
At-Risk	per student	10.00	10.00	10.00	10.00	initial allotment from state
School Technology	per student	-	-	-	-	
Duty Free Period	per school	-	-	-	-	
<b>LOCAL FUNDS:</b>						
Differentiated Pay	per cert staff	75.00	75.00	75.00	75.00	11-12 allotment reduction
Field Trips	per student	2.70	2.70	2.70	2.70	same as 09-10
Staff Development	per teacher	90.00	90.00	90.00	90.00	same as 09-10
Safe Schools/Violence Prevention	per school	-	11,700	16,200	-	same as 09-10
At Risk	per student	2.97	2.97	2.97	2.97	same as 09-10
Instructional Supplies	per student	11.55	19.95	19.95	19.95	same as 13-14
Cultural Arts	per school	893.00	2,768.00	4,419.00		same as 10-11
New Classroom Setup grades 1-12	per classrm	500.00	500.00	500.00	-	same as 00-01
New Classroom Setup Kindergarten	per classrm	1,000.00	-	-	-	same as 00-01
Technology software	per student	-	-	-	-	
Textbooks - special allotment				13,333		allocated \$40,000 in 06-07;div.by 3
Supplementary Books	per student	2.25	2.25	2.25	2.25	same as 09-10
Media Center Supplies	per student	11.34	11.34	11.34	11.34	same as 09-10
Co-curricular Activities	per school	-	14,400	48,600	-	same as 09-10
Co-curricular Activities	per student	-	-	16.09	-	same as 09-10
Travel - Asst. Principals	per Asst. Prin	430.00	430.00	430.00	-	same as 09-10
Travel - Principals	per Principal	1,215.00	1,215.00	1,215.00	1,215.00	same as 09-10
Telephone	per school size					same as 09-10
Administrative Supplies & Postage	per student	3.69	3.69	5.53	3.69	same as 09-10
Custodial Supplies Pre 1990	per square ft.	0.032	0.032	0.032	-	same as 10-11
Custodial Supplies Post 1990	per square ft.	0.020	0.020	0.020	-	same as 10-11
Copier/Equip Maintenance /Repair	District	-	-	-	-	District
SIT Funds	per school	1,028.00	1,028.00	1,028.00	514.00	same as 09-10
Commencement	high school			2,718.00		same as 09-10

**2014-15 NON-PERSONNEL BUDGET ALLOCATIONS TO SCHOOLS**

<u>ACCOUNT</u>	<u>per</u>	<u>ELEM</u>	<u>MIDDLE</u>	<u>HIGH</u>	<u>HOSPITAL</u>	<u>No Changes for 2014-15 Budget</u>
Utilities - Electric	per history					increased 7% in 08-09
Utilities - Natural Gas	per history					increased 7% in 08-09
<b>CAPITAL FUNDS</b>						<b>Total Reduction</b>
Replacement Equipment/Furniture	per student	11.27	11.27	11.27	11.27	based on number of students
Purchase of Computer Hardware-60%	per student	58.66	35.15	35.15	35.15	based on number of students

# Appendix B

## NC State Department of Public Instruction

### Allotment General Information FY 2014-15

#### State Fund Allotment Formulas

The State of North Carolina allots funds to public schools on the following basis:

##### Classroom Teachers

See Allotment Policy Manual, pages 43-49.

Dollars associated with these positions are based on each LEA's average teacher salary including benefits, rather than the statewide average teacher salary. This is a position allotment and you must stay within the positions, rather than the dollars, allotted. This calculation is necessary to determine your LEA's allotment per ADM for charter schools.

##### Instructional Support Personnel

1 position per 218.55 ADM.

Dollars associated with these positions are based on each LEA's average instruction support salary including benefits, rather than the statewide average salary. This is a position allotment and you must stay within the positions, rather than the dollars allotted. This calculation is necessary in order to determine your LEA's allotment per ADM for charter schools.

##### At-Risk Student Services

Each LEA receives the dollar equivalent of one resource officer (\$37,838) per high school. Of the remaining funds, 50% is distributed based on ADM (\$90.67 per ADM) and 50% is distributed based on number of poor children, per the Federal Title I Low Income poverty data (\$338.36 per poor child). Each LEA receives a minimum of the dollar equivalent of two teachers and two instructional support personnel (\$235,472). The new formula is fully implemented and the hold harmless no longer applies.

##### Central Office Administration

Increase by LEA FY 13-14 Initial Allotment is .25%.

##### Classroom Materials/Instructional Supplies/Equipment

\$28.38 per ADM plus \$2.69 per 8<sup>th</sup> and 9<sup>th</sup> grade ADM for PSAT funding..

##### Driver Education

\$191.92 per 9th grade ADM, includes private, charter, and federal schools.

##### Children with Special Needs

\$3,768.11 per funded headcount. Child count is comprised of the lesser of the December 1 handicapped headcount or 12.5% of the allotted ADM

Noninstructional Support (Clerical support, custodians and teacher substitute pay)  
Distributed based on ADM (\$235.93 per ADM). \$6,000 per Textbook Commission member for Clerical Assistants.

School Building Administration

Principals: 1 per school with at least 100 ADM or at least 7 state paid teachers.  
Assistant Principals: One month per 98.53 in ADM

School Technology

No longer funded.

Staff Development

No longer funded.

Teacher Assistants

\$971.75 per K-3 ADM

Textbooks

\$14.26 per ADM in grades K-12.

Transportation

Based on an efficiency rated formula and local operating plans.

Vocational Education Months of Employment (MOEs)

Base of 50 MOEs per LEA with remainder distributed based on 8-12 ADM.  
-Hold harmless for merging LEAs. {Page 12 of the Allotment Policy Manual}

Dollars associated with these months are based on each LEA's average vocational education teacher salary including benefits, rather than the statewide average salary. This is a month of employment allotment and you must stay within the months, rather than the dollars, allotted. This calculation is necessary to determine your LEA's allotment per ADM for charter schools.

Vocational Education - Program Support

Base of \$10,000 per LEA with remainder distributed based on 8-12 ADM (\$33.85)

## Federal Fund Allotment Formulas

### Drug Free Schools and Communities

Funding for alcohol and other drug abuse prevention programs. 91% of total funds are distributed based on (1) 70% based on LEA and private school ADM and (2) 30% based on LEAs with the greatest need for additional funds.

### IASA Title 1 - Reading

One of the largest federal grant for CHCCS is for the reading recovery program in the elementary schools. It provides funding to supplement and provide special help to educationally deprived children from low income families. Estimated funding projected by Washington.

### IDEA Title VI-B Handicapped

Base Payment-Each LEA shall receive a base amount equal to a proportional share of 75% of the FY 1999-00 IDEA Title VI-B grant as calculated using the December 1998 headcount.

### IDEA Title VI-B Preschool Handicapped

Base Payment-Each LEA shall receive a base amount equal to a proportional share of 75% of the FY 1997-98 IDEA Title VI-B Preschool Grant as calculated using the December 1996 headcount.

### Vocational Education - Program Improvement

Seventy percent (70%) of available funds are allotted based on the child population in poverty ages 5-17 (\$48.08 per count). Thirty percent (30%) of available funds are allotted based on the age 5-17 population (\$3.89 per count).

### IASA Title VI (formerly Chapter 2) Elementary and Secondary School Improvement Amendment of 1988

Funding to help implement innovative education programs. 60% of funding is based on ADM (\$3.71 per ADM), including private schools. 40% of funding is based on the December 1997 free lunch count (\$8.22 per count).

## APPENDIX C REVENUE SOURCES GLOSSARY

ABC Revenue	Local fund revenue given to the school district by the Orange County Alcoholic Beverage Control (ABC) Board. Funds are used to support programs of drug and alcohol abuse education.
Appropriated Fund Balance	A portion of the Local Fund Balance that is appropriated to be used to balance the budget. The Fund Balance is credited by the collection of prior years revenues that exceeded budgeted revenues and the under spending of prior years budgets. School Board policy dictates that Fund Balance that is in excess of 5.5% of the budget can be appropriated.
Community Schools	A new Fund that was formerly part of the Local Budget. Revenue is made up of after-school and summer camp and enrichment program fees charged to the participants of those programs.
County Appropriation	Local Fund revenue appropriated by the Orange County Commissioners on a per pupil basis. The source of the revenue is county property taxes. Amount is determined by July 1 of each year and paid in twelve equal payments.
Federal Appropriations	Federal Fund revenue received from the North Carolina Department of Instruction. Monies are held in the State Fund checking account and funded as needed by the State Treasurer.
Federal Reimbursements to the Child Nutrition Fund	Child Nutrition Fund revenues and donated commodities received from the Federal Government. The National School Lunch Act provides a per meal reimbursement on the sale of meals to students. It also provides reimbursement for free and reduced lunches for students whose family income falls below certain income levels.
Fines and Forfeitures	Local Fund revenue received from Orange County. The sources of the revenue are the fines and forfeitures assessed by the Orange County Courts.
Indirect Cost	Local Fund revenue received from federal grants for overhead expenses. Indirect costs are charged to the federal grants received through the State Department of Public Instruction as well as the Headstart and Outreach programs.

Appendix C  
Revenue Sources Glossary

Interest Earned on Investments	Local Fund revenue earned by investing available monies in interests bearing checking accounts and certificates of deposit.
Miscellaneous Revenue	Local Fund revenues that are small and miscellaneous in nature.
Prior Year Special District Tax	Local Fund revenue received from Orange County for Special District Taxes taxed in the prior year but collected in the current year.
Facility Rentals	Revenue received from groups and individuals that rent school district property.
Sale of Meals	Child Nutrition Fund revenues received from the sale of meals to students and adults, and the sale of supplemental foods. Meal rates are approved by the School Board each Fall for Elementary, Middle and High School students and adults.
Special District Tax	Local Fund revenue received from Orange County. A Special District Property Tax is charged to property within the school district at a rate set by the Orange County Commissioners. Revenue is received as collected.
State Appropriations	State Fund revenue received from the North Carolina Department of Instruction. Monies are held in the State Fund checking account and funded as needed to the school district by the State Treasurer.
State Textbooks	State account used to order state approved textbooks. Allocated on a per pupil basis as counted on the tenth day of school each fall.
Tuition - Pre-School	Local Fund revenue received from tuition charged for the pre-kindergarten blended classes program.
Tuition - Regular School	Local Fund revenue received from parents of students who attend the CHCCS but live outside the district. The tuition rate is set each year to match the county and district tax revenues.
Tuition - Summer School	Local Fund revenue received from parents of students who attend the High School Summer School Enrichment programs.

Appendix D  
Operating Budget  
Description and Explanation of Line Items

Instructional (5000)

- 5110 Regular Curricular Services:  
Cost of activities that provide students in grades K-12 with learning experience to prepare them for activities as workers, citizens, and family members. They include cost of those individuals responsible for providing school curriculum development and coordination as well as lead teachers for regular instructional services. (Not included are those programs designed to improve or overcome physical, mental, social and/or emotional impediments to learning.
- 5200 Special Populations Services:  
Cost of activities for identifying and serving students (in accordance with state and federal regulations) having special physical emotional, or mental impediments to learning. Also included are those students identified as needing specialized services such limited English proficiency and gifted education. They include costs of those individuals responsible for providing school curriculum development and coordination as well as lead teachers for special populations services. (Certain categories of funds require that expenditures coded here must be in addition to regular allotments such as classroom teachers, textbooks, etc.)
- 5300 Alternative Programs and Services:  
Cost of activities designed to identify students likely to be unsuccessful in traditional classrooms and/or to drop out and to provide special alternative and/or additional learning opportunities for these at-risk students. They include cost of those individuals responsible for providing school curriculum development and coordination as well as lead teachers for alternative programs and services. Programs include summer school instruction, alcohol and drug prevention, extended day, services to help keep students in school as well as alternative educational settings, instructional delivery models, and supporting services for identified students.
- 5400 School Leadership Services:  
Costs of activities concerned with directing and managing the learning opportunities for students within a particular school. They include costs of the activities performed by the principal and assistant principals while they supervise and evaluate the staff

Appendix D  
Operating Budget Line Descriptions

members of the school, assign duties to staff members, supervise and maintain the school records of the school, communicate the instructional needs and successes of the students to the various school stakeholders and community, and coordinate school instructional activities with those of the LEA. These activities also include the work of the clerical staff, in support of the teaching and leadership functions.

- 5500      Co-Curricular Services:  
Costs of school-sponsored activities, under the guidance and supervision of LEA staff, designed to motivate students, provide enjoyable experiences, and assist in skill development. Co-Curricular activities normally supplement the regular instructional programs and include such activities as band, chorus, choir, speech and debate. Also included are student-financed and managed activities such as clubs and proms.
- 5900      Reserved for future use
- 6000      System-Wide Support Services:  
System-wide support services include the costs of activities providing system-wide support for school-based programs, regardless of where these supporting services are based or housed. These services provide administrative, technical, personal, and logistical support to facilitate, sustain, and enhance instruction. Included here are the costs of salaries and benefits for program leadership, support and development and associated support staff, contracted support services, supplies, materials and equipment, professional development, and any other cost related to them system-wide support for the school-based programs of the school system.
- 6900      Policy, Leadership and Public Relations Services  
Costs of activities concerned with the overall general administration of and executive responsibility for the entire LEA.

Appendix D  
Operating Budget Line Descriptions

- 7100      Community Services:  
            Costs of activities which are not directly related to the provision of  
            educational services in an LEA. These include services such as  
            community recreation activities, civic activities, activities of  
            custody and care of children, and community welfare activities  
            provided by the LEA.
- 8100      Payments to Other Governmental Units:  
            Include payments to other LEAs or governmental units, which are  
            generally for tuition and transportation for services rendered to  
            pupils residing in the paying LEA.

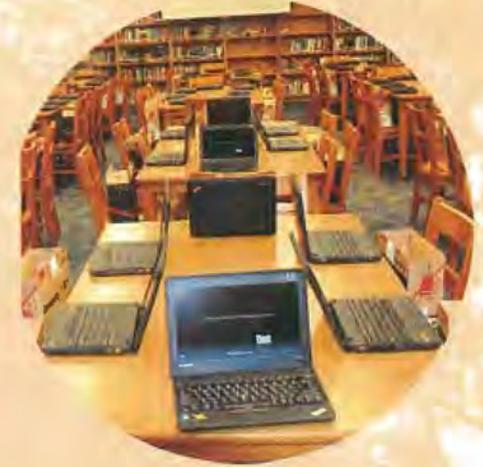
Appendix E  
Recurring Capital Outlay Budget  
Description and Explanation of Line Items

9000      Capital Outlay:  
Expenditures for acquiring fixed assets, including land or existing buildings, improvements of grounds, initial equipment, additional equipment, and replacement of equipment. Do not include any costs which may be coded one or more specific purpose functions. (i.e., purchase of transportation equipment would be coded to 6550, maintenance equipment would be coded to 6580 etc.

**ORANGE COUNTY SCHOOLS  
BOARD OF EDUCATION'S  
2014-2015  
LOCAL CURRENT EXPENSE BUDGET  
April 29, 2014**



**ORANGE COUNTY  
SCHOOLS**



*“Orange County Schools, in partnership with students, families and the community, is committed to providing challenging and engaging educational experiences that will develop responsible, knowledgeable and resourceful citizens prepared to contribute in our global society.”*

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ORANGE COUNTY BOARD OF EDUCATION  
Board of Education Members and Principal Officials

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Dr. Stephen H. Halkiotis, Vice-Chair

Tony McKnight

Anne Medenblik

Dr. Debbie Piscitelli

Lawrence Sanders

Brenda Stephens

Dr. Gerri P. Martín, Superintendent

Dr. Amanda Hartness, Chief Academic Officer

Dr. Marcie Holland, Assistant Superintendent for Human Resources

Donna Brinkley, Chief Finance Officer

Pam Jones, Interim Executive Director of Auxiliary Services

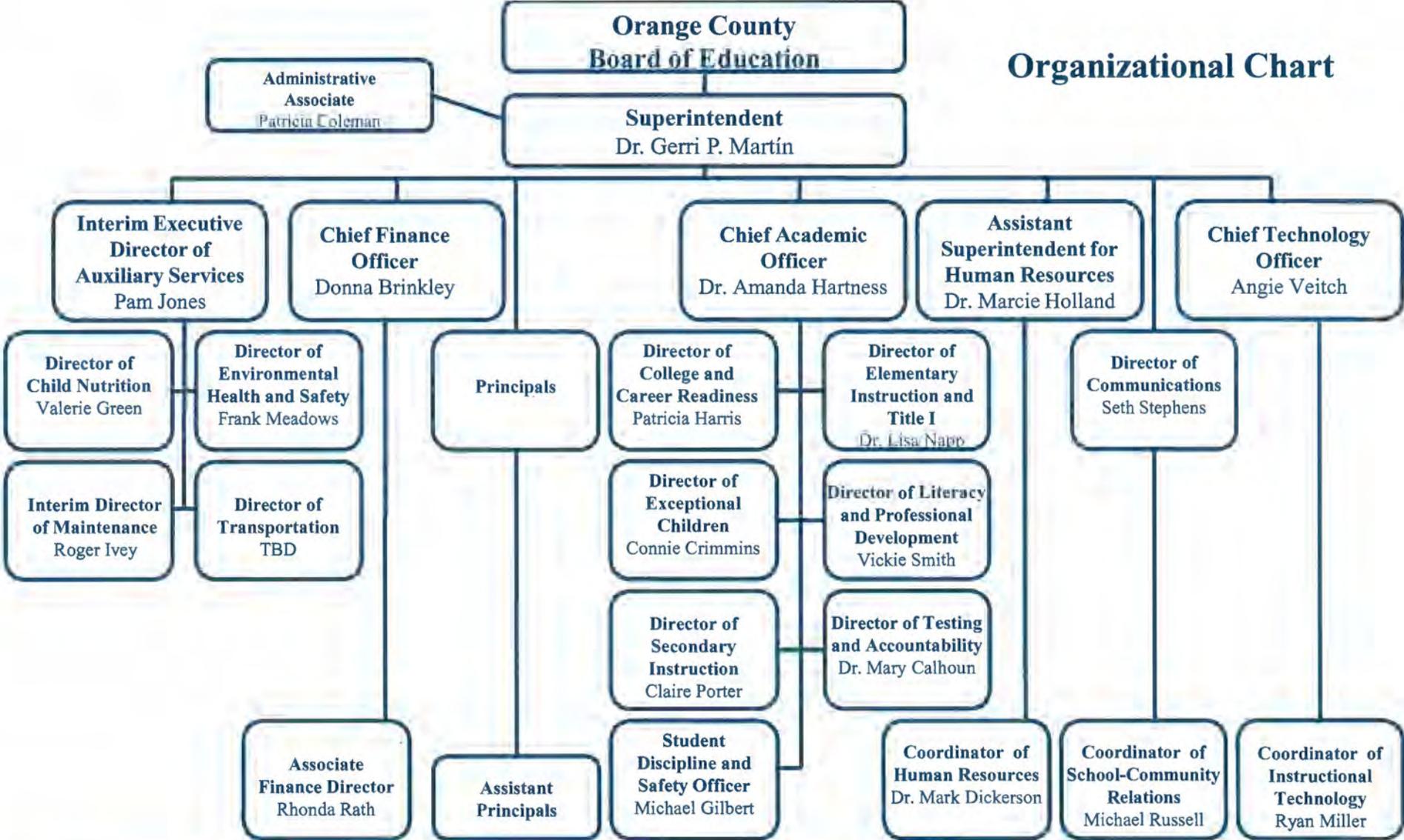
Angie Veitch, Chief Technology Officer

200 East King Street  
Hillsborough, NC 27278  
(919) 732-8126

April 28, 2014



# Organizational Chart





# Message from the Superintendent



**ORANGE COUNTY SCHOOLS**

**SUPERINTENDENT'S OFFICE**  
Dr. Gerri P. Martín, *Superintendent*

200 East King Street  
Hillsborough, North Carolina 27278  
PHONE: 919.732.8126  
FAX: 919.732.8120

March 24, 2014

Dear Orange County Board of Education:

We are pleased to present the attached FY 2014-2015 budget proposal for your consideration.

*Orange County Schools,  
in partnership with students,  
families and the community,  
is committed to providing  
challenging and engaging  
educational experiences  
that will develop responsible,  
knowledgeable and  
resourceful citizens  
prepared to contribute in our  
global society.*

**As a community, we have much of which to be proud!** Our mission drives our work. There is a strong sense of commitment to education from all stakeholders in the community. There are many accomplishments from our staff and students that bring a great source of pride to Orange County Schools. As a district, our students have outperformed the state averages across virtually every measure. Our dropout rates are low and our graduation rates are of the highest in the state. We have accomplished the very coveted *Schools to Watch* distinction at two of our middle schools among many other accolades in academics and the arts. However, we believe in continuous improvement. We believe that the economic health of our community depends on the success of our school system. We must carefully review and study all available data to ascertain how to better meet the needs of each and every student in our district. We recognize our responsibility to provide the education that allows every student to graduate prepared for their future and prepared to be productive citizens. It is through our success in this endeavor that our community will flourish.

The 2014-2015 budget development process included conversations with key stakeholders. The Board of Education priorities were used in the process. District level directors and school based administrators collaborated in making recommendations for budget

# Message from the Superintendent



consideration. The Superintendent's cabinet reviewed programs, initiatives, data, and safety and facility reports. In addition, the Superintendent's cabinet analyzed the 2013-2014 budget to identify potential areas for budget recommendations for the coming year. The mission of Orange County Schools is to provide challenging and engaging educational experiences that develop our citizens. Budget priorities were established to reflect the mission as stated.

Many factors will impact funding for the operation of Orange County Schools in 2014-2015. These include: increased student enrollment, proposed salary increases by the Governor and general assembly, charter school payments, rising costs of employee benefits, a smaller fund balance than previous years, and unknown state and county appropriations. When developing the 2014-2015 budget, all of these factors were considered. In addition, in previous years, the planning allotments from the state have usually been received by February and those allotments are not yet available.

**Increased Student Enrollment:** The school system receives appropriations from local government based on the number of students enrolled. Student enrollment in Orange County Schools has risen 6 of the last 7 years and is expected to do so again this year. Our current enrollment is 75 students more than last year for a total of 7576. Based on the current per-pupil appropriation of \$3269 used last year, the county appropriation would increase by \$245,175.

**Proposed Salary Increase by the Governor:** The Governor has released his plan to increase the salaries of 0-7 year teachers over a two-year period. The estimated cost to the local budget that would be required to implement such salaries as well as the local supplement would be approximately \$290,000 for the 2014-2015 year only. The recommendation from the NCDPI budget department is that school systems build in a 3% salary increase across the board for all employees which will impact both local salaries and supplements. The estimated impact is approximately \$461,426 for 2014-2015.

**Charter School Payments:** For the current fiscal year, the OCS budget includes \$1,091,847 to pay for 325 students attending different charter schools. Next year's appropriation is projected to increase by \$164,046. Next year's estimate is 340 students. This

# Message from the Superintendent



amount assumes no county increase. This amount could change significantly since the legislation lifting the limit on charters makes it impossible to know what charters may open.

**Rising Costs of Employee Benefits:** Employee benefit costs are projected to go up and these mandated expenses will have an effect on the school system's budget. The estimated increase of health insurance will require an additional \$37,500 from the local appropriation. Additionally, mandated increases in the retirement contribution rates will require an additional \$137,500 appropriation from local funds.

**Smaller Fund Balance than Previous Years:** There is significantly less fund balance available for use in the 2014-2015 budget. For the past several years, the Board of Education has successfully cut costs and improved operational efficiencies which have resulted in increased fund reserves. Last year, the Board appropriated nearly \$900,000 of its reserves for district operations. In balancing the budget with this appropriation, the Board was able to avoid further staffing cuts, maintain class sizes, complete the digital learning conversion, and prevent program elimination. The audited fund balance reserve on June 30, 2013 was \$2,543,699. The 2014-2015 budget includes a recommendation to appropriate \$965,050 of fund balance to support the existing budget and a limited number of expansion items.

**State Funding Appropriations:** The Department of Public Instruction's Finance and Business Office annually issues its financial planning allotments to school systems across the state. This usually occurs in February. At the time of this message, that had not yet occurred. In spite of the fact that we know we have approximately 75 more students than last year, it is impossible to know what our planning allotments will be. We have built this budget using current year information and will incorporate the planning allotments at such time as they are available.

The Orange County Board of Education takes its responsibility very seriously, working tirelessly to provide the most effective educational tools to our students as well as the most effective staff. As available resources have declined over the last several years, the Orange County Board of Education and the Orange County Schools staff have monitored the available funds to maximize the effect on student achievement. The 2014-2015 Superintendent's budget has been developed with several driving factors in mind.

# Message from the Superintendent



These include high student achievement, the safety and well-being of all students and staff, the proper maintenance and care of our 18 facilities, and recruiting and retaining the highest quality staff. The year will see a continued focus on supporting the digital learning environment investment that the Board of Education has made to our students and staff. We will continue to increase literacy rates among our students in English Language Arts, Mathematics, and Science. We will continue to focus on decreasing the dropout rate, raising the graduation rate, and closing the gaps in achievement that still exist among our students. In the coming year, we will always continue to work to identify areas of need while striving to minimize tax dollar expenditures. This recommended budget supports the Board of Education's priorities while maintaining existing programs and personnel and providing the best possible education experiences for our students.

As we continue to develop our young citizens, we sincerely thank the Orange County Board of County Commissioners for their tireless support and understanding of the value that a strong educational system has on the entire community. I look forward with great anticipation to working with both the Board of Education and the Board of County Commissioners to meet the high expectations we all share for educating the children within this community. We have seen that our students rise to high expectations. We must continue to strive to provide the highest quality education that our students deserve. Our citizens are fortunate to have such dedicated elected officials who value education and continue to provide the operational revenue that allows the district to maintain the level of service that produces results.

Respectfully submitted,

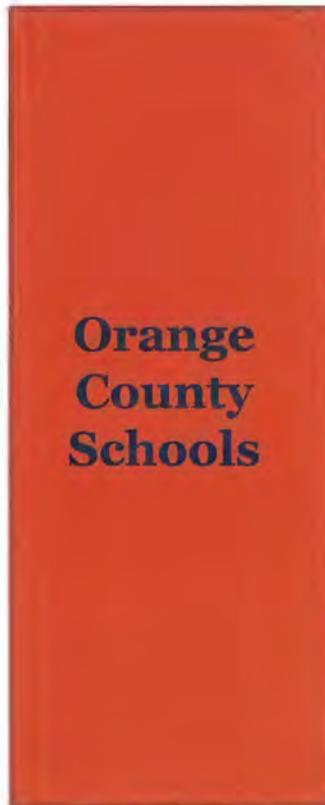
*Gerri P. Martín*

Gerri P. Martín, Ed. D.  
Superintendent  
Orange County Schools

# Education: The Key to Progress

- Education is a vital part of the Orange County Economy

- Academic evidence show linkage between educational improvement and virtually every standard of living measure



Spending impact in local economy

Economic value of degrees awarded

Future reduction in public costs

Economic impact on local wealth

Community impact

Sanford School of Public Policy, Duke University- November 2013



# Achievement Results

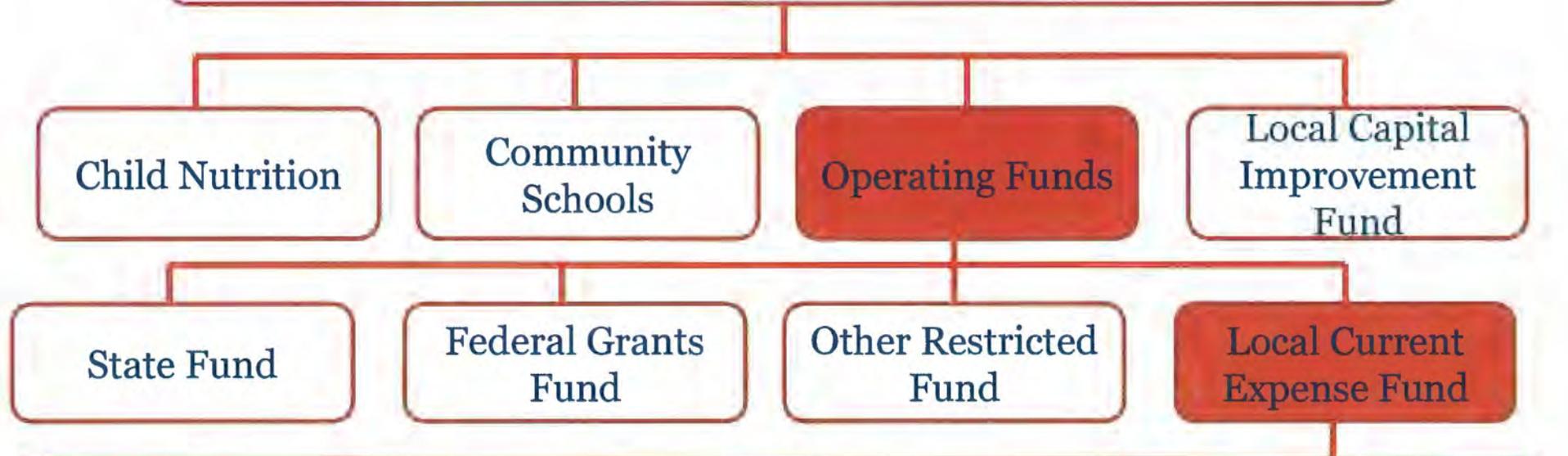
2012-2013	State	Orange County
Math 3-8	42.3	48.1
Reading 3-8	43.9	51.0
EOC Composite	44.1	47.6
Math I	36.3	36.6
English II	51.2	56.1
Biology	45.6	50.1
4-Year Graduation Rate	82.5	82.5

ORANGE COUNTY SCHOOLS

PROMOTING STUDENT ACHIEVEMENT AND INDIVIDUAL SUCCESS



# All Governmental Fund Types



## Revenues:

County Appropriations  
 County Appropriations – Fair Funding  
 Fines and Forfeitures  
 Interest  
 Fund Balance Appropriation

## Expenditures:

Teachers  
 District Administration  
 Non-Instructional Support  
 School-based Administration  
 Instructional Support  
 Non-Contributory Benefits  
 Technology  
 Teacher Assistants K-3

Exceptional Children  
 A.I.G. Program  
 School Food Service  
 Transfer to Charter Schools  
 Transportation  
 At-Risk Services  
 After School Program  
 Human Resources  
 Financial Services

Support Services  
 Student Discipline  
 DSS Social Workers  
 Cultural Arts & Band  
 Board of Education /Support  
 Public Relations  
 Athletics  
 Co-Curricular Clubs

ORANGE COUNTY SCHOOLS

PROMOTING STUDENT ACHIEVEMENT AND INDIVIDUAL SUCCESS



# 2013-2014 OCS Budget

Local :	\$29,088,153
State :	\$41,503,068
Federal :	\$ 4,025,649
Other Restricted :	\$ 1,645,499
Capital Improvement:	<u>\$ 7,981,264</u>

Total Funding for the  
2013-2014 School Year: \$84,243,633

ORANGE COUNTY SCHOOLS

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# 2013-2014 OCS Budget

Local :

*County Appropriation	\$ 25,554,154
*Fines & Forfeitures	\$ 200,000
*Interest	\$ 70,000
*Fund Balance Appropriated	<u>\$ 3,263,999</u>

Total Operating Budget  
Funding for the  
2013-2014 School Year:

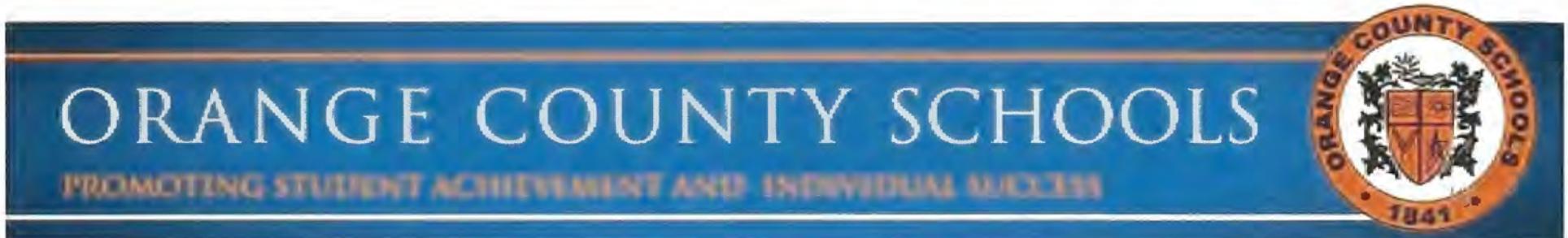
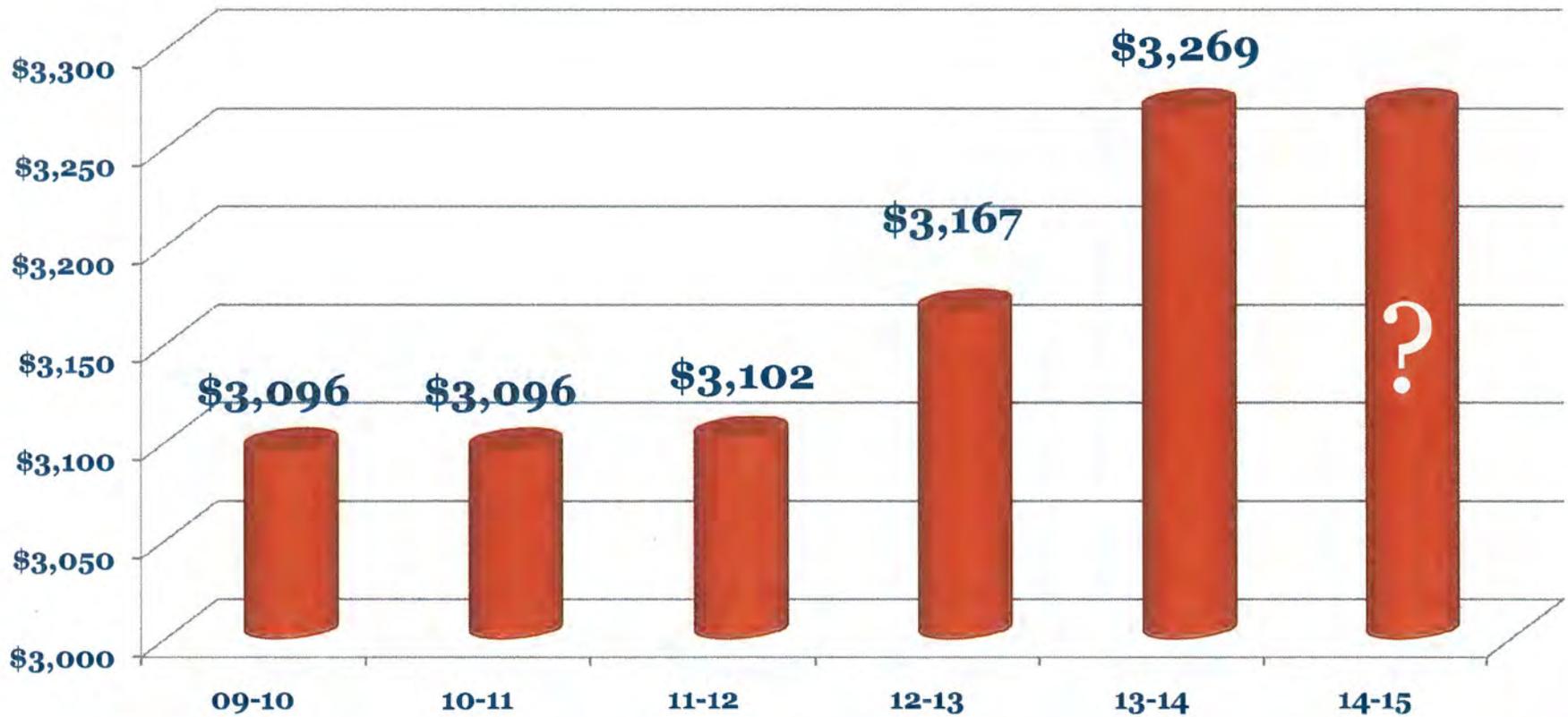
\$29,088,153

ORANGE COUNTY SCHOOLS

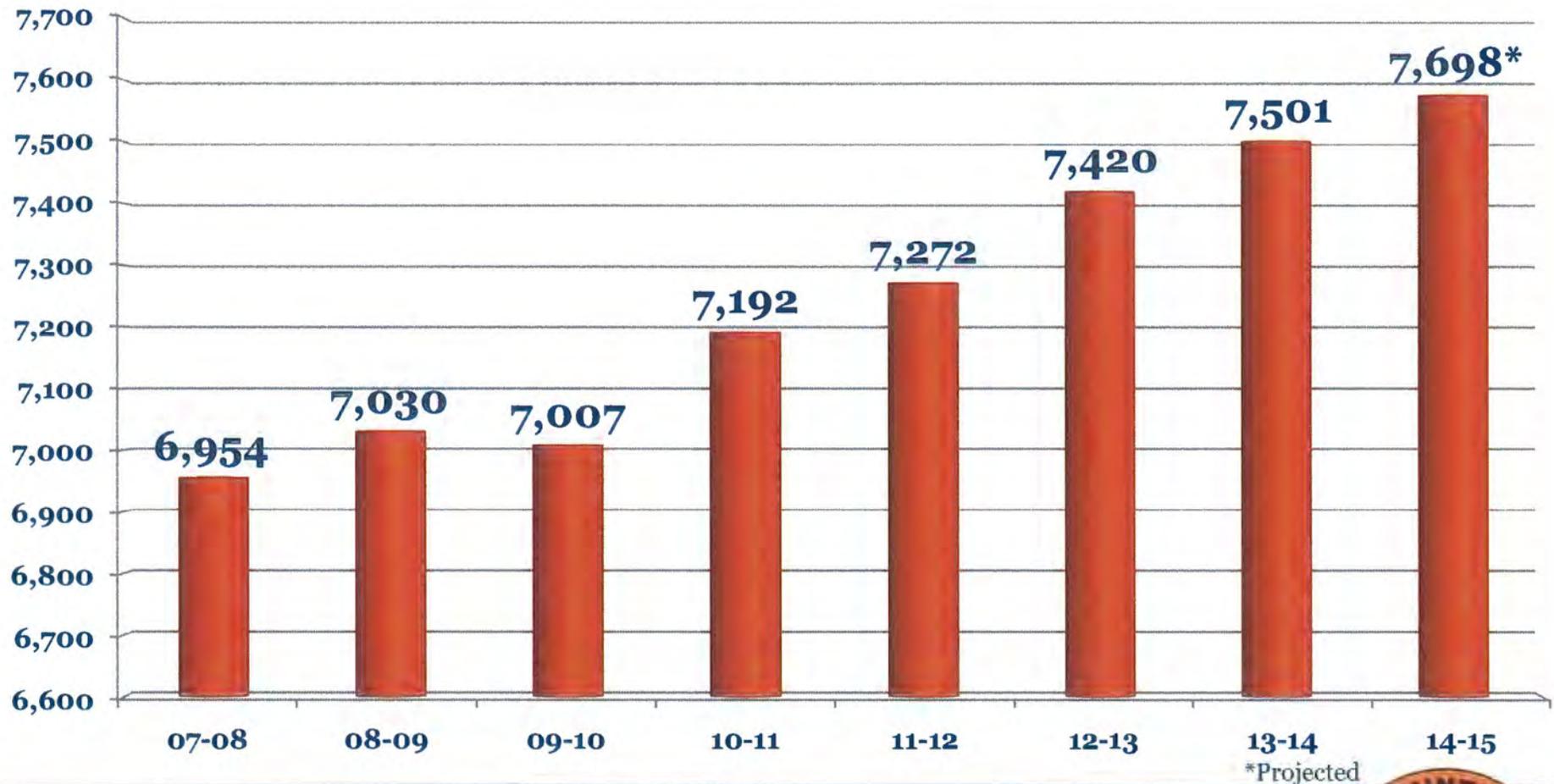
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# OCS Per-Pupil Appropriation

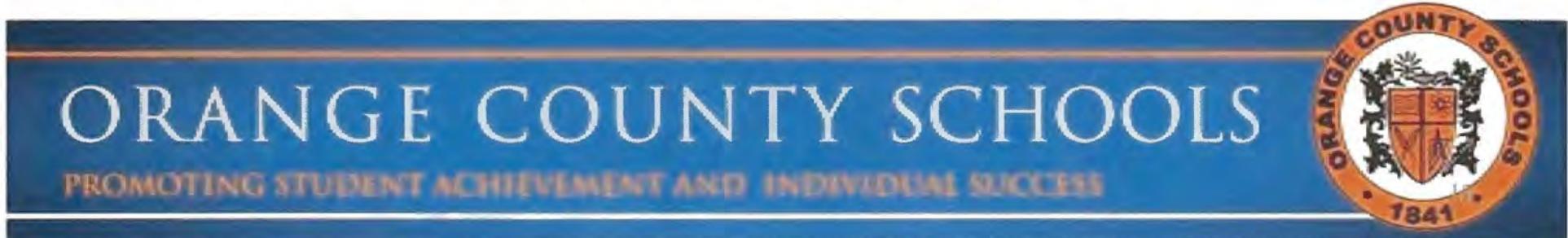


# Increase in Enrollment



# Local Funding and Student Enrollment

Year	Student Enrollment	Total County Funding	Local Funds Received by OCS		
			Current Expense*	Per Pupil Allocation	Capital Improvement
2009-10	7,007	\$25,484,163	\$22,698,512	\$3096	\$2,785,651
2010-11	7,192	\$25,415,641	\$23,271,992	\$3096	\$2,143,649
2011-12	7,272	\$25,750,421	\$23,563,574	\$3102	\$2,186,854
2012-13	7,420	\$27,104,762	\$24,515,695	\$3167	\$2,589,067
2013-14	7,501	\$28,143,221	\$25,554,154	\$3269	\$2,589,067



# OCS Historical Profile

School Year	Teaching Staff	Students	Pupil/Teacher ratio	% Poverty
2008-09	517	7,030	14	35.33
2009-10	515	7,007	14	38.99
2010-11	524	7,192	14	39.82
2011-12	527	7,272	14	40.08
2012-13	546	7,420	13	40.20
2013-14	559	7,501	13	41.47

ORANGE COUNTY SCHOOLS

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# ORANGE COUNTY BOARD OF EDUCATION

## Full-Time Employees 2004-2013\*

Year ended June 30	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Officials, Admins, Mgrs	18	19	20	20	18	19	19	19	18	17
Principals	11	11	12	13	13	13	13	13	13	13
Asst. Principals	15	15	15	16	16	16	14	16	15	16
<b>Total Administrators</b>	<b>44</b>	<b>45</b>	<b>47</b>	<b>49</b>	<b>47</b>	<b>48</b>	<b>46</b>	<b>48</b>	<b>46</b>	<b>46</b>
Elementary Teachers	228	234	236	231	251	255	247	257	259	262
Secondary Teachers	87	95	96	103	104	109	107	103	106	107
Other Teachers	152	150	140	152	160	153	161	164	162	177
<b>Total Teachers</b>	<b>467</b>	<b>479</b>	<b>472</b>	<b>486</b>	<b>515</b>	<b>517</b>	<b>515</b>	<b>524</b>	<b>527</b>	<b>546</b>
Guidance	18	18	17	20	24	24	23	24	25	25
Psychological	4	4	4	5	6	5	5	5	5	5
Librarian, Audio Visual	11	11	11	12	12	12	12	12	12	12
Consultant, Supervisor of Instruction	3	5	4	6	7	8	9	8	5	4
Other Professionals (S.W.s,etc.)	35	48	45	47	34	32	30	32	31	36
<b>Total Professionals</b>	<b>582</b>	<b>610</b>	<b>600</b>	<b>625</b>	<b>645</b>	<b>646</b>	<b>640</b>	<b>653</b>	<b>651</b>	<b>674</b>
Teacher Assistants	157	160	157	157	151	139	125	126	123	120
Technicians	5	5	5	5	4	6	3	5	6	10
Clerical, Secretarial	64	62	65	70	69	67	68	67	69	68
Service Workers (custodians, etc.)	125	117	112	111	113	107	105	98	96	98
Skilled Crafts (mechanics, electricians, etc.)	19	19	20	20	20	20	21	19	20	18
Laborers, Unskilled (groundskeepers, etc.)	2	2	2	2	2	1	2	2	2	2
<b>Totals</b>	<b>954</b>	<b>975</b>	<b>961</b>	<b>990</b>	<b>1004</b>	<b>986</b>	<b>964</b>	<b>970</b>	<b>967</b>	<b>990</b>

Source: North Carolina Public Schools Statistical Profile

\*includes all local, state, and federal

# ORANGE COUNTY SCHOOLS

PROMOTING STUDENT ACHIEVEMENT AND INDIVIDUAL SUCCESS



# OCS Staff Profile

	District	Elementary	Middle	High
Teachers with Advanced Degrees	38%	40%	37%	37%
# of National Board Certified Teachers	42	11	8	23
Highly Qualified Teachers	100%	100%	100%	100%
Over 10 Years of Teaching Experience	60%	53%	55%	63%
Principals with Degrees beyond Masters	54%			

ORANGE COUNTY SCHOOLS

PROMOTING STUDENT ACHIEVEMENT AND INDIVIDUAL SUCCESS



# Expansion Budget Requests

(In Priority Order)

1. Preserve D.S.S. School Social Workers
2. Add 2 Secondary Literacy Specialists
3. Add District Math Specialist
4. Add Academic Support Specialist
5. Restore Maintenance Position
6. Address Salary Compression
7. Living wage adjustment

ORANGE COUNTY SCHOOLS

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# Expansion Budget Requests (con't.)

8. Add Pre-K Program Specialist (1/3 salary)
9. Expanded Free Breakfast for all K-12 students
10. Provide Dental/Vision benefit for employees

## Fund From Fund Balance:

1. Allocate funds to address Safe Havens report
2. Increase funding to address deferred maintenance

ORANGE COUNTY SCHOOLS

PROMOTING STUDENT ACHIEVEMENT AND INDIVIDUAL SUCCESS



# 2014-2015 Local Appropriation Projection

Per-Pupil Allocation	\$3,269
Projected Student Population (increase 197)	7,698
Projected additional funds with no increase:	\$ 643,993
2013-14 Allocation:	\$25,060,154
Predicted Local Appropriation: (If no increase to the per-pupil allocation)	\$25,704,147



# 2014-2015 Local Funding Request

Current Expense Requested: \$27,929,376

Increase requested per pupil: \$283



Orange County Schools  
2014-2015  
Budget Drivers

	<b>PROJECTED ADDITIONAL REVENUES</b>
	<b>POTENTIAL ADDITIONAL EXPENSES</b>
Projected Increase in Student Enrollment of 197 students (197x \$3,269)	\$ 643,993
Awarded Grants for Elementary Reserve Officers	\$ 160,000
<b><u>Mandated Expenses</u></b>	
Average 3% Pay Raise for All Employees per NC Dept. of Public Instruction	\$ 461,426
Pay Raise for Teachers in Steps 0-7 at Governor's Recommendation	\$ 290,000
Anticipated State Mandated Increase in Employer State Retirement Match	\$ 137,490
Anticipated State Mandated Increase in Employee Health Insurance	\$ 36,509
Charter School Payments Increase due to Enrollment and Request for Per Pupil Increase in County Appropriation (Based on Requested Increase)	\$ 164,046
<b><u>Additional Expenses in Priority Order</u></b>	
Preservation of the DSS Social Workers due to Loss of Medicaid Reimbursement	\$ 307,808
Addition of two Secondary Literacy Specialists	\$ 130,000

(Continued)

Orange County Schools  
2014-2015  
Budget Drivers

	<b>POTENTIAL ADDITIONAL EXPENSES</b>
	<hr/>
Addition of a District Math Specialist	\$ 60,000
Addition of an Academic Support Specialist	\$ 60,000
Restoration of a Maintenance Position	\$ 47,180
Addressing Salary Compression	\$ 350,000
Living Wage Adjustment	\$ 75,000
Addition of One-Third of a Pre-K Program Specialist	\$ 23,000
Expanded Free Breakfast for all K-12 students	\$ 347,333
Providing Dental/Vision benefit for employees	\$ 500,000
 <b><u>Fund Balance Appropriation</u></b>	
Facilities Study Implementation	\$ 150,000
Safe Havens/District Safety	\$ 320,000

## ORANGE COUNTY SCHOOLS 2014-2015 Recommended Local Budget Summary

		2013-2014 Budget	2014-2015 Recommended Budget	
		7666 Students*\$3,269	7863 Students*\$3,552	
<b><u>REVENUES</u></b>				
2.4110	County Appropriation	\$ 25,060,154	\$ 27,929,376	Recommended budget with a \$283 increase per pupil from \$3269 to \$3552 and reflects 197 more students
2.4110.007	County Appropriation - Fair Funding	494,000	494,000	
2.4410	Fines & Forfeitures	200,000	200,000	
2.4450	Interest	70,000	68,000	
2.4910	Fund Balance Appropriated	3,263,999	965,050	
<b>TOTAL REVENUES</b>		<b>\$ 29,088,153</b>	<b>\$ 29,656,426</b>	
<b><u>EXPENDITURES</u></b>				
		2013-2014 Budget	2014-2015 Recommended Budget	
PRC 001	REGULAR CLASSROOM TEACHERS (Salaries, Supplements, Benefits, Matching Funds, 6th & 9th Grade Academies and Vocational Rehabilitation Match)	\$ 7,424,798	\$ 8,148,275	(1) (2) (3) Includes the addition of a District Math Specialist and 1/3 of a Pre-K Program Specialist as well as Salary, Supplement and Benefit Increases. Also includes \$350K to address salary compression.
PRC 002	CENTRAL OFFICE ADMINISTRATION (Salaries, Supplements and Benefits)	\$ 1,290,674	\$ 1,333,418	Salary, Supplement and Benefit Increases
PRC 003	NON-INSTRUCTIONAL SUPPORT (Custodial, Clerical, Technology, and Substitute Salaries, Benefits and Custodial Contracted Services)	\$ 4,447,651	\$ 4,477,140	(4) Reduction in Substitute costs, Reduction in Clerical and Custodial Salaries to actual with an increase for Salary, Supplement and Benefit Increases. Also included is \$40K to raise all employees' salary to the Minimum Living Wage set by the BOCC

## ORANGE COUNTY SCHOOLS 2014-2015 Recommended Local Budget Summary

<u>EXPENDITURES</u>		<u>2013-2014 Budget</u>	<u>2014-2015 Recommended Budget</u>	
PRC 005	<b>SCHOOL BUILDING ADMINISTRATION</b> (Principal and Assistant Principal Salaries, Supplements, Benefits and Travel)	\$ 1,043,427	\$ 1,077,934	Salary, Supplement and Benefit Increases
PRC 007	<b>INSTRUCTIONAL SUPPORT</b> (Psychologists, Social Workers, Media Specialists, Guidance Counselors, Nurses, and Literacy Coaches Salaries and Benefits)	\$ 917,374	\$ 1,024,615 (5)	Includes the addition of 2 Secondary Literacy Specialists as well as Salary, Supplement and Benefit Increases
PRC 009	<b>NON-CONTRIBUTORY BENEFITS</b> (Longevity, Bonus Leave Payout, Annual Leave Payout and Benefits, Unemployment Insurance, Worker's Comp. Insurance and Life Ins.)	\$ 514,578	\$ 1,014,578 (6)	Includes \$500K to provide Dental/Vision Benefit for Employees
PRC 013	<b>CAREER AND TECHNICAL EDUCATION</b> (Voc Ed. Network Certification Tests, Workshops and Student and Employee Travel)	\$ 4,248	\$ -	Increase in State Funding
PRC 015	<b>TECHNOLOGY</b> (Contracted Repairs and Maintenance, Travel, Computer Software and Supplies, and Computer Equipment)	\$ 957,549	\$ 122,000	2013-14 budget included one time funding to purchase the Elem. laptops, to refresh Admin, certified supp. staff & BOE computers & to purchase assistive technology for students in the EC program. 2014-15 budget includes \$100K to purchase laptops for 122 students and 12 teachers.
PRC 024	<b>DSSF</b> (Supplement Pay)	\$ 15,292	\$ 15,505	Supplement and Benefit Increases
PRC 027	<b>TEACHER ASSISTANTS K-3</b> (Salaries, Substitute Pay and Benefits)	\$ 255,992	\$ 257,266	To reflect budget vs. actual and to reflect Salary and Benefit Increases
PRC 032	<b>EXCEPTIONAL CHILDREN</b> (Salaries, Benefits, Contracted Services, Staff Development, Travel, Supplies & Materials and Furniture & Equipment)	\$ 1,259,566	\$ 1,316,653	Salary, Supplement and Benefit Increases
PRC 034	<b>ACADEMICALLY GIFTED PROGRAM</b> (Teachers, Substitutes, Benefits, Staff Development, and Supplies and Materials)	\$ 349,341	\$ 368,552	Salary, Supplement and Benefit Increases
PRC 035	<b>SCHOOL FOOD SERVICES</b> (Unpaid Charged Meals)	\$ 1,200	\$ 348,333 (7)	Expanded Free Breakfast for all K-12 students

## ORANGE COUNTY SCHOOLS 2014-2015 Recommended Local Budget Summary

<u>EXPENDITURES</u>		<u>2013-2014 Budget</u>	<u>2014-2015 Recommended Budget</u>	
PRC 036	TRANSFER TO CHARTER SCHOOLS (Per Pupil Allotment Sent to Charter Schools)	\$ 1,091,847	\$ 1,255,893	Increase of 20 students & increase in County appropriation
PRC 050	TITLE I (Supplement Pay)	\$ 58,485	\$ 70,036	Supplement and Benefit Increases
PRC 054	ENGLISH AS A SECOND LANGUAGE (Teachers, Substitutes, Benefits, Travel and Supplies & Materials)	\$ 320,588	\$ 278,956	One position now paid from additional state PRC 069 funds. Also includes Salary, Supplement and Benefit Increases
PRC 056	TRANSPORTATION (Salaries and Benefits, Repair Parts and Materials, Fuel, Tires & Tubes and Equipment)	\$ 535,943	\$ 406,041 (4)	Increase in State funding. (Route review; increased efficiency; no increased ride time) Also, included is \$35K to raise all employees' salary to the Minimum Living Wage set by the BOCC
PRC 060	IDEA TITLE VI-B (Supplement Pay)	\$ 177,400	\$ 165,754	Adjust to actual and reflect Supplement and Benefit Increases
PRC 061	INSTRUCTIONAL SUPPLIES (IB Exam Fees, Supplies & Materials and Library Books)	\$ 171,392	\$ 221,392	\$50K added for additional classroom materials and supplies
PRC 069	AT RISK STUDENT SERVICES (Salaries, Benefits, Contracted Services, Staff Development, Travel and Supplies & Materials)	\$ 200,000	\$ 260,000 (8)	Includes the addition of an Academic Support Specialist
PRC 103	TITLE II (Salary, Supplement and Benefits)	\$ 48,582	\$ 45,237	25% salary for a clerical support position now paid from PRC 003 offset by increase in Salary, Supplement and Benefits
PRC 701	AFTER SCHOOL PROGRAM (Middle School After School)	\$ 125,000	\$ 125,000	
PRC 706	NON-YELLOW BUS (Activity Buses and Bus Driver Supplements)	\$ 51,578	\$ 53,201	Supplement and Benefit Increases
PRC 801	CURRICULAR SERVICES (Salaries, Benefits, Contracted Services, Printing, Fieldtrips, Travel, Memberships, Supplies & Materials and Science Program Enhancements)	\$ 662,824	\$ 467,952	One time expenditure budgeted in 2013-14 not necessary to budget in 2014-15

## ORANGE COUNTY SCHOOLS 2014-2015 Recommended Local Budget Summary

<u>EXPENDITURES</u>	<u>2013-2014 Budget</u>	<u>2014-2015 Recommended Budget</u>	
PRC 802 OPERATION OF PLANT (Maintenance Salaries, Benefits, District Wide Utilities, Contracted Services, Security Monitoring, Maintenance Projects, Supplies & Materials and Gas & Oil)	\$ 4,530,130	\$ 3,365,295	2013-14 budget included \$1M for the OHS Connector and \$80K to improve school based emergency communications. This offset Salary, Supplement and Benefit Increases in 2014-2015. Also, \$100K for Resource Officers was moved to PRC 806, District Safety.
PRC 803 HUMAN RESOURCES (Criminal Records Check, Staff Development, Printing, Magellan Employee Assistance Program, Travel, HRMS Fees, Supplies, SubFinder, Scanning, Recruitment Travel and Recruitment Materials)	\$ 184,252	\$ 119,252	2013-14 budget included a one time expense of \$65K for a salary study
PRC 804 FINANCIAL SERVICES (Copier Costs, Contracted Services, Staff Development, Printing, Travel, Liability, Vehicle & Property Insurance, Student Accident & Boiler Ins., Office Supplies, Fidelity Bond, and Memberships)	\$ 448,325	\$ 448,325	
PRC 805 SUPPORT SERVICES (Mobile Communications, Staff Development and Supplies and Materials)	\$ 31,236	\$ 4,050	2013-2014 budget included \$30,000 for one time contracted services
PRC 806 DISTRICT SAFETY (Resource Officers and Reserve Officers)	\$ -	\$ 180,000	\$100K moved from PRC 802 for Resource Officers and \$80K budgeted for OCS match for Reserve Officers
PRC 807 SAFE HAVENS (Access Control, Security Monitoring)	\$ -	\$ 320,000 (9)	Includes the addition of \$320K to address issues mentioned in the Safe Havens report
PRC 808 FACILITIES STUDY IMPLEMENTATION (Additional Maintenance Position and Additional Maintenance Projects)	\$ -	\$ 197,180 (10) (11)	Includes the restoration of one maintenance position as well as \$150K for additional maintenance projects
PRC 840 DSS FAMILY SOCIAL WORKERS (School Social Workers' Salaries and Benefits)	\$ 387,192	\$ 695,000 (12)	Includes an additional \$307,808 to preserve the Family Specialist/Social Workers
PRC 850 PROJECT GRADUATION (Contracted Services and Supplies & Materials)	\$ 12,000	\$ 12,000	

## ORANGE COUNTY SCHOOLS 2014-2015 Recommended Local Budget Summary

<u>EXPENDITURES</u>		<u>2013-2014 Budget</u>	<u>2014-2015 Recommended Budget</u>	
PRC 851	<b>CULTURAL ARTS</b> (Supplements, Benefits, Contracted Services and Supplies & Materials)	\$ 86,667	\$ 86,667	
PRC 854	<b>BAND</b> (Band Instrument Repair and Band Grants to Schools)	\$ 67,240	\$ 67,240	
PRC 860	<b>ATHLETICS</b> (Supplements, Benefits, Catastrophic Insurance and Athletic Grants to Schools)	\$ 629,203	\$ 631,117	Benefit Increases
PRC 861	<b>CO-CURRICULAR CLUBS</b> (Supplements, Benefits and Supplies and Materials)	\$ 49,522	\$ 49,657	Benefit Increases
PRC 890	<b>BOARD OF EDUCATION</b> (Salaries, Benefits, Contracted Services, Workshops, Travel and Supplies)	\$ 90,036	\$ 57,674	2013-2014 included \$47,000 for contracted services for policy updates. The expense for policy updates in 2014-2015 will be \$14,633.
PRC 891	<b>EXECUTIVE ADMINISTRATION</b> (Awards & Recognitions, Office Postage, Supplies and Materials and Staff Development)	\$ 26,574	\$ 29,050	Increases in staff development and membership fees and dues
PRC 892	<b>BOARD AND ADMINISTRATION SUPPORT</b> (Memberships & Fees, Legal Fees, Internal Auditor's Salary and Benefits and External Audit Costs)	\$ 535,800	\$ 452,800	Reduction in School Safety Contingency offset by an increase to PRC 807, Safe Havens
PRC 900	<b>PUBLIC RELATIONS</b> (Salary, Benefits, Printing/Promotional Materials, Supplies, and Membership Fees)	\$ 84,648	\$ 87,388	Increase in Salary and Benefits
	<b>TOTAL EXPENSES</b>	<u>\$ 29,088,153</u>	<u>\$ 29,656,426</u>	

- (1) Add District Math Specialist \$60,000
- (2) Add One-Third Pre-K Program Specialist \$23,000
- (3) Allocate Funds to Address Salary Compression \$350,000

## ORANGE COUNTY SCHOOLS 2014-2015 Recommended Local Budget Summary

- (4) Raise All Employees' Salary to the Minimum Living Wage set by the BOCC \$75,000
- (5) Add 2 Secondary Literacy Specialists \$130,000
- (6) Allocate Funds to Provide Dental/Vision Benefits to Employees \$500,000
- (7) Expanded Free Breakfast for all K-12 Students \$347,333
- (8) Add Academic Support Specialist \$60,000
- (9) Allocate Funds to Address Safe Havens Report \$320,000
- (10) Restore Maintenance Position \$47,180
- (11) Increase Funding to Address Deferred Maintenance \$150,000
- (12) Preserve Family Specialist/Social Workers \$307,808



**Orange County Schools  
Local Current Expense Budget Proposal  
Proposed Operating Budget  
2014-2015**

Description	Proposed Budget
<b>Operating Revenue Budget</b>	
<b>County Appropriation</b>	<b>\$ 27,929,376</b>
County Appropriation - Fair Funding	494,000
Fines and Forfeitures	200,000
Interest Earned on Investments	68,000
Fund Balance Appropriated	965,050
	<hr/>
Total	<u><u>\$ 29,656,426</u></u>
<b>Operating Expenditure Budget</b>	
PRC 001 - Classroom Teachers	\$ 8,148,275
PRC 002 - Central Office Administration	1,333,418
PRC 003 - Non-Instructional Support	4,477,140
PRC 005 - School Building Administration	1,077,934
PRC 007 - Instructional Support	1,024,615
PRC 009 - Non-Contributory Benefits	1,014,578
PRC 013 - Career and Technical Education	-
PRC 015 - Technology	122,000
PRC 024 - DSSF	15,505
PRC 027 - Teacher Assistants	257,266
PRC 032 - Exceptional Children	1,316,653

**Orange County Schools  
Local Current Expense Budget Proposal  
Proposed Operating Budget  
2014-2015**

Description	Proposed Budget
<b>Operating Expenditure Budget (Cont'd)</b>	
PRC 034 - Academically Gifted Program	\$ 368,552
PRC 035 - School Food Services	348,333
PRC 036 - Transfer to Charter Schools	1,255,893
PRC 050 - Title I	70,036
PRC 054 - English as a Second Language	278,956
PRC 056 - Transportation	406,041
PRC 060 - IDEA Title VI-B	165,754
PRC 061 - Instructional Supplies	221,392
PRC 069 - At Risk Student Services	260,000
PRC 103 - Literacy Support	45,237
PRC 701 - After School Program	125,000
PRC 706 - Non-Yellow Bus	53,201
PRC 801 - Curricular Services	467,952
PRC 802 - Operation of Plant	3,365,295
PRC 803 - Human Resources	119,252
PRC 804 - Financial Services	448,325
PRC 805 - Support Services	4,050
PRC 806 - District Safety	180,000
PRC 807 - Safe Havens	320,000
PRC 808 - Facilities Study Implementation	197,180
PRC 840 - DSS Family Social Workers	695,000
PRC 850 - Project Graduation	12,000
PRC 851 - Cultural Arts	86,667
PRC 854 - Band	67,240
PRC 860 - Athletics	631,117

**Orange County Schools**  
**Local Current Expense Budget Proposal**  
**Proposed Operating Budget**  
**2014-2015**

Description	Proposed Budget
<b>Operating Expenditure Budget (Cont'd)</b>	
PRC 861 - Co-Curricular Clubs	\$ 49,657
PRC 890 - Board of Education	57,674
PRC 891 - Executive Administration	29,050
PRC 892 - Board and Administration Support	452,800
PRC 900 - Public Relations	87,388
	<hr/>
Total	\$ 29,656,426



**Orange County Schools**  
**Local Current Expense Budget Proposal**  
**Proposed Operating Budget Reconciliation**  
**2014-2015**

Description	2013-2014 Budget	Increase/ (Decrease)	2014-2015 Proposed Budget
<b>Operating Revenue Budget</b>			
<b>County Appropriation</b>	\$ 25,060,154	\$ 2,869,222	\$ 27,929,376
County Appropriation - Fair Funding	494,000	-	494,000
Fines and Forfeitures	200,000	-	200,000
Interest Earned on Investments	70,000	(2,000)	68,000
Fund Balance Appropriated	3,263,999	(2,298,949)	965,050
<b>Total</b>	<b>\$ 29,088,153</b>	<b>\$ 568,273</b>	<b>\$ 29,656,426</b>

**Orange County Schools**  
**Local Current Expense Budget Proposal**  
**Proposed Operating Expenditures by Program Report Code (PRC)**  
**X.XXXX.XXX.XXX**  
**2014-2015**

Description	2013-2014 Budget	Increase/ (Decrease)	2014-2015 Proposed Budget
<b>Operating Expenditure Budget</b>			
PRC 001 - Classroom Teachers	\$ 7,424,798	\$ 723,477	\$ 8,148,275
PRC 002 - Central Office Administration	1,290,674	42,744	1,333,418
PRC 003 - Non-Instructional Support	4,447,651	29,489	4,477,140
PRC 005 - School Building Administration	1,043,427	34,507	1,077,934
PRC 007 - Instructional Support	917,374	107,241	1,024,615
PRC 009 - Non-Contributory Benefits	514,577	500,001	1,014,578
PRC 013 - Career and Technical Education	4,248	(4,248)	-
PRC 015 - Technology	957,549	(835,549)	122,000
PRC 024 - DSSF	15,292	213	15,505
PRC 027 - Teacher Assistants	255,992	1,274	257,266
PRC 032 - Exceptional Children	1,259,566	57,087	1,316,653
PRC 034 - Academically Gifted Program	349,341	19,211	368,552
PRC 035 - School Food Services	1,200	347,133	348,333
PRC 036 - Transfer to Charter Schools	1,091,847	164,046	1,255,893
PRC 050 - Title I	58,485	11,551	70,036
PRC 054 - English as a Second Language	320,588	(41,632)	278,956
PRC 056 - Transportation	535,943	(129,902)	406,041
PRC 060 - IDEA Title VI-B	177,400	(11,646)	165,754
PRC 061 - Instructional Supplies	171,392	50,000	221,392
PRC 069 - At Risk Student Services	200,000	60,000	260,000
PRC 103 - Literacy Support	48,582	(3,345)	45,237
PRC 701 - After School Program	125,000	-	125,000
PRC 706 - Non-Yellow Bus	51,578	1,623	53,201
PRC 801 - Curricular Services	662,824	(194,872)	467,952
PRC 802 - Operation of Plant	4,530,130	(1,164,835)	3,365,295

**Orange County Schools**  
**Local Current Expense Budget Proposal**  
**Proposed Operating Expenditures by Program Report Code (PRC)**  
X.XXXX.XXX.XXX  
**2014-2015**

Description	2013-2014 Budget	Increase/ (Decrease)	2014-2015 Proposed Budget
<b>Operating Expenditure Budget (Cont'd)</b>			
PRC 803 - Human Resources	\$ 184,252	\$ (65,000)	\$ 119,252
PRC 804 - Financial Services	448,325	-	448,325
PRC 805 - Support Services	31,236	(27,186)	4,050
PRC 806 - District Safety	-	180,000	180,000
PRC 807 - Safe Havens	-	320,000	320,000
PRC 808 - Facilities Study Implementation	-	197,180	197,180
PRC 840 - DSS Family Social Workers	387,192	307,808	695,000
PRC 850 - Project Graduation	12,000	-	12,000
PRC 851 - Cultural Arts	86,667	-	86,667
PRC 854 - Band	67,240	-	67,240
PRC 860 - Athletics	629,203	1,914	631,117
PRC 861 - Co-Curricular Clubs	49,522	135	49,657
PRC 890 - Board of Education	90,036	(32,362)	57,674
PRC 891 - Executive Administration	26,574	2,476	29,050
PRC 892 - Board and Administration Support	535,800	(83,000)	452,800
PRC 900 - Public Relations	84,648	2,740	87,388
Total	<u>\$ 29,088,153</u>	<u>\$ 568,273</u>	<u>\$ 29,656,426</u>



**Orange County Schools**  
**Local Current Expense Budget Proposal**  
**Proposed Operating Expenditures by Purpose Code**  
X.XXXX.XXX.XXX  
**2014-2015**

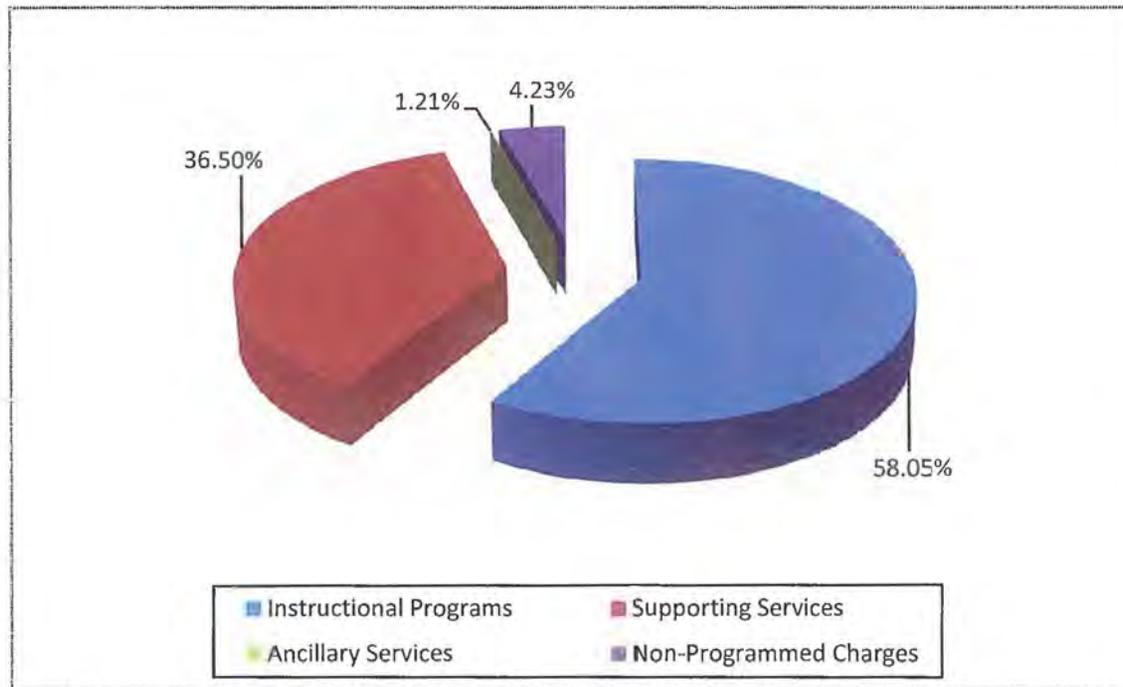
Description	2013-2014 Budget	2014-2015 Proposed Budget	Increase/ (Decrease)	Proposed % Mix
<b>Operating Expenditure Budget</b>				
<b>INSTRUCTIONAL SERVICES</b>				
5100 - Regular Instructional Services	\$ 8,412,932	\$ 9,273,674	\$ 860,742	31.27%
5200 - Special Population Services	2,206,757	2,272,012	65,255	7.66%
5300 - Alternative Programs and Services	652,991	1,138,715	485,724	3.84%
5400 - School Leadership Services	1,942,343	2,010,569	68,226	6.78%
5500 - Co-Curricular Services	934,829	937,019	2,190	3.16%
5800 - School Based Support Services	1,531,458	1,584,429	52,971	5.34%
TOTAL	<u>\$ 15,681,310</u>	<u>\$ 17,216,418</u>	<u>\$ 1,535,108</u>	<u>58.05%</u>
<b>SYSTEM-WIDE SUPPORT SERVICES</b>				
6100 - Support and Development Services	\$ 2,587,807	\$ 1,839,494	\$ (748,313)	6.20%
6200 - Special Population Support and Development Services	112,119	112,047	(72)	0.38%
6300 - Alternative Programs and Services Support and Development Services	17	17	-	0.00%
6400 - Technology Support Services	676,034	713,728	37,694	2.41%
6500 - Operational Support Services	6,045,191	5,289,067	(756,124)	17.83%
6600 - Financial and Human Resource Services	1,247,095	1,219,312	(27,783)	4.11%
6700 - Accountability Services	211,370	216,538	5,168	0.73%
6800 - System-wide Pupil Support Services	12,000	12,000	-	0.04%
6900 - Policy, Leadership and Public Relations Services	1,411,744	1,422,836	11,092	4.80%
TOTAL	<u>\$ 12,303,377</u>	<u>\$ 10,825,039</u>	<u>\$ (1,478,338)</u>	<u>36.50%</u>

**Orange County Schools**  
**Local Current Expense Budget Proposal**  
**Proposed Operating Expenditures by Purpose Code**  
**X.XXXX.XXX.XXX**  
**2014-2015**

Description	2013-2014 Budget	2014-2015 Proposed Budget	Increase/ (Decrease)	Proposed % Mix
<b>Operating Expenditure Budget (Cont'd)</b>				
ANCILLARY SERVICES				
7100 - Community Services	\$ 82	\$ 82	\$ -	0.00%
7200 - Nutrition Services	11,537	358,994	347,457	1.21%
TOTAL	<u>\$ 11,619</u>	<u>\$ 359,076</u>	<u>\$ 347,457</u>	<u>1.21%</u>
NON-PROGRAMMED CHARGES				
8100 - Payments to Other Governmental Units	\$ 1,091,847	\$ 1,255,893	\$ 164,046	4.23%
TOTAL	<u>\$ 1,091,847</u>	<u>\$ 1,255,893</u>	<u>\$ 164,046</u>	<u>4.23%</u>
TOTAL OPERATING BUDGET	<u>\$ 29,088,153</u>	<u>\$ 29,656,426</u>	<u>\$ 568,273</u>	<u>100.00%</u>

**Orange County Schools  
Local Current Expense Budget Proposal  
Proposed Operating Expenditures by Purpose Code  
2014-2015**

Description	Budget	%
Instructional Programs	\$ 17,216,418	58.05%
Supporting Services	10,825,039	36.50%
Ancillary Services	359,076	1.21%
Non-Programmed Charges	1,255,893	4.23%
<b>Total</b>	<b>\$ 29,656,426</b>	<b>100.00%</b>

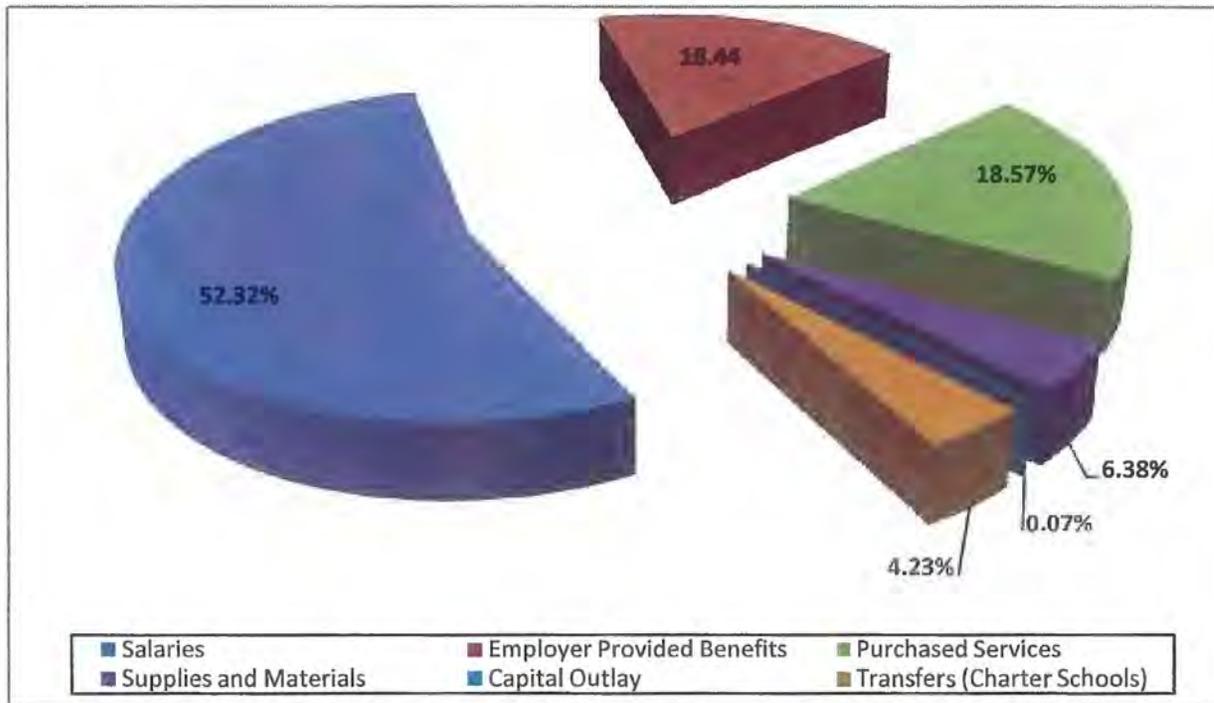


**Orange County Schools**  
**Local Current Expense Budget Proposal**  
**Proposed Operating Expenditures by Object Code**  
X.XXXX.XXX.XXX  
**2014-2015**

Description	2013-2014 Budget	2014-2015 Proposed Budget	Increase (Decrease)	Proposed % Mix
<b>Operating Expenditure Budget</b>				
100 - Salaries	\$ 14,741,250	\$ 15,517,278	\$ 776,028	52.32%
200 - Employer Provided Benefits	4,656,018	5,465,305	809,287	18.44%
300 - Purchased Services	5,496,393	5,506,204	9,811	18.57%
400 - Supplies and Materials	2,053,288	1,890,746	(162,542)	6.38%
500 - Capital Outlay	1,049,357	21,000	(1,028,357)	0.07%
700 - Transfers (Charter Schools)	1,091,847	1,255,893	164,046	4.23%
TOTAL	\$ 29,088,153	\$ 29,656,426	\$ 568,273	100.00%

**Orange County Schools  
Local Current Expense Budget Proposal  
Proposed Operating Expenditures by Object Code  
2014-2015**

Description	Budget	%
Salaries	\$ 15,517,278	52.32%
Employer Provided Benefits	5,465,305	18.44%
Purchased Services	5,506,204	18.57%
Supplies and Materials	1,890,746	6.38%
Capital Outlay	21,000	0.07%
Transfers (Charter Schools)	1,255,893	4.23%
<b>Total</b>	<b>\$ 29,656,426</b>	<b>100.00%</b>

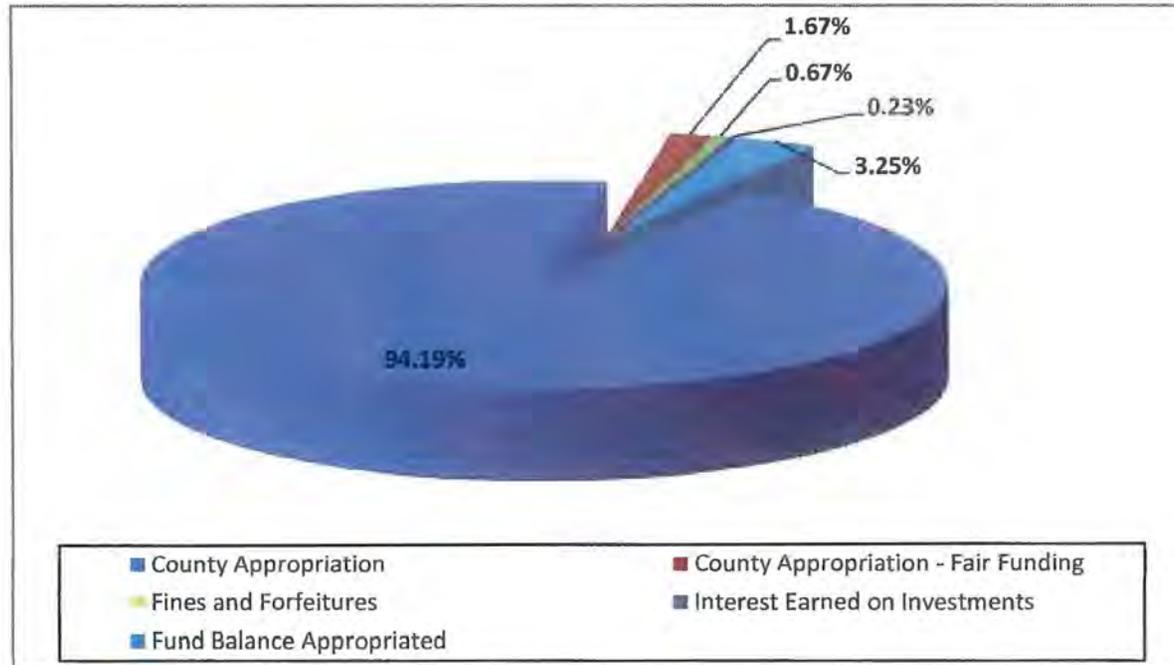


**Orange County Schools  
Local Current Expense Budget Proposal  
Proposed Operating Revenues by Source  
2014-2015**

Description	2013-2014 Budget	2014-2015 Proposed Budget	Increase/ (Decrease)	Proposed % Mix
<b>Operating Revenue Budget</b>				
<b>County Funding:</b>				
County Appropriation	\$ 25,060,154	\$ 27,929,376	\$ 2,869,222	94.19%
County Appropriation - Fair Funding	494,000	494,000	-	1.67%
<b>Total County Funding</b>	<u>25,554,154</u>	<u>28,423,376</u>	<u>2,869,222</u>	<u>95.85%</u>
Fines and Forfeitures	200,000	200,000	-	0.67%
Interest Earned On Investments	70,000	68,000	(2,000)	0.23%
Fund Balance Appropriated	<u>3,263,999</u>	<u>965,050</u>	<u>(2,298,949)</u>	<u>3.25%</u>
<b>Total</b>	<u>\$ 29,088,153</u>	<u>\$ 29,656,426</u>	<u>\$ 568,273</u>	<u>100.00%</u>

**Orange County Schools  
Local Current Expense Budget Proposal  
Proposed Revenue by Source  
2014-2015**

Description	Budget	%
County Appropriation	\$ 27,929,376	94.19%
County Appropriation - Fair Funding	494,000	1.67%
Fines and Forfeitures	200,000	0.67%
Interest Earned on Investments	68,000	0.23%
Fund Balance Appropriated	965,050	3.25%
<b>Total</b>	<b>\$ 29,656,426</b>	<b>100.00%</b>





# **ORANGE COUNTY SCHOOLS**

## **EXPANSION REQUESTS**

**(IN PRIORITY ORDER)**

### **2014-2015**

4/29/2014



**Initiative:**

**Funding School Social Workers/Family Specialists at each of the District's Schools**

**Implementation Timeline and Budget Needed**

2013-2014	Amount	Notes
Fund and hire 8 School Social Workers to replace the D.S.S. Family Specialist Social Worker positions lost to the changes to/reductions in Medicaid.	\$307,808	This is a recurring expenditure.

**Expected Results**

To provide services to our most needy students and their families.

**Evidence or Reasoning for this Recommendation**

Orange County Schools currently has four (4) district-based Social Workers (PES, ALS, CRHS and HES/PA) and eight (8) Family Specialist Social Workers through the Orange County Department of Social Services. The D.S.S. positions have historically been able to bill Medicaid for the services they provide to our students and families. These funds offset the cost of their salaries and benefits. The D.S.S. Family Specialist Social Workers will no longer be able to bill Medicaid and the Department of Social Services does not have the funding to support these positions.

The Social Workers provide critical services for our most needy students and their families. The loss of these positions will negatively impact the programs and safety nets we currently provide. The four (4) current OCS Social Workers will not be able to adequately or appropriately serve the needs of all of our students and families.

OCS currently budgets \$387,192 to fund the District's four (4) Social Workers and to cover the salaries and benefits of the D.S.S. Family Specialist Social Workers that are not funded through Medicaid. To fully fund Social Workers at each of the schools, the District would have to increase the budget by \$307,808 for a total budget of \$695,000.



**Initiative: Add 2 Secondary Literacy Specialist positions for OHS and CRHS**

**Implementation Timeline and Budget Needed**

<b>2014-2015</b>	<b>Amount</b>	<b>Notes</b>
Hire 2 Secondary Literacy specialists for OHS and for CRHS	\$130,000	10 month position & recurring expenditure

**Expected Results**

Since the implementation of literacy coaches K-8 in 2008 in OCS, the district's reading performance as measured by the 3-8<sup>th</sup> End-of-Grade reading test has increased 16.17% as compared to the state's average. By extending the use of literacy coaches into high school, we can maintain this trend. We will reduce the number of students not reading on grade level by offering targeted reading intervention thru 12<sup>th</sup> grade. Likewise, we will increase the reading level of student's already at or above grade level to meet the demands of college and career text levels. Literacy specialists will offer job-embedded professional development to content-area teachers who need reading and writing strategies to increase student reading comprehension in their subject areas. Literacy specialists will offer professional development to reading interventionists who analyze assessment data to determine why a reader is not reading with comprehension one level higher and offer targeted, daily instruction to meet a student's greatest area of need as a reader.

**Evidence or Reasoning for this Recommendation**

Based on rising 9<sup>th</sup> grade Whole-to-Part assessment data, 43% or 144 out of 335 students at CRHS and 39% or 133 out of 342 students at OHS are reading below grade level.

Reading Level	%	Level of Support Needed
8 <sup>th</sup> grade	25%	Moderate by content area teachers
5 <sup>th</sup> -7 <sup>th</sup> grade	63%	Strategic by content area teachers and reading interventionists
5 <sup>th</sup> grade & below	12%	Intensive by reading interventionist and literacy coach working with content area teachers

Based on EVAAS data, 49% or 281 8<sup>th</sup> graders are projected to have 40% or less proficiency on the 8<sup>th</sup> grade end-of-grade reading test.

Based on EVAAS data, 44% or 279 10<sup>th</sup> graders are projected to have 40% or less proficiency on the English II end-of-course reading test.

Based on NC ACT benchmark percentages, 62.6% of students at CRHS and 25% at OHS met proficiency on the reading portion of the ACT; 48.5% at CRHS and 45% at OHS met writing proficiency.

Contact Person: Vickie Smith, Director of Literacy 245.4001 ext 1550



**Initiative: Add District Math Specialist.**

**Implementation Timeline and Budget Needed**

2014-2015	Amount	Notes
Hire district math specialist	\$60,000	10 month position & recurring expenditure

**Expected Results**

When we look at the data below, it is indicative that our teachers need in-depth work with alignment of the math standards to the courses. A math specialist will be able to work with middle school on differentiation in the math plus classes and implementing the math practices. With high and middle school, a math specialist will be able to work specifically with the curriculum in Math 1. High school math teachers are still trying to capture the Math II and Math III curriculum. In addition, a fourth math course will be developed by the state and curriculum is unknown at this point. Professional development and PLC work is needed across the district. We have hired a consultant previously to work with middle school math this school year. She was able to offer professional development for 3 sessions. This PD was well-received by teachers and the time to work on alignment together as a district was very effective. However, best practice indicates that PD should be embedded on a consistent basis to make a shift in teaching and understanding. A math specialist will be able to continue this work.

**Evidence or Reasoning for this Recommendation**

It is an expectation that we would see a drop in proficiency scores when standards are re-aligned. We dropped approximately 40 % in 6<sup>th</sup> – 8<sup>th</sup> and also in Math I.

Grade Level	2012-2013 EOG Math Proficiency (%)
6 <sup>th</sup> grade	45 %
7 <sup>th</sup> grade	40.4 %
8 <sup>th</sup> grade	41.2 %
Math 1 ( includes Middle and High School)	36.8 %



**INITIATIVE: Academic Support Specialist**

**Implementation Timeline and Budget Needed**

Notes	Amount	2014-15
<p>This amount represents the estimated total for salary and benefits. This is a recurring expense.</p>	<p>\$60,000</p>	<p>hire in summer and implement in the fall</p>

**Expected Results**

The role of the academic support specialist would be to assist district leaders and schools in decreasing achievement gaps that exist for minority populations. The position would focus on data driven decision making, culturally proficient practices, and establishing equity teams and practices in schools. Staff development would be provided to school leaders in the area of culturally proficient teaching practices. The academic support specialist would work with the C&I team to establish areas within core curriculum and ongoing staff development that could infuse culturally proficient practices. A comprehensive district plan would be created to address achievement gap issues. The overall expected result would be a decrease in the achievement gaps between white and minority students and increase overall student growth.

**Evidence or Reasoning for this Recommendation**

The Achievement Gap is one of the nation’s largest and most challenging educational reform topics (Lewis, Simon, Uzzell, Horwitz, & Casserly, 2010; Singham, 2003; 2005). Districts in essentially every state spend countless hours and resources investigating and implementing strategies to close the Achievement Gap and create schools that educate all children regardless of ethnicity. In their book, *Cultural Proficiency*, Lindsey et al. (2003) suggested that in the educational landscape today, teachers must not only understand their pedagogy, but must also utilize culturally proficient teaching strategies. Gay (2002) states, “Culturally responsive teaching can be defined as using the cultural knowledge, prior experiences, frames of reference, and performance styles of ethnically diverse students to make learning encounters more relevant and effective for them. It teaches to and through the strengths of these students. It is validating and affirming” (Gay, 2002, p. 29). According to researchers such as Donna Ford (1993) and Claude Steele (1997); “The extent to which students feel personally accepted, respected, included, and supported at school may be

an important factor in supporting academic achievement of minority youth. Although a sense of school belonging is important for all students, it may be especially critical to the academic survival of those students who are more likely to feel alienated and unaccepted in an environment whose values and beliefs seem incompatible with their own.”

The disaggregated student achievement data for Orange County Schools reveals that there is a need for increased achievement among minority populations. According to 2012-2013 EOG scores, African American and Hispanic students score significantly lower than white students in the areas of reading and math. One area specifically mentioned in the mission of Orange County Schools is to create challenging and engaging educational experiences for students. A core belief for Orange County Schools is to have outstanding student achievement and individual success. Orange County Schools is committed to serving all students regardless of ethnicity. In order to meet these district goals, a new position is being requested for an academic support specialist.

The role of an academic support specialist would include the following:

- district staff development in culturally proficient practices
- district data analysis
- collaboration with curriculum directors
- coaching for principals in equity
- facilitating a district equity advisory team
- researching best practices for closing achievement gaps
- Infusing equity practices with other district programs such as PBIS, literacy, RtI, counseling services, etc.

The academic support specialist would report to the Chief Academic Officer.

The following chart outlines the gaps between White and African American students and White and Hispanic students for the 2012-2013 academic year. The following scores represent the actual gap totals and not the proficiency scores. For example, in the area of reading in 3rd grade, The gap between White students and African American students is 34.2 points. White students in 3rd grade scored 30.3 points higher in literacy in comparison with Hispanic students.

Grade	Reading		Math		Science	
	African American	Hispanic	African American	Hispanic	African American	Hispanic
3	34.2	30.3	46.9	28.8		
4	43.6	42	46.3	34.3		
5	28.5	33.7	42.5	23.6	36.6	21.6
6	29.7	37.9	35.9	28		
7	27.9	26.5	27.4	22.1		
8	29	20.7	31.7	21.9	33.9	9.8



**Initiative: Restore a Maintenance position to address identified significant areas of deferred maintenance throughout the district**

**Implementation Timeline and Budget Needed**

2014-2015	Amount	Notes
Restore a Maintenance Technician position	\$47,180	Restoring a cut position; recurring expense; includes salary and benefit costs

**Expected Results**

Restoring a previously frozen position (vacancy from 2010 - 2011 timeframe that went unfilled) will allow the District to hire a Maintenance Technician with varying skills in carpentry, construction, painting, etc. who can work with the current staff to address items identified as deferred maintenance in the recent facilities study. Though this will not completely remedy the issues associated with deferred maintenance, staffing a position will provide more depth in the Maintenance department to begin addressing the most pressing needs.

**Evidence or Reasoning for this Recommendation**

Refer to the recent facilities assessment for the catalog of deferred maintenance issues throughout the district. Additional evidence:

- **Student Growth** – increase since 2007-08 (6,964) more than 600 students to the current 7,576 students (Month 4 Principals’ Monthly Report Student Membership number)
- **Increase in facilities/square footage, with no increase in Maintenance personnel** – Gravelly Hill Middle School (2006); Partnership Academy (separate facility; 2006); Administrative Annex (2012); Additional athletic fields/grounds maintenance with opening new facilities
- **Industry standards (square footage by employee)** – 2005 International Facility Management Association (IFMA) survey recommends a staffing ratio of 1 maintenance FTE (full time equivalent) position per 47,000 square feet; total district building square footage is 1,378,432, which at a ratio of 1:47,000 is a total of 29 FTE positions. There are currently 18 FTE positions in Maintenance.

Contact Person: Pam Jones, Interim Executive Director of Auxiliary Services



**Initiative: Address salary compression that has resulted due to the State's condensing of the salary schedules since the 2009-2010 school year**

**Implementation Timeline and Budget Needed**

<b>2014-2015</b>	<b>Amount</b>	<b>Notes</b>
Upon review of all employees' current salary (grade and step; degree and years of experience, etc), each employee will be placed on the salary scale at the appropriate level that corresponds to his/her qualifications and experience	\$350,000	This is an initial estimate for correcting the salary compression at the beginning (low end) of each salary.

**Expected Results**

Improvement of salaries will improve morale as well as eliminate the compression of salaries that has occurred since the 2009-2010 school year.

**Evidence or Reasoning for this Recommendation**

Salary compression typically is thought of as new hires being employed and paid more than incumbent employees. In this instance, salary compression is not specifically about new employees being hired and making more, but about new employees being hired and paid at the same level of current employees who may have more experience as they have been serving in their positions for between 1 and 4 years.

State and local salary schedules have been condensed at the beginning level (0-5 years) since the 2009-2010 school year. This has resulted in new hires who have between 0 and 5 years of experience being placed on the same level on the salary scale.

Contact Person: Dr. Marcie Holland, Assistant Superintendent for Human Resources



**Initiative: Raise the rate of pay for identified employees to that of the Living Wage as defined by Orange County Government**

**Implementation Timeline and Budget Needed**

2014-2015	Amount	Notes
Raise the pay rate of identified employees who currently earn an hourly rate below the Living Wage, as defined by Orange County Government, which is currently \$10.97 per hour	\$75,000	Estimates are based on trends for each of the groups identified below

**Expected Results**

Improvement of salaries of the lowest paid employees in the district will improve morale as well as address the Orange County Board of Commissioners' goal of social justice.

**Evidence or Reasoning for this Recommendation**

At their September 2, 2010, regular meeting, the Orange County Board of County Commissioners adopted a Social Justice Goal for Orange County. The Vision for Social Justice includes an objective for "Ensuring economic self-sufficiency by fostering a sustainable community in which individuals can sufficiently provide for the physical, social, and mental needs of themselves and their dependents, and by providing safety net mechanisms for those who find themselves unable to do so." One of the specific actions to be implemented to ensure 'economic self-sufficiency' is to provide a living wage.

For the 2013-14 fiscal year, the Living Wage is \$10.97 per hour. Based on a review of all employees, some employees in the following groups would be impacted by an increase in their minimum hourly rate to the Living Wage (\$10.97). Not all employees in each of these groups would be impacted as they currently make more than the Living Wage.

- **Child Nutrition Substitutes** – currently child nutrition substitutes are paid an hourly rate of \$9.15 per hour, a difference of \$1.82 per hour.
- **After School Site Employees (Hourly)** – there are currently 17 after school employees who are not otherwise employed in another capacity by Orange County Schools; 9 of these employees earn less than the current Living Wage, between \$.32 and \$3.58 less per hour.
- **After School Substitutes** – currently there are 6 substitutes who serve in the After School Program and are paid \$3.58 less per hour than the Living Wage.
- **Substitute Teachers** – non-licensed substitute teachers earn \$75.00 per day; for a 7.5 hour day, that's \$10.00 per hour, a difference of \$.97 per hour.

Contact Person: Dr. Marcie Holland, Assistant Superintendent for Human Resources



Initiative: 33% Funding requested for a 12 Month Pre-school Program Specialist

### Implementation Timeline and Budget Needed

2013-2014	Amount	Notes
Additional position: PK Program Specialist	33% Salary and benefits of Approximately \$23,000 per year; remaining funding will come from Title I	Individual must possess a BK license. This is a 12month position due to NC Child Find in-take and referral processes. This is a recurring expense.

### Expected Results

- Coordination of PK services including Title 1 PK classes and EC separate classes
- Increased PK proficiency with concepts needed for Kindergarten
- Ongoing, embedded Professional development focused on language development, curriculum implementation and other PK related topics
- Maintain 5 star child care licenses in Title 1 classrooms
- Implementation of PK Curriculum—Creative Curriculum Gold
- Increased student outcomes as measured by the Dial 4 and Creative Curriculum Gold formative and summative assessments

### Evidence or Reasoning for this Recommendation

Currently, Orange County Schools maintains 4 classes Title 1/Blended Pre-kindergarten classes (64 students) and 2 low incidence classes for students with disabilities (8 students) as well as housing 3 Headstart PK classrooms. In addition, there are 9 students with disabilities served in a 2 playgroups each meeting 2 times a week for 90 minutes and 8 students served itinerantly in their daycare settings. Students receiving speech only services (48 students) are served in a variety of settings throughout the district and 6 students are served at the Children's Learning Center. **Between the EC services and Title1/blended classrooms, 145 children are served in Orange County Schools PK programs.**

Presently, the duties listed below are divided between 3 individuals. The goal of the proposed position is to bring consistency of programming as well as a single point of contact for families, staff and the district.

The PK program specialist would be responsible for the following:

- Coordinate the EC referral and placement process
- Facilitate and participate on the Transdisciplinary Play-Based Assessment Team
- Provide coordination and maintenance of placements of PK students with disabilities
- Coordinate and participate in referral meetings from outside agencies including the CDSA, Headstart, physician's offices and parents
- Coordinate the Title 1 application and enrollment process for PK classes
- Coordinate the Title 1 PK assessment process
- Conduct observations in all PK classes to insure high quality instructional practices and implementation of the PK curriculum
- Coordinate and/or conduct professional development as needed.
- Monitor the Continuous Improvement Performance Plan Indicators (8 and 12)
- Monitor the compliance of licensing requirements for the PK classrooms to maintain 5 star facilities
- Participate in classroom Walk-Throughs with site-based Administration to build a cohesive model and district agreement of high quality Pre-K instruction
- Conduct Peer observations of teachers and related services personnel

Contact Person: Dr. Lisa Napp, Director of Elementary Instruction



**Initiative: Options for Expanded Free Breakfast Service for students**

**Implementation Timeline and Budget Needed**

2013-2014	Amount	Notes
Option 1: Provide free breakfast to all OCS students K-5	\$159,716	Estimated annual Board supported funding for K-5 students.
Option 2: Provide free breakfast to all OCS students K-8	\$269,975	Estimated annual Board supported funding for all <u>K-8</u> students.
Option 2: Provide free breakfast to all OCS students K-12	\$482,311	Estimated annual Board supported for all <u>K-12</u> students.
<b>Requested Appropriation</b>	<b>\$347,333</b>	

Note: Estimated costs assume 100% student participation, which is not likely. The requested appropriation assumes an average of 72% participation for all students K-12.

**Expected Results**

**Assures all children regardless of income are provided the opportunity for a nutritious breakfast.**

**Evidence or Reasoning for this Recommendation**

Universal breakfast is one of the best ways to support the health and academic potential of children particularly low income children. Adequate nutrition and freedom from hunger are absolutely essential for good health. Universal school breakfast offers breakfast at no charge to all students, regardless of income status. Currently, those qualifying for free and reduced meals may receive their meals at no cost due to federal regulations and the SB 415 Elimination of Cost of Reduced-Price Breakfast meals. All others pay for the meal. There is a growing concern that many children whose parents are considered “working poor” cannot afford the meals, but do not qualify for the reduced meals, therefore creating a good chance that the student goes hungry.

Studies reflect students who eat a healthy breakfast have an enhanced ability to focus and therefore to learn. Some area schools have piloted the programs and are experiencing significant improvements in test scores for students who eat breakfast.

Contact Person: Valerie Green, Director of Child Nutrition



**Initiative: Increase benefits provided to Orange County Schools employees.**

### Implementation Timeline and Budget Needed

<b>2014-2015</b>	<b>Amount</b>	<b>Notes</b>
Provide dental and vision insurance expenditure Insurance for 950 OCS employees	\$500,000	This is a recurring
Dental	\$430,000	
Vision (Comprehensive)	\$70,000	

### Expected Results

**Increased employer-paid benefits for OCS employees will positively impact future retention.**

### Evidence or Reasoning for this Recommendation

**The teacher turnover rate for 2012-2013 increased to 16% from 10% in the prior year. Few school districts provide employer-paid dental insurance. Enhancing the employee benefit package will reduce out-of-pocket costs for all employees in the district.**

Contact Person: Donna Brinkley, Finance Director



**Initiative:** Safe Havens Report Recommendations-Phase I Implementation:  
Access Control/Enhanced Electronic Observations of School Properties

**Implementation Timeline and Budget Needed**

2014-2015	Amount	Notes
Identify and install initial phases of access Systems and campus surveillance on all School campuses	\$320,000	This is a non-recurring cost.

**Expected Results**

- \*Safer school campuses
- \*Long-term solutions for building access and reliable surveillance systems are implemented.
- \*Best practices adopted for how these tools are utilized and maintained.

**Evidence or Reasoning for this Recommendation**

Safe Havens International, a firm internationally recognized for their expertise in school safety, surveyed all District facilities and made recommendations for security enhancements and physical plant modifications at some facilities. Access control and enhanced electronic observation tools were two key areas where the District could experience some significant benefits relatively quickly. Through assistance from Safe Havens, OCS will identify specific technological applications that would provide a long-term solution to address both of these critical issues. While future capital appropriations would be needed to continue implementation of the Report's findings and recommendations, this important first step would make all schools and District buildings safer now.

Contact Person(s): Pam Jones, Interim Director of Auxiliary Services



**Initiative:** Facilities Assessment Projects

Implementation Timeline and Budget Needed

2014-2015	Amount	Notes
An increase in the Maintenance Budget to address deferred maintenance and projects identified in the Facilities Assessment	\$150,000	Recurring cost

Expected Results

Improved facilities

Evidence or Reasoning for this Recommendation

During the 2013-14 school year, the district completed a Facilities Assessment. The Assessment identified a multitude of projects and areas of concern that need to be addressed. Many of these are the result of deferred maintenance, which has occurred since the initial budget decline in the mid- to late-2000s. The total estimate for the Facilities Assessment was a minimum of \$160,000,000 to address all needs. These funds will be for specific projects that may be more easily addressed with contracted services and having these as operating funds rather than in a specific position, which is a separate business case.

Contact Person(s): Pam Jones, Interim Director of Auxiliary Services



**ORANGE COUNTY SCHOOLS**

**CAPITAL INVESTMENT PLAN**

**2014-2024**

Approved 2/24/2014

ORANGE COUNTY SCHOOLS  
PAY-AS-YOU-GO FUNDED CIP PROJECTS

		Year 1 2014-2015	YEAR 2 2015-16	Year 3 2016- 2017	Year 4 2017-2018	Year 5 2018-2019	FIVE YEAR TOTAL	YEARS 6--10
<b>Scope of Work</b>	<b>Location</b>							
<b>ADA</b>								
CONSTRUCT ADA ACCESSIBLE EGRESS ON SOUTH SIDE OF SCHOOL	CENTRAL	\$30,000					\$30,000	
PROVIDE RAMPS AT EGRESS PATHS	CP	\$1,800					\$1,800	
RESOLVE ADA HANDRAILS AT EGRESS	CP	\$3,500					\$3,500	
ADD RAMP FOR ACCESS TO ENTRANCE WHERE STEPS ARE LOCATED	EFLAND	\$30,000					\$30,000	
BUILDING 300--INSTALL RAMP TO MAKE THE REAR EXIT ACCESSIBLE	HES	\$40,000					\$40,000	
BUILDING 600--INSTALL RAMPS TO MAKE THE SIDE EXITS ACCESSIBLE	HES	\$25,000					\$25,000	
PROVIDE ACCESSIBLE SHOWER AND TOILET IN BOYS LOCKER AREA	CRHS		\$12,500				\$12,500	
ADD NEW RAMP AND HANDRAILS TO ENTRANCE AT SOUTHERN CLASSROOM WING	CWS		\$50,000				\$50,000	
CONSTRUCT ADA ACCESSIBLE RAMP TO PLAYGROUND	CENTRAL		\$75,000				\$75,000	
MODIFY CURRENT TOILET FACILITIES FOR ADA COMPLIANCE	COM RELATIONS		\$3,500				\$3,500	
ADD HANDICAPPED PARKING AND FRONT ENTRANCE ACCESSIBILITY	BOE			\$27,000			\$27,000	
ADD ACCESSIBLE RAMP AT KITCHEN	CP				\$16,000		\$16,000	
<b>ATHLETIC FACILITIES</b>								
REPLACE WRESTLING MATS	DISTRICT-WIDE	\$25,000					\$25,000	
RESURFACE BASKETBALL COURTS	PATHWAYS		\$18,000				\$18,000	
IMPROVE SOCCER AND LACROSS FIELDS	CRHS		\$225,000				\$225,000	
RESURFACE BASKETBALL COURTS	CENTRAL			\$18,000			\$18,000	
RESURFACE PLAY AREA AT REAR OF SCHOOL	CENTRAL			\$20,000			\$20,000	
RESURFACE BASKETBALL COURTS	CP			\$20,000			\$20,000	
REPLACE CONCRETE PAVEMENT FOR BASKETBALL COURTS	HES			\$50,000			\$50,000	
REPAVE WALKING TRACK	HES			\$30,000			\$30,000	

ORANGE COUNTY SCHOOLS  
PAY-AS-YOU-GO FUNDED CIP PROJECTS

		Year 1 2014-2015	YEAR 2 2015-16	Year 3 2016- 2017	Year 4 2017-2018	Year 5 2018-2019	FIVE YEAR TOTAL	YEARS 6--10
<b>Scope of Work</b>	<b>Location</b>							
REPAVE WALKING TRACK	NEW HOPE				\$12,500		\$12,500	
<b>CLASSROOM/BUILDING IMPROVEMENTS</b>								
IMPROVE SCIENCE CLASSROOM AND PREP ROOMS TO MEET CURRENT NCBOE STANDARDS	CRHS	\$45,000					\$45,000	
INSTALL DUCTED FUME HOODS	CRHS	\$75,000					\$75,000	
PROVIDE SEPARATE CHEMICAL PREP AREAS	CRHS	\$20,000					\$20,000	
IMPROVE SCIENCE CLASSROOM AND PREP ROOMS TO MEET CURRENT NCBOE STANDARDS	CWS	\$100,000					\$100,000	
IMPROVE SCIENCE CLASSROOM AND PREP ROOMS TO MEET CURRENT NCBOE STANDARDS	GHMS	\$30,000					\$30,000	
NEW FLOOR DRAIN (KITCHEN)	CP		\$1,600				\$1,600	
NEW FLOOR SINK (KITCHEN)	CP		\$4,500				\$4,500	
NEW LAVATORY IN KITCHEN WITH MIXING VALVE	CP		\$1,950				\$1,950	
NEW TROUGH DRAIN (KITCHEN)	CP		\$10,000				\$10,000	
REPLACE 2 COMPARTMENT PREP SINKS WITH 3 COMPARTMENT SINKS	CP		\$5,000				\$5,000	
UPGRADE FLOOR DRAINS NEAR STEAMER AND BRAISING PAN	CP		\$3,000				\$3,000	
ADD ADDITIONAL HAND SINK	CP		\$2,500				\$2,500	
REPLACE COLD STORAGE UNIT	CP		\$55,000				\$55,000	
REPLACE REACH-IN REFRIGERATORS	CP		\$13,000				\$13,000	
ADD FLOOR TROUGH NEAR BRAISING PAN	EFLAND			\$5,000			\$5,000	
NEW TROUGH DRAIN (KITCHEN)	EFLAND			\$10,000			\$10,000	
REPLACE ALL PREP TABLES	HES			\$12,000			\$12,000	
REPLACE COLD STORAGE UNIT	HES			\$55,000			\$55,000	
REPLACE FLOOR DRAIN AT STEAMER AND BRAISER	OHS				\$2,500		\$2,500	

ORANGE COUNTY SCHOOLS  
PAY-AS-YOU-GO FUNDED CIP PROJECTS

		Year 1 2014-2015	YEAR 2 2015-16	Year 3 2016- 2017	Year 4 2017-2018	Year 5 2018-2019	FIVE YEAR TOTAL	YEARS 6--10
<b>Scope of Work</b>	<b>Location</b>							
UPGRADE SCIENCE CLASSROOMS TO MEET CURRENT DPI STANDARDS	ALS					\$250,000	\$250,000	
UPGRADE SCIENCE CLASSROOMS TO MEET CURRENT DPI STANDARDS	CWS					\$235,000	\$235,000	
<b>DOORS/HARDWARE/CANOPIES</b>								
REPAIR EXISTING WALKWAY CANOPIES	HES					\$21,000	\$21,000	
<b>ENERGY EFFICIENCY/LIGHTING IMPROVEMENTS</b>								
CONVERT GYMNASIUM LIGHTING TO LED--ALL SCHOOLS		\$28,000	\$90,000	\$174,000	\$125,800		\$417,800	
<b>FIRE/SAFETY/SECURITY SYSTEMS</b>								
NEW FIRE ALARM SYSTEM --25 STATION	MAINT			\$35,000			\$35,000	
INSTALL NEW SPRINKLER SYSTEM	TRANSPORTATION			\$140,000			\$140,000	
<b>MECHANICAL SYSTEMS</b>								
NEW KITCHEN HOOD EXHAUST & SUPPLY FAN/DUCTWORK	CENTRAL	\$20,000					\$20,000	
NEW KITCHEN HOOD EXHAUST & SUPPLY FAN/DUCTWORK	CP	\$20,000					\$20,000	
NEW KITCHEN HOOD EXHAUST & SUPPLY FAN/DUCTWORK	CWS	\$20,000					\$20,000	
NEW KITCHEN HOOD EXHAUST & SUPPLY FAN/DUCTWORK	GRADY BROWN	\$6,000					\$6,000	
NEW KITCHEN HOOD EXHAUST & SUPPLY FAN/DUCTWORK	HES	\$20,000					\$20,000	
ANALYSIS OF STEAM LINE ALTERNATIVES; EMERGENCY REPAIRS TO STEAM LINES	OHS	\$100,000					\$100,000	
NEW SUPPLY FAN W/ HEAT FOR KITCHEN HOOD	EFLAND	\$20,000					\$20,000	
REPLACE HVAC AT KITCHEN	EFLAND	\$90,000					\$90,000	
NEW DISHWASHER EXHAUST FAN AND DUCTWORK	CP		\$3,500				\$3,500	
NEW ROOFTOP WATER SOURCE HEAT PUMPS	EFLAND				\$252,000		\$252,000	
NEW ZONE DAMPER SYSTEM	EFLAND				\$162,700		\$162,700	
ENERGY MANAGEMENT SYSTEM	EFLAND				\$292,900		\$292,900	

ORANGE COUNTY SCHOOLS  
PAY-AS-YOU-GO FUNDED CIP PROJECTS

		Year 1 2014-2015	YEAR 2 2015-16	Year 3 2016- 2017	Year 4 2017-2018	Year 5 2018-2019	FIVE YEAR TOTAL	YEARS 6--10
<b>Scope of Work</b>	<b>Location</b>							
HVAC RESERVE						\$276,566	\$276,566	
<b>NEW BUILDING CONSTRUCTION</b>								
ADD CLASSROOM WING (PRICE INCLUDES FULL PROJECT COSTS)	CRHS			\$12,583,000			\$12,583,000	
ELEMENTARY #8--NON PROTOTYPICAL DESIGN								\$28,000,000
<b>PAVING: PARKING LOTS/DRIVEWAYS/WALKWAYS</b>								
REPAIR CONCRETE WALKS AND PATIO	NEW HOPE	\$30,000					\$30,000	
<b>ROOFING PROJECTS</b>								
100 WING	OHS	\$220,000					\$220,000	
PIPE EXISTING PVC DRAIN TO NEAREST UNDERGROUND SYSTEM	CWS	\$6,500					\$6,500	
BACK CLASSROOMS ROOF REPLACEMENT	EFLAND	\$220,000					\$220,000	
REPAIR EXPOSED AND RECESSED DOWNSPOUTS AND GUTTER LEAKS	OHS	\$7,500					\$7,500	
200 BUILDING	GRADY BROWN	\$0	\$269,000				\$269,000	
CAFETERIA	GRADY BROWN	\$0	\$165,000				\$165,000	
200 WING (MULTI YEAR FUNDING)	OHS		\$90,000	\$130,000			\$220,000	
REPLACE DAMAGED DOWNSPOUTS	CP		\$2,200				\$2,200	
PROVIDE BOOT AND UNDERGROUND STORM PIPING FOR DOWNSPOUT	GRADY BROWN		\$20,000				\$20,000	
300 BUILDING ROOFING	GRADY BROWN			\$310,000			\$310,000	
500 BUILDING ROOFING	GRADY BROWN			\$137,000			\$137,000	
REPLACE SHINGLE ROOF	BOE				\$35,000		\$35,000	
MEDIA CENTER ROOF REPLACEMENT	CENTRAL				\$300,000		\$300,000	
ART/MUSIC CLASSROOM ROOF REPLACEMENT	CENTRAL					\$80,000	\$80,000	
CAFETERIA ROOF REPLACEMENT	CENTRAL					\$52,000	\$52,000	
GYMNASIUM ROOF REPLACEMENT	CENTRAL					\$80,000	\$80,000	
CONNECT DOWNSPOUTS UNDERGROUND AWAY FROM BUILDING	EFLAND					\$7,500	\$7,500	
BACK CLASSROOMS ROOF REPLACEMENT	CP							\$300,000

ORANGE COUNTY SCHOOLS  
PAY-AS-YOU-GO FUNDED CIP PROJECTS

ATTACHMENT 1

		Year 1 2014-2015	YEAR 2 2015-16	Year 3 2016- 2017	Year 4 2017-2018	Year 5 2018-2019	FIVE YEAR TOTAL	YEARS 6--10
<b>Scope of Work</b>	<b>Location</b>							
OFFICE/CLASSROOMS	CP							\$175,000
BUILDING 400 ROOF REPLACEMENT	HES							\$175,000
AUDITORIUM/ENTRANCE ROOF REPLACEMENT	OHS							\$395,000
GYM/OFFICE ROOF REPLACEMENT	OHS							\$395,000
AUDITORIUM ROOF REPLACEMENT	ALS							\$130,000
CAFETERIA/CLASSROOMS ROOF REPLACEMENT	ALS							\$502,000
GYM/LOCKER ROOMS ROOF REPLACEMENT	ALS							\$235,000
OFFICE/MAIN ENTRY ROOF REPLACEMENT	ALS							\$30,000
UPPER CLASSROOMS/ROOF REPLACEMENT	ALS							\$878,000
<b>SCHOOL SAFETY /SECURITY</b>								
<b>IMPLEMENTATION OF SCHOOL SAFETY INITIATIVES (ITEMIZED VIA ANNUAL WORKPLAN)</b>		\$200,767	\$300,328	\$304,412	\$300,173	\$300,000	\$1,405,680	\$1,500,000
REPLACE PERIMETER FENCING	HES		\$35,000				\$35,000	
<b>WINDOW REPLACEMENTS</b>								
REPLACE WINDOWS	GRADY BROWN					\$220,000	\$220,000	
		2014-15	2015-16	2016-17	2017-18	2018-19		
AVAILABLE FUNDING		\$1,434,067	\$1,455,578	\$1,477,412	\$1,499,573	\$1,522,066		
AMOUNT ALLOCATED		\$1,434,067	\$1,455,578	\$14,060,412	\$1,499,573	\$1,522,066		
UNFUNDED PROJECTS		\$0	\$0	-\$12,583,000	\$0	\$0		

TOTAL AVAILABLE FUNDING FROM COUNTY:								
PAY-AS-YOU-GO		\$1,434,067	\$1,455,578	\$1,477,412	\$1,499,573	\$1,522,066		\$15,348,420.00
LOTTERY (SEPARATE SCHEDULE OF PROJECTS ATTACHED)		\$507,336	\$507,336	\$507,336	\$507,336	\$507,336		\$5,073,360.00
ARTICLE 46 SALES TAX (SEPARATE SCHEDULE OF PROJECTS ATTACHED)		\$515,628	\$523,362	\$531,212	\$539,180	\$547,268		\$5,518,619.00
GRAND TOTAL ANNUAL ALLOCATION		\$2,457,031	\$2,486,276	\$2,515,960	\$2,546,089	\$2,576,670		\$25,940,399.00

ORANGE COUNTY SCHOOLS  
PROPOSED LOTTERY FUNDED CIP PROJECTS

		Year 1 2014-2015	YEAR 2 2015-16	Year 3 2016- 2017	Year 4 2017-2018	Year 5 2018-2019
Scope of Work	Location					
<b>LOTTERY ALLOCATION FROM COUNTY</b>						
		<b>\$507,336</b>	<b>\$507,336</b>	<b>\$507,336</b>	<b>\$507,336</b>	<b>\$507,336</b>
DISTRICT: TECHNOLOGY UPGRADES		\$400,000	\$500,000	\$100,000	\$100,000	\$100,000
DISTRICT VEHICLES--MAINTENANCE TRUCK/VAN		\$30,000		\$30,000		
CREATE SECURE RECEPTION AREA AT THE LEVEL AND OPENING INTO THE MAIN ENTRY FOYER	EFLAND	\$25,000				
INSTALL BOUNDARY FENCE ON PLAYGROUND	GRADY BROWN	\$24,000				
ENCLOSE RECEPTION DESK AREA	GRADY BROWN	\$10,000				
RELOCATE NETWORK EQUIPMENT RACK IN THE CHEMICAL STORAGE AREA	CRHS	\$4,000				
NEW EYE WASH	TRANSPORTATION	\$1,200				
PROVIDE CODE COMPLIANT STAIRS TO MEZZANINE AREA	TRANSPORTATION	\$10,000				
EXTEND RAILINGS AT EGRESS STAIRS AND RAISE GRADE	CENTRAL	\$3,136				
SCHOOL SAFETY INITIATIVES			\$7,336			
REPLACE COLD STORAGE UNIT	CENTRAL			\$50,000		
REPLACE REACH-IN REFRIGERATORS	CENTRAL			\$20,000		
REPLACE COOKING EQUIPMENT	CENTRAL			\$75,000		
REPLACE DISHWASHER CONDENSATE HOOD	CENTRAL			\$1,500		
ADD DRYING RACKS	CENTRAL			\$1,500		
REPLACE FLOOR DRAIN AT STEAMER AND BRAISER	CENTRAL			\$2,500		

ORANGE COUNTY SCHOOLS  
PROPOSED LOTTERY FUNDED CIP PROJECTS

		Year 1 2014-2015	YEAR 2 2015-16	Year 3 2016- 2017	Year 4 2017-2018	Year 5 2018-2019
Scope of Work	<b>Location</b>					
REPLACE PREP SINKS TO 3-COMPARTMENT SINKS	CENTRAL			\$12,000		
ADD FLOOR TROUGH NEAR BRAISING PAN AND STEAMER	HES			\$3,000		
NEW TROUGH DRAIN (KITCHEN)	HES			\$10,000		
ADD FLOOR TROUGH NEAR BRAISING PAN	CWS			\$50		
NEW EXTERIOR GREASE TRAP (KITCHEN)	CWS			\$15,000		
NEW FLOOR SINK (KITCHEN)	CWS			\$6,750		
NEW LAVATORY (KITCHEN)	CWS			\$4,000		
NEW TROUGH DRAIN (KITCHEN)	CWS			\$10,000		
REPLACE 2 COMPARTMENT SINKS AND ADD GREASE TRAP	CWS			\$12,000		
ADD NEW 60 QT MIXER	CWS			\$10,000		
REPLACE COLD STORAGE UNIT	CWS			\$50,000		
REPLACE STEAMER	CWS			\$35,000		
ADD HOT FOOD CABINET	CWS			\$5,000		
REPLACE ICEMAKER	CWS			\$8,500		
ADD DRYING RACKS	CWS			\$1,500		
REPLACE COLD STORAGE UNIT	OHS			\$44,036		
ADD FLOOR TROUGH NEAR BRAISING PAN	GRADY BROWN				\$5,000	
ADD LIFT OUT GUARD RAILS AND HANDRAILS AT THE STEP OF THE MAIN KITCHEN LOADING DOCK	GRADY BROWN				\$4,000	
ISOLATE DISH WASH ROOM FROM PREP AREA	GRADY BROWN				\$20,000	
NEW TROUGH DRAIN (KITCHEN)	GRADY BROWN				\$10,000	

ORANGE COUNTY SCHOOLS  
PROPOSED LOTTERY FUNDED CIP PROJECTS

		Year 1 2014-2015	YEAR 2 2015-16	Year 3 2016- 2017	Year 4 2017-2018	Year 5 2018-2019
<b>Scope of Work</b>	<b>Location</b>					
REPLACE POT WASH SINK	GRADY BROWN				\$6,000	
REPLACE PREP SINKS	GRADY BROWN				\$6,000	
ADD AIR CURTAIN ON RECEIVING UNIT	GRADY BROWN				\$2,000	
REPLACE COLD STORAGE UNIT	GRADY BROWN				\$75,000	
REPLACE FOOD SLICER	GRADY BROWN				\$4,500	
REPLACE CASTERS ON DRY STORAGE SHELVING	GRADY BROWN				\$1,600	
ADD 1-COMPARTMENT COMBI-OVEN	GRADY BROWN				\$22,500	
ADD TWO MOBILE VAN PACKS	GRADY BROWN				\$2,000	
REPAIR SERVING LINE COMPUTER EQUIPMEMNT	GRADY BROWN				\$3,500	
REPLACE SERVING EQUIPMENT CASTERS AND CASTER TROUGH	NEW HOPE				\$5,000	
REPLACE OUTDATED COOKING EQUIPMENT	OHS				\$75,000	
ADD TWO HOT FOOD CABINETS	OHS				\$10,000	
REPLACE FOOD SLICER	OHS				\$2,000	
ADD DRYING RACKS	OHS				\$2,000	
REPLACE MERCHANDISING REFRIGERATOR	OHS				\$20,000	
REPLACE HOT WELLS IN SERVING EQUIPMENT	OHS				\$11,000	
REPLACE COLD WELLS IN SERVING EQUIPMENT	OHS				\$6,000	
REPLACE HOOD AND FIRE SUPPRESSION SYSTEM	OHS				\$16,000	
ADD DRYING RACKS	PATHWAYS				\$1,500	

ORANGE COUNTY SCHOOLS  
PROPOSED LOTTERY FUNDED CIP PROJECTS

		Year 1 2014-2015	YEAR 2 2015-16	Year 3 2016- 2017	Year 4 2017-2018	Year 5 2018-2019
Scope of Work	Location					
UPGRADE SERVING LINE EQUIPMENT	CENTRAL				\$20,000	
ADD PASS-THROUGH REFRIGERATOR	CENTRAL				\$4,500	
SERVING LINE EQUIPMENT MODIFICATIONS	ALS				\$5,600	
NEW SERVING LINE COUNTERS	CRHS				\$35,000	
REPLACE COOKING EQUIPMENT	EFLAND				\$18,000	
REPLACE SERVING EQUIPMENT CASTERS AND CASTER TROUGH	EFLAND				\$4,800	
ADD PASS THROUGH MOBILE HOT CABINET	EFLAND				\$8,836	
UPGRADE/ADD STEAMER & BRASING PAN	CP					\$40,000
UPGRADE DISHWASHING AREA	CP					\$1,500
UPGRADE SERVING LINE EQUIPMENT	CP					\$5,000
ACTIVITY BUS REPLACEMENT						\$300,000
CIP PROJECT CONTINGENCY						\$60,836
		\$507,336	\$500,000	\$507,336	\$507,336	\$446,500
		\$0	\$7,336	\$0	\$0	\$60,836
		Year 1 2014-2015	YEAR 2 2015-16	Year 3 2016- 2017	Year 4 2017-2018	Year 5 2018-2019



**Orange County Schools  
Revised Budget Calendar  
Fiscal Year 2014-2015**

OCS – Board Approval	February 24, 2014	OCS Board of Education review/approval of Fiscal Year 2014-19 Capital Investment Plan
OCS – FY 2014-2019 Capital Investment Plan	February, 2014	FY 2014-19 Capital Investment Plan due to Orange County Financial Services from Orange County Schools
BOCC – Capital Investment Plan	March 11, 2014	Manager presents 2014-2019 Capital Investment Plan to Board of County Commissioners (Regular Work Session)
OCS – Budget Recommendation	March 24, 2014	Formal presentation made to Board of Education by the Superintendent on “Budget Recommendations”
BOCC – CIP Follow-up	April 10, 2014	Capital Investment Plan follow-up with BOCC (Budget Work Session)
OCS – Budget Consideration (Public Hearing)  OCS - Work Session	April 14, 2014 7:00 P.M.	Public Hearing – Capital Funds Budget And Local Current Expense Budget  Board of Education participates in Budget Work session
OCS – Budget Distribution	April 22, 2014	Draft Budget due to County Commissioners From Orange County Schools
OCS – Board Approval	April 28, 2014	Board of Education Adopts Local Current Expense Budget
OCS – Budget Distribution	April 29, 2014	Budget due to County Commissioners From Orange County Schools

BOCC – Work Session	April 29, 2014	Boards of Education Fiscal Year 2014-15 Budget Presentations to BOCC @ Work Session
BOCC – Work Session	May 15, 2014	Board of County Commissioners participates in CIP follow-up and Budget Drivers for 2014-15. (Budget Work Session)
BOCC – Manager Presents	May 20, 2014	Manager presents Fiscal Year 2014-15 Annual Operating Budget to Board of County Commissioners
BOCC – Budget Consideration	May 22, 2014	Public Hearing – Orange County Budget and Capital Investment Plan Public Hearings
BOCC – Budget Consideration	May 29, 2014	Public Hearing – Orange County Budget and Capital Investment Plan Public Hearings
BOCC – Work Session Discussion of School Budgets	June 5, 2014	Board of County Commissioners Participates in Board of Education Budget Work Session
BOCC – County Commissioners Adoption of Budget	June 17, 2014	County Commissioners adopt Fiscal Year 2014-15 Annual Operating Budget and 2014-19 Capital Investment Plan
<b>OCS – Continuation Budget Approval</b>	<b>June 19, 2014</b>	<b>Board of Education adopts Continuation Budget</b>

# Emergency Services

Phone Number: (919) 245 - 6100

<http://orangecountync.gov/emergency>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						<b>Account: 750</b>
Personnel Services	5,908,766	6,446,540	8,020,408	7,311,143	8,442,488	8,442,488
Operations	950,123	1,050,502	1,213,607	1,239,023	1,410,430	1,395,430
Capital Outlay	642,481	251,722	60,946	95,731	86,851	86,851
<b>Total Expenditures</b>	<b>\$ 7,501,370</b>	<b>\$ 7,748,764</b>	<b>\$ 9,294,961</b>	<b>\$ 8,645,897</b>	<b>\$ 9,939,769</b>	<b>\$ 9,924,769</b>
<i>Offsetting Revenues</i>	<i>(2,341,883)</i>	<i>(2,745,144)</i>	<i>(2,135,650)</i>	<i>(2,292,723)</i>	<i>(2,240,215)</i>	<i>(2,240,215)</i>
<b>County Costs (net)</b>	<b>\$ 5,159,487</b>	<b>\$ 5,003,620</b>	<b>\$ 7,159,311</b>	<b>\$ 6,353,174</b>	<b>\$ 7,699,554</b>	<b>\$ 7,684,554</b>
<b><i>Emergency Telephone Fund</i></b>						<b>Account: 7551</b>
Overhead	19,556	19,556	19,556	0	19,556	19,556
Personnel Services	137,075	141,720	154,797	125,741	122,264	122,264
Operations	255,493	855,508	376,458	294,488	661,962	661,962
Capital Outlay	93,807	138,578	5,000	0	53,259	53,259
<b>Total Expenditures</b>	<b>\$ 505,932</b>	<b>\$ 1,155,363</b>	<b>\$ 555,811</b>	<b>\$ 420,229</b>	<b>\$ 857,041</b>	<b>\$ 857,041</b>
<i>Offsetting Revenues</i>	<i>(555,121)</i>	<i>(506,610)</i>	<i>(555,811)</i>	<i>(486,126)</i>	<i>(857,041)</i>	<i>(857,041)</i>
<b>County Costs (net)</b>	<b>\$ (49,189)</b>	<b>\$ 648,753</b>	<b>\$ 0</b>	<b>\$ (65,897)</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Emergency Services and Related Expenditures</b>	<b>\$ 8,007,301</b>	<b>\$ 8,904,127</b>	<b>\$ 9,850,772</b>	<b>\$ 9,066,126</b>	<b>\$ 10,796,810</b>	<b>\$ 10,781,810</b>

## Division Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Program (General Fund)</i></b>						
Administration	883,256	1,008,763	1,141,352	1,038,919	1,248,438	1,248,438
Emergency Medical Services	4,678,503	4,682,373	5,259,844	5,253,317	5,623,994	5,623,994
Fire Marshal	156,094	145,113	254,894	250,840	274,774	274,774
Telecommunications	1,783,516	1,912,515	2,638,871	2,102,820	2,792,563	2,777,563
<b>Total Expenditures</b>	<b>\$ 7,501,370</b>	<b>\$ 7,748,764</b>	<b>\$ 9,294,961</b>	<b>\$ 8,645,897</b>	<b>\$ 9,939,769</b>	<b>\$ 9,924,769</b>
<i>Offsetting Revenue</i>	<i>(2,341,883)</i>	<i>(2,745,144)</i>	<i>(2,135,650)</i>	<i>(2,292,723)</i>	<i>(2,240,215)</i>	<i>(2,240,215)</i>
<b>County Costs (net)</b>	<b>\$ 5,159,487</b>	<b>\$ 5,003,620</b>	<b>\$ 7,159,311</b>	<b>\$ 6,353,174</b>	<b>\$ 7,699,554</b>	<b>\$ 7,684,554</b>
<b>Total Expenditures</b>	<b>\$ 7,501,370</b>	<b>\$ 7,748,764</b>	<b>\$ 9,294,961</b>	<b>\$ 8,645,897</b>	<b>\$ 9,939,769</b>	<b>\$ 9,924,769</b>
<b><i>Emergency Telephone Fund</i></b>						
Emergency Telephone System	505,932	1,155,363	555,811	420,229	857,041	857,041
<b>Total Expenditures</b>	<b>\$ 505,932</b>	<b>\$ 1,155,363</b>	<b>\$ 555,811</b>	<b>\$ 420,229</b>	<b>\$ 857,041</b>	<b>\$ 857,041</b>
<i>Offsetting Revenue</i>	<i>(555,121)</i>	<i>(506,610)</i>	<i>(555,811)</i>	<i>(486,126)</i>	<i>(857,041)</i>	<i>(857,041)</i>
<b>County Costs (net)</b>	<b>\$ (49,189)</b>	<b>\$ 648,753</b>	<b>\$ 0</b>	<b>\$ (65,897)</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Expenditures</b>	<b>\$ 8,007,301</b>	<b>\$ 8,904,127</b>	<b>\$ 9,850,772</b>	<b>\$ 9,066,126</b>	<b>\$ 10,796,810</b>	<b>\$ 10,781,810</b>

## **Emergency Services - continued**

### **Mission Statement**

The OCES Administrative Division is responsible for delivering superior customer service and support for our internal and external customers. The Communications Division is dedicated to provide the vital link between the community and emergency services through integrity, leadership, and teamwork. The Emergency Management Division will coordinate with partner agencies to ensure that Orange County is prepared to respond to and recover from all natural, technological, and man-made emergencies. The EMS Division will deploy highly educated, well-trained emergency medical personnel to deliver efficient, effective, and excellent care that encompasses the wide range of community health needs. The Fire Marshal Division is dedicated to preserving life, property, and environmental resources through education, prevention, investigation and fire code enforcement.

### **Administration Division (including Emergency Management)**

#### **Major Services**

- Emergency Management Program
- Management of ES Fleet (including Ambulances)
- Warehouse Management
- Facilities Support and Maintenance
- Departmental Issued Attire and Personal Protective Equipment
- Capital Projects
- Radio and Radio System Maintenance/Operation

#### **FY 2013-14 Outcomes**

- Emergency Operations Framework completed and signed by the County Manager.
- Conducted Tabletop exercise with UNC Hospital for Radiological Preparedness
- Implemented the SunGuard OneSolution (OSS) 9-1-1 Computer Aided Dispatch (CAD) system.
- Reinstated the Orange County Local Emergency Planning Committee (LEPC).
- Worked with Solid Waste to develop the Disaster Debris Management Plan.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Emergency Management</b>					
Number of Disaster/Emergency Exercises Conducted	3	4	5	6	6
Number of Emergency Plans Update/Developed	3 (Large Plans)	5	5	3 (Large Plans)	7
Percentage of County Departments that were provided one-on-one consultation on disaster responsibilities.	50%	75%	75%	100%	100%
Number of Training Opportunities for County Staff and Stakeholders (NEW)	N/A	N/A	N/A	1	4

## ***Emergency Services - continued***

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
Local Emergency Planning Committee (LEPC) Meetings	0	2	2	4	4
Number of times the Emergency Operations Center was activated before the hazard/event occurred (NEW)	N/A	N/A	N/A	3	4 (est.)

### **FY 2014-15 Objectives**

- Emergency Operations Plan complete re-write to include County Support Functions, Emergency Coordination Center, and face to face meetings with County Department Directors and stakeholders to validate their roles and responsibilities of the plan.
- Conduct Tabletop, Functional, and Full Scale Sheltering Exercises
- Develop and revise the Strategic National Stockpile (SNS) plan
- Develop and deliver training for County staff and stakeholders
- Complete the Threat Hazard Identification and Risk Assessment (THIRA)
- Begin to develop a back-up 9-1-1 communications capability
- Begin to develop a back-up Emergency Coordination Center (ECC)
- Develop a radio plan to improve radio coverage, to include true interoperability for the County.

### **Budget Highlights**

- Consistent with the Emergency Services strategic plan, the FY14-15 Manager Recommended Budget includes full-year funding for a 1.0 FTE Emergency Management Planner. This position has a total personnel cost of \$53,914 with additional one-time start-up costs of \$4,342.
- The FY14-15 Manager Recommended Budget includes a 0.5 FTE Public Health Preparedness Coordinator that was approved by the BOCC during FY13-14. This position is a 1.0 FTE that is shared between the Health Department and Emergency Services (each is responsible for 0.5 of personnel costs), this was previously a contract position that was shared with Person County but was converted into an Orange County employee. The total cost of the position within the Administration Division is \$30,187; the other 50% of the position is allocated in Health (Personal Health Division).
- The FY14-15 Manager Recommended Budget includes an increase of \$48,000 in the Motor Pool account for Emergency Services; this increase is due to an increase in the motor vehicle surcharge from \$.05/mile to \$.08/mile. The Administration Division budgets the Motor Pool account for the entire Emergency Services Department.

## **Emergency Services: Emergency Medical Services Division**

### **Major Services**

- Provide treatment for persons with medical or traumatic emergencies.
- Coordinate transportation resources to provide appropriate transportation of patients, including ambulance, taxi, public transport, or private vehicles.

## ***Emergency Services - continued***

- Coordinate emergency medical services and public safety preparedness efforts for special events such as sporting events, festivals, and mass entertainment.
- Coordinate state mandated continuing medical education for EMS staff, medical responders, and community partners.
- Manage EMS Medical Services providers throughout the county through ordinance franchise process.
- Prepare for and respond to EMS Surge and/or Mass Casualty providing medical services throughout the region.

### **FY 2013-14 Outcomes**

- EMS responded to 12,944 requests for service and provided transport and medical care for over 8286 people.
- The paramedic academy continued to enable OCES to recruit and train two additional paramedics. These paramedics agree to provide a minimum of two years of productive service to the County at the culmination of their training.
- EMS continued to partner with franchised agencies and Parkwood EMS to provide adequate coverage for special events without impacting the day to day EMS system.
- Quality Assurance Initiatives: OCES has continued to provide quality data and has made significant EMS System improvements through the Peer Review committee. EMS has improved the County's compliance with the State Office of EMS data collection system, PreMIS, in addition to improving the quality of the data. The EMS Performance Improvement Center continues to report that Orange County has one of the best data quality scores in the State.
- EMS staff partnered with Durham Technical Community College to obtain Pre-hospital Trauma Life Support Certifications to increase Orange County EMS capabilities in providing trauma care. EMS participated in successful, multiagency drills at the Chapel Hill Fire training grounds.
- EMS provided command staff and medical support for a Vice Presidential visit.
- EMS implemented the Fit Responder Program, that incorporates proper body mechanics and safe ergonomic practices in conjunction with the purchase of Grant Funded Power Lift Stretchers to give EMS staff the tools to reduce the number of worker's compensation injuries.
- Working with the Department on Aging and UNC Hospitals to develop the "Stay Up and Active" falls prevention program. To date over 300 at risk patients have been identified. Five secondary home visits were made with three follow up visits made by the Department on Aging.
- EMS participated in four mock car crash events to educate students about the dangers of motor vehicle crashes and the response efforts that occur as a result.
- The addition of one peak load ambulance in 2012-13 reduced the number of Ambulance move-up responses by 10%. Because move-up responses are included in the Call for Service counts, this resulted in reduced number of calls for service in FY 13-14.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Emergency Medical Services</b>					
Total Calls for Service	13,287	13,132	13,735	12,944	13,000

## ***Emergency Services - continued***

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
Number of Ambulance Move Up Calls	2,016	1,302	1,178	1,180	1,000
<b>Service: Emergency Medical Services</b>					
<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
Response Time (Average)	10:01	8:46	08:00	08:57	08:30
Response Time (90 <sup>th</sup> percentile)	17:22	15:40	14:30	16:28	15:00
Average Wheels Rolling Time	01:24	01:05	01:00	00:48	01:00
Wheels Rolling Time (90 <sup>th</sup> percentile)	04:58	02:22	N/A	01:38	01:30

### **FY 2014-15 Objectives**

- Utilize OSSI data to create initiatives to improve EMS response times by monitoring and making improvements in all response components.
- Continued improvements to the Quality Assurance program will lead to further improvement in data quality scores and will continue to increase efficiency and communication between EMS and Medical Direction staff. Quality Assurance recommendations will continue to be utilized to select training topics and to improve EMS service delivery.
- To assist franchised agencies in improving data quality scores and audits presented in the Peer Review Committee meetings.
- EMS will continue to work on reducing the wheels rolling time, so that average time is at one minute and the overall wheels rolling time is under one minute thirty seconds 90% of the time. EMS will improve on-scene times and at-the-hospital time to further reduce the EMS total call times. This will ensure that more ambulances are available when needed and may lead to further reduction of response time.
- Four Assistant EMS Supervisors will be reclassified in FY 14-15 and will ensure that EMS supervision is able to participate in training exercises with the Fire Departments, will be available for major incidents, and will enable timely staff evaluations. This addition was addressed in the 2012 EMS Study.
- The 2014-15 Paramedic Academy will allow EMS to recruit three additional paramedics. This recruitment will assist in the filling of current vacant positions in light of the continued national paramedic shortage.
- To increase the number of “Stay Up and Active” falls prevention visits by increasing public awareness and increasing the number of EMS Staff dedicated to performing fall prevention follow up.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes full-year funding for 4.0 FTE EMS Assistant Supervisors; these positions were budgeted for 6 months in FY13-14.
- The FY14-15 Manager Recommended Budget includes an increase in the Overtime account of \$40,000; this is primarily to cover scheduled/planned OT.

## **Emergency Services - continued**

- The FY14-15 Manager Recommended Budget includes an increase in the Educational Supplies account of \$13,045; this increase will allow EMS to purchase additional training books/supplies and will allow the purchase of a “Mega Code Kelly Manikin” and a “Resusci Anne skill reporter”, both of which will provide important training to EMS staff.
- The FY14-15 Manager Recommended Budget includes \$30,000 within the EMS Contract Services account to cover the cost of co-location stipends to Fire Departments that house EMS staff.
- The FY14-15 Manager Recommended Budget includes \$50,864 in Capital Outlay. These items include replacement of ambulance equipment (including backboards, KEDS, suction units, and Thomas packs), additional computer desktops for EMS stations, and furniture for EMS stations.
- The FY14-15 Manager Recommended Budget includes an increase in both Emergency Medical Charges (\$100,000 increase) and Special Events (\$1,000) increase revenues; these increases are consistent with FY13-14 year-end projections that are expected to continue in FY14-15.

### **Emergency Services: Fire Marshal Division**

#### **Major Services**

- Administer fire protection program using the N.C. Fire Prevention Code and National Fire Protection Association Standards by conducting fire inspections and issuing permits
- Administer life safety/fire prevention programs for Orange County
- Assists fire departments with long-range planning and insurance certification
- Investigate fires to determine cause and origin and provide emergency response to incidents

#### **FY 2013-14 Outcomes**

- Outline measurable results anticipated by June 30, 2014.
- Standardized permitting process with Planning & Inspections Department to incorporate fully the NC Fire Prevention Codes permits
- Established a hot work program to reduce the potential for fires in Orange County facilities
- Established a common fire drill procedure for Orange County facilities and working to incorporate training during the 2014 calendar year
- Maintain a yearly fire inspection quota of 300
- Updated fire department contracts for fire protection in Orange County
- Reduced insurance premiums for some residents by realigning fire districts for reduced response distances. This will continue for some jurisdictions for FY2014-15

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
Fire Inspections	279	295	326	318	326
Number of man hours for inspections	1674	1770	1956	1908	1956
Fire Investigations	120	125	140	130	140

## ***Emergency Services - continued***

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<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
Number of man hours for investigations	1800	1875	2100	1950	2100

### **FY 2014-15 Objectives**

- Work to increase a presence in rescue services in the county through local fire departments and SORS with personnel, equipment and training. (Strategic Plan Goal #1)
- Provide accountability on emergency scenes with the integration of Emergency Services utilizing the passport accountability system. (Strategic Plan Goal #1)
- Reduce amount of time allocated for inspection work by utilizing technologies that streamline the inspection process and paperwork. (Strategic Plan Goal #4)
- Increase professional development and training within the department. (Strategic Plan Goal #5)

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes \$25,803 for the Rescue Services account; this is a new account and will be allocated for awareness level water rescue services and training through the fire departments.
- The FY14-15 Manager Recommended Budget includes \$6,600 in Capital Outlay for the Fire Marshal Division; these funds will be used to purchase 3 portable scene light units to be used during fire investigations.

## **Communications Division**

### **Major Services**

- 24 hours Public Safety Answering Point (PSAP) for citizens requiring emergency and non-emergency assistance.
- Dispatch all law enforcement, EMS and fire resources to respond to the needs of the community and partner counties. Monitor and respond to all public safety agency requests through various mediums of communication to provide information and oversee safety of responders.
- Coordinate and dispatch medical calls through the use of Emergency Medical Dispatch (EMD) through protocol assessment to provide the most accurate resource and provide pre-arrival and post-dispatch instructions to the caller/patient until medically trained personnel arrive on scene. Fire and Law Enforcement Protocols will be implemented during 2014.
- Maintain all 9-1-1 records and produce duplicated recordings/logs/database information as requested by the agencies, citizens, businesses and attorneys as outlined by NC GS 132-1.4 and GS 132-1.5.
- NG9-1-1 will bring to PSAPs a new level of emergency response capabilities. The ability to receive and share multimedia information will have a huge impact on public safety. Orange County is in negotiations with Intrado/Motorola to move towards implementation of Next Generation 9-1-1 to better serve the needs of the citizens and responders.

## ***Emergency Services - continued***

### **FY 2013-14 Outcomes**

- Successfully implemented a new SunGard CAD System.
- Currently completing the purchase and implementation of the Emergency Police and Fire Dispatch Protocols.
- Utilized EcATS as the standard measuring tool for accuracy of 9-1-1 call volume, average duration of calls, ring to answer percentage.
- Hired the Training Coordinator and Quality Assurance Coordinator.
- Hired 15 new Telecommunicators (all still employed) during FY 2013-14.
- Retention rate is at 87.9%. The national average is at 81%.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: In compliance with NC 9-1-1 Board's operating standards for all 9-1-1 PSAPS, ninety (90) percent of emergency 911 calls received on emergency lines shall be answered within ten (10) seconds, and ninety-five (95) percent of emergency 911 calls received on emergency lines shall be answered within twenty (20) seconds. Compliance shall be evaluated monthly using data from the previous month via EcATS.</b>					
Compliance 90% <10 seconds ring to answer; Target is 98%		87%	100%	92%	98%
Performance Measures: EcATS (9-1-1 State Funded Statistics Software)		No	No	Yes	Yes
<b>Service: Decrease the average duration of a 9-1-1 call to 90 seconds or less in comparison with the national standard.</b>					
Target = 85 seconds	Not Measurable	Not Measurable	Not Measurable	96 seconds	89 seconds
Performance Measures: EcATS				Yes	Yes

### **FY 2014-15 Objectives**

- Exceed the NFPA Standard for structure fire dispatches from answer to dispatch within 60 seconds or less.
- Finalize new hiring process utilizing LESI (Law Enforcement Services, INC.) with On-line PHQ (Personal History Questionnaire) and follow-up psychological examination for selected candidates.
- Exceed the NC 9-1-1 Board standard of 90% compliance for all 9-1-1 calls answered in 10 seconds or less.
- Complete the 9-1-1 Back-up Plan required by the State for grant funding consideration.
- Implement the NG9-1-1 Solution with Intrado/Motorola to provide the capability of receiving multimedia communications.
- Increase retention rate to 92%.

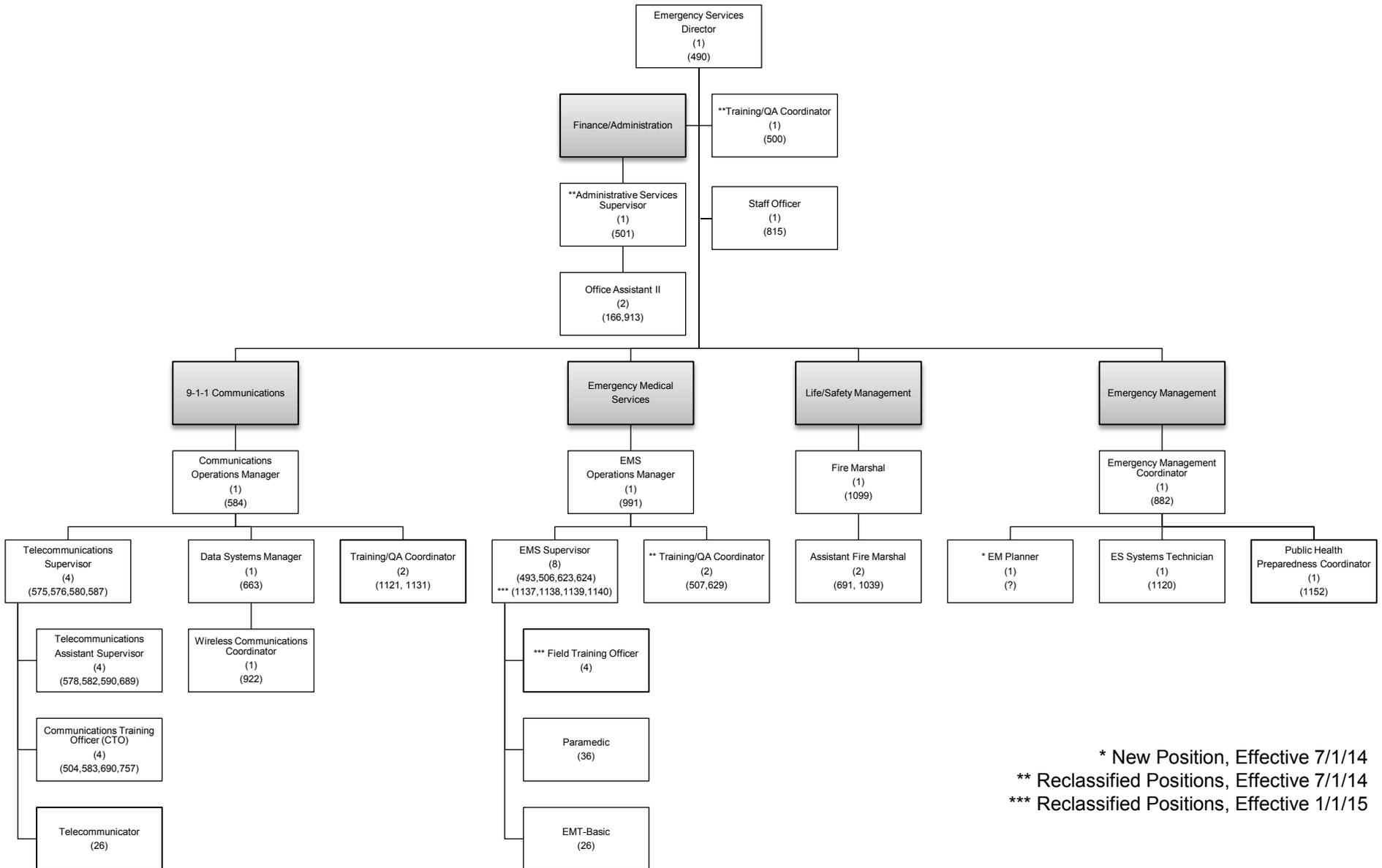
## ***Emergency Services - continued***

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### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes full-year funding for 4.0 FTE Telecommunicators; these positions were budgeted for 6 months in FY13-14.
- The FY14-15 Manager Recommended Budget includes an increase of \$12,030 in Educational Supplies; these supplies will be used by the QA and Training Coordinator to increase retention through having better trained, and more prepared, employees.
- The FY14-15 Manager Recommended Budget includes an increase of \$21,740 in Contract Services; these additional funds will be used to fund the cost of the Intrado/Motorola NG9-1-1 project, Emergency Services has contacted the NC 9-1-1 board about the possibility of grant funds to help offset the costs of this project. Additionally, this increase will allow for the Communications Division to perform psychological evaluations of potential employees pre-hire.

# Emergency Services



\* New Position, Effective 7/1/14  
 \*\* Reclassified Positions, Effective 7/1/14  
 \*\*\* Reclassified Positions, Effective 1/1/15

# Finance and Administrative Services

Phone Number: (919) 245 - 2450

Website: <http://orangecountync.gov/finance>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended	Account: 230
<b><i>By Category (General Fund)</i></b>							
Personnel Services	796,923	874,111	1,137,424	1,059,710	1,161,010	1,161,010	
Operations	157,847	1,715,045	2,164,415	2,122,948	2,201,107	2,201,107	
Capital Outlay	2,449	0	2,000	1,388	2,000	2,000	
<b>Total Expenditures</b>	<b>\$ 957,219</b>	<b>\$ 2,589,157</b>	<b>\$ 3,303,839</b>	<b>\$ 3,184,046</b>	<b>\$ 3,364,117</b>	<b>\$ 3,364,117</b>	
<b>County Costs (net)</b>	<b>\$ 957,219</b>	<b>\$ 2,589,157</b>	<b>\$ 3,303,839</b>	<b>\$ 3,184,046</b>	<b>\$ 3,364,117</b>	<b>\$ 3,364,117</b>	
<b>Total Finance and Administrative Services and Related Expenditures</b>	<b>\$ 957,219</b>	<b>\$ 2,589,157</b>	<b>\$ 3,303,839</b>	<b>\$ 3,184,046</b>	<b>\$ 3,364,117</b>	<b>\$ 3,364,117</b>	

## *Division Summary*

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Program (General Fund)</i></b>						
Finance Office	670,336	735,054	893,966	817,247	913,008	913,008
Budget Office	286,883	282,459	340,850	325,833	343,478	343,478
Risk Management	0	1,571,644	2,069,023	2,040,966	2,107,631	2,107,631
<b>Total Expenditures</b>	<b>\$ 957,219</b>	<b>\$ 2,589,157</b>	<b>\$ 3,303,839</b>	<b>\$ 3,184,046</b>	<b>\$ 3,364,117</b>	<b>\$ 3,364,117</b>
<b>County Costs (net)</b>	<b>\$ 957,219</b>	<b>\$ 2,589,157</b>	<b>\$ 3,303,839</b>	<b>\$ 3,184,046</b>	<b>\$ 3,364,117</b>	<b>\$ 3,364,117</b>
<b>Total Expenditures</b>	<b>\$ 957,219</b>	<b>\$ 2,589,157</b>	<b>\$ 3,303,839</b>	<b>\$ 3,184,046</b>	<b>\$ 3,364,117</b>	<b>\$ 3,364,117</b>

## Mission Statement

The Finance and Administrative Services department provides budgetary, fiscal and internal business policy guidance, financial accountability, stability, and integrity of the County's resources. Through fiscal and operational practices and procedures, the department can achieve and fund the goals and priorities of the County and its citizens.

## Finance and Administrative Services: Finance and Purchasing Division

### Major Services

- Maintain the County's sound financial condition through accounting and fiscal controls, in accordance with Generally Accepted Accounting Principles (GAAP) and North Carolina General Statutes.
- Ensure revenues are properly deposited and reported, and maintain sufficient cash, on hand.
- Prompt and efficient payment of all County obligations.
- Accurate and timely payroll processing for all County employees.
- Internal controls in place to safeguard the County's assets.
- Debt management to include prompt payment of debt service; plan, execute, oversee debt issuance and monitor debt parameters for compliance with policy.

## ***Finance and Administrative Services – continued***

- Responsible for grant financial compliance and internal audits.
- Responsible for encumbering and purchasing of County goods and services..

### **FY 2013-14 Outcomes**

- Annual Audit: Issued Comprehensive Annual Financial Report (CAFR), as required by the Local Government Commission, by October 31, 2013. No management letter concerns or comments. Retained the GFOA Certificate of Achievement for Excellence to Financial Reporting.
- Financial Condition: Maintained Standards and Poors bond ratings at AAA. Maintained Moody's Investor Services rating at Aa1 with a Positive Outlook, from and maintained Fitch Rating at AAA.
- Established the County's Other Post-Employment Benefits (OPEB) Trust Fund; contributed \$3 million, in November 2012. The County's total OPEB liability totals \$63.7 million.
- Policy Compliance: The FY 2013 audit reported unassigned fund balance at 22% of General Fund expenditures. Anticipate unassigned fund balance at 17%, by year-end. Slightly exceeded County debt ratio target (15.34%).
- Outstanding purchase orders reduced, for the third consecutive year.
- Met target of payroll completion, two days prior to payday (100%).

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Maintain a financially sound condition, according to legal statutes and accounting standards.</b>					
Unassigned Fund Balance, as percent of General Fund Expenditures (Target: $\geq 17\%$ )	15.9%	22.0%	17.0%	17.0%	17.0%
Debt Service, as a percent of General Fund expenditures (Target: $\leq 15\%$ )	15.0%	14.9%	16.0%	14.5%	14.7%

### **FY 2014-15 Objectives**

- Complete the County's CAFR by October 31, 2014.
- Fund balance meets budgeted goals of 17 percent or greater.
- Monitor financial transactions to insure compliance with Fiscal Control Act, taking corrective action when necessary resulting in no more than two finance related management points, Retain the GFOA Certificate of Achievement for Excellence to Financial Reporting.
- Ensure timely payment of debt service. Plan, execute and oversee debt issuance to comply with the Fiscal Control Act and ensure fund availability for designated capital projects.

### **Budget Highlights**

- No significant budget changes, in FY 2014-15.

## **Finance and Administrative Services – continued**

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### **Finance and Administrative Services: Budget Division**

#### **Major Services**

- Meet all timelines, as required by the North Carolina Local Government Budget and Fiscal Control Act, and as established by the Board of County Commissioners (BOCC).
- Produce the County's annual operating budget and five-year Capital Investment Plan (CIP).
- Provide analytical support for special projects, including service delivery models, cost analysis, fee study analysis, and performance measurement.
- Manage the logistics of the Outside Agency and Fire Districts funding processes.

#### **FY 2013-14 Outcomes**

- Published the Approved Operating and CIP Budgets and delivered to the BOCC prior to their first BOCC meeting, in FY 2013-14 .
- Improved performance measure quality, in Operating Budget document. Worked with County Departments to create more concise and quantifiable performance measures.

#### **FY 2014-15 Objectives**

- Publish Approved Operating and CIP Budget by the first BOCC meeting, in FY 2014-15.
- Increase County financial updates, through BOCC meeting materials and website publications (e.g. monthly Article 46 Quarter-Cent Sales Tax collections, posted on website).

#### **Budget Highlights**

- No significant budget changes, in FY 2014-15.

### **Finance and Administrative Services: Risk Management Division**

#### **Major Services**

- Provides management of enterprise risk for Orange County including work related injuries, auto liability, general liability, equipment and property losses.
- Maintain all liability insurance and resolves County insurance claims. Reduce and maintain all insurance claims and County risk.
- Develops and maintains a Countywide Loss Prevention Program.

#### **FY 2013-14 Outcomes**

- Work-related Incidents: Streamlined employee incident reporting and medical assistance procedures.
- Volunteerism: Established a Volunteer Participation Policy. Criteria standardizes eligibility requirements, permissible lengths of service and procedures for volunteer screening.

## ***Finance and Administrative Services – continued***

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- Liability: Created the Risk Transfer Policy, in partnership with the County Attorney's Office. The Policy manages risk and liability, in the County's contractual obligations and responsibilities with third-party organizations.

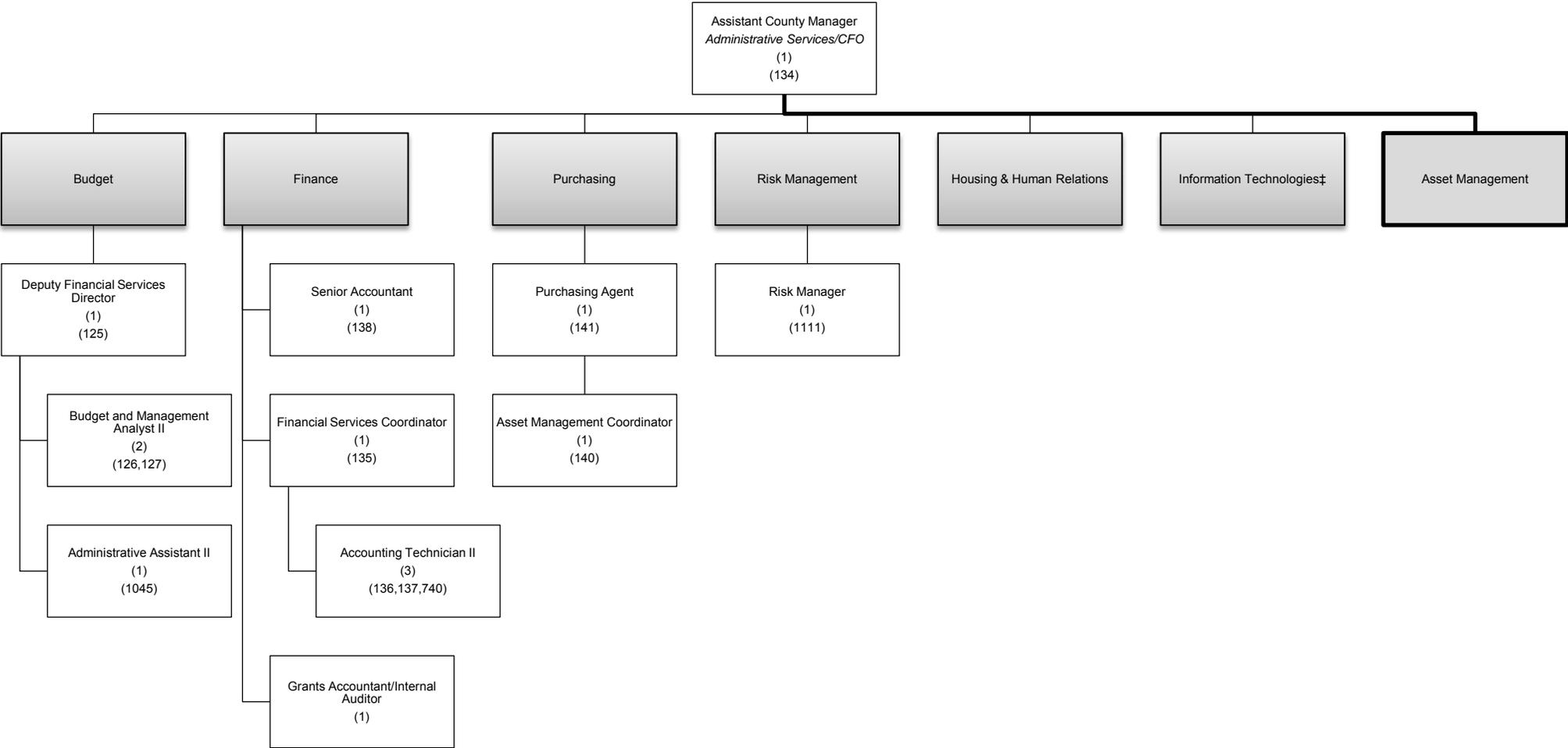
### **FY 2014-15 Objectives**

- Employee Training and Evaluation: Offer Safety Training and Development courses, which will allow critical employees to receive Competent Safety Personnel certifications.
- Provide Job Ready Services evaluations, for current employees in certain testing categories. For FY 2014-15, costs would total \$24,325, which is less than the cost of one County surgical injuries claim.

### **Budget Highlights**

- FY 2014-15 Budget includes increased funds for additional safety courses and Job Ready Services (\$34,325).

# Finance and Administrative Services



# Fire Districts

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>Fire Districts (Fire District Fund)</b>						
Cedar Grove	202,265	205,287	204,527	204,527	207,379	207,379
Chapel Hill	1,726	1,714	281,144	276,927	272,374	272,374
Damascus	45,733	46,196	82,329	82,329	83,089	83,089
Efland	308,214	359,465	473,961	473,961	478,248	478,248
Eno	435,224	427,542	572,361	572,361	573,746	573,746
Little River	168,189	170,158	172,989	172,989	173,540	173,540
New Hope	495,860	509,839	537,516	557,516	566,639	566,639
Orange Grove	328,322	379,334	454,823	454,823	456,232	456,232
Orange Rural	745,221	713,774	937,032	1,007,032	947,020	947,020
South Orange	426,159	436,285	509,684	509,684	516,460	516,460
Southern Triangle	166,774	168,360	164,905	164,905	172,285	172,285
White Cross	258,114	260,547	321,144	331,144	406,876	406,876
<b>Total Fire District Expenditures</b>	<b>\$ 3,581,801</b>	<b>\$ 3,678,501</b>	<b>\$ 4,712,415</b>	<b>\$ 4,808,198</b>	<b>\$ 4,853,888</b>	<b>\$ 4,853,888</b>
<i>Offsetting Revenue</i>	<i>\$ (3,618,059)</i>	<i>\$ (3,731,050)</i>	<i>\$ (4,712,415)</i>	<i>\$ (4,912,424)</i>	<i>\$ (4,853,888)</i>	<i>\$ (4,853,888)</i>
<b>Net County Cost</b>	<b>\$ (36,258)</b>	<b>\$ (52,549)</b>	<b>\$ 0</b>	<b>\$ (104,226)</b>	<b>\$ 0</b>	<b>\$ 0</b>

Fire protection in the unincorporated areas of Orange County is provided in twelve tax supported fire districts. In most districts, fire services are provided under contract with various incorporated volunteer fire departments. In two cases, service is provided to district residents under agreements with municipal fire departments. In addition to fire protection, many of these departments provide first responder and early defibrillation services to medical emergencies within their district. Coordination of these services is provided by Orange County Emergency Services.

It is estimated that there are at least 450 firefighters and first responders contributing more than 57,000 training and service hours in Orange County.

## ***Fire Districts - continued***

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### **Cedar Grove Fire District**

**\$207,379**

- The tax rate for this district is recommended to remain at 7.36 cents for FY 2014-15.
- In FY 2013-14, the department is in the process of working with the contractor and Orange County Planning Department on the addition to Station #2 to include a training room, kitchen and new office. The department is hoping to break ground on the project by mid-summer. The department is also in the process of adding a few more water points, purchasing equipment that is needed on their trucks for ISO, and plans to lower their insurance rating in the near future.
- In FY 2014-15, the department plans to complete the addition to Station #2; the department hopes to have the addition paid for when it is completed, employ a part-time paid person during the daytime hours when coverage is needed the most, continue to work on lowering the district's insurance rating, and continue to train firefighters for level I & II certifications.
- Their Five-Year plan includes working on replacing a 1986 model brush truck and a 1985 squad truck, work towards setting aside funds to replace the engine at Station #2; their goal is to keep engines and tankers on a rotation that will not allow them to be more than 20 years old before replacing them.

### **Greater Chapel Hill Fire Service District**

**\$272,374**

- This is one of three new Fire Service Districts that replaced existing Fire Protection Districts in FY 2013-14.
- The Town of Chapel Hill provides fire protection for the Greater Chapel Hill Fire Service District.
- On February 27, 2013, the Chapel Hill Town Council voted unanimously to enter into a service agreement to extend the Town's current fire district into the affected neighborhoods for a period of 5 years with a 15.00 cent tax levy per one-hundred dollar valuation of real and personal property.
- The tax rate for this district is recommended to remain at 15.00 cents for FY 2014-15.

### **Damascus Fire District**

**\$83,089**

### **Southern Triangle Fire Service District**

**\$172,285**

- The North Chatham Fire Department will continue to contract with Orange County to provide fire services to the citizens in both the Damascus Fire Protection District and the new Southern Triangle Fire Service District within Orange County. There will be a separate agreement for the Damascus Fire Protection District since a different NC General Statute provides the County authority to contract for Fire Protection.
- The Southern Triangle Fire Service District was one of three new Fire Service Districts that replaced Fire Protection Districts in FY 2013-14. There were no changes to the Damascus Fire Protection District.
- The tax rate for both the Damascus Fire Protection District and the Southern Triangle Fire Service District is recommended to remain at 8.80 cents for FY 2014-15.

## ***Fire Districts - continued***

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### **Efland Fire District**

**\$478,248**

- The tax rate for this district is recommended to remain at 7.00 cents for FY 2014-15.
- In FY 2013-14, the department added two paid firefighters during the day to improve response time and quality of service, continued training efforts with twenty-five firefighters at Level 2 certification, twenty-three with Medical certification, and fifteen with Rescue Technician certification. The department put a new Rescue Pumper In service and it has been instrumental in assisting at major wreck calls.
- In FY 2014-15, the department plans to replace the pump and tank on their brush truck, and have a system that uses the existing diesel tank on that apparatus, purchase 800' of 5" supply hose, install a hydrant to fill in gaps in hydrant coverage on US 70W, purchase a high resolution projector for training purposes, purchase an industrial washing machine, pave parking lot areas, and re-finish the front bay floor. The department is also updating their building pre-planning information and moving it to an electronic format.
- Their Five-Year plan includes investigating a variety of options to ensure proper coverage at night, which is putting a strain on current volunteers. Possible options could include paid personnel at night, EMS-only volunteers, crew quarters that allow for overnight stay, and solutions for selective page-out of volunteers on assigned shifts. This effort will involve a comprehensive review of all operations in the department.

### **Eno Fire District**

**\$573,746**

- The tax rate for this district is recommended to remain at 7.99 cents for FY 2014-15.
- In FY 2013-14, the department started a Swift Water Rescue Team, increased daytime paid staff coverage from 5 days a week to 7 days a week, order a new Elliptical Tanker to replace their current 1983 Tanker, and order new airpacks to replace their current ones that have exceeded their intended life span.
- In FY 2014-15, the department plans to receive their new Tanker, build a new building behind the current station #1 to house additional units, purchase new turnout gear to replace sets that are no longer NFPA compliant, purchase a new pick-up truck to replace current outdated SUV, and receive their new ISO rating.
- Their Five-Year plan includes purchase a new Pumper to begin replacement of old units, replace extrication equipment that is 20 years old and has exceeded its intended life span, move to 24 hour paid fire protection, staff Station #2, and acquire land to relocate Station #1.

### **Little River Fire District**

**\$173,540**

- The tax rate for this district is recommended to remain at 4.06 cents for FY 2014-15.
- In FY 2013-14, the department maintained their ISO rating, purchased a new Rescue Pumper, purchased additional pagers, continued recruitment of volunteers, purchased equipment for the new truck, reprogrammed radios, updated forestry fire equipment, and provided maintenance and repairs to the station.
- In FY 2014-15, the department plans to maintain their ISO rating, purchase additional pagers, purchase additional firefighting turnout gear, continue recruitment of volunteers, install additional dry hydrants, and upgrade outdated firefighting equipment.
- Their Five-Year plan includes maintain/lowering their ISO rating, paving of parking lot, installation of additional dry hydrants, purchase additional turnout gear to meet updated

## ***Fire Districts - continued***

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standards, researching the feasibility of adding part-time staff and feasibility of buying land and building a Station #2, purchase additional pagers and portable radios, replace the roof on the station, and continue recruitment efforts.

### **New Hope Fire District**

**\$566,639**

- The tax rate for this district is recommended to increase from 9.45 cents to 9.95 cents (an increase of .50 cents) for FY 2014-15. The increase is due to operational cost increases for professional services, increased personnel related expenses, needed maintenance for both fire stations, increased costs for vehicle maintenance, and an increase in funding of capital reserves for future apparatus replacement.
- In FY 2013-14, members received ICS 300 and 400 training, continued firefighter level I & II level certification classes, two captains received the Fire Officer I certification, two new firefighters are enrolled in the Fire Academy at Durham Technical Community College, and two members successfully completed the Medical Responder course. The department received four new members this year and there are three prospective members who will receive membership as soon as they meet new member requirements, conducted a number of public fire prevention/fire safety programs to over 500 children and 200 adults at schools, fire station tours, and other public events held in the district, and ordered a new Tanker to enhance fire protection services,
- In FY 2014-15, the department plans to continue to train firefighters to level I and II levels, train new fire equipment operators and require successful completion of the Emergency Vehicle Driver course, ensure that all firefighters receive haz mat and bloodborne pathogens training to meet OSHA requirements, continue new recruitment and retention program, host training with mutual aid departments to meet minimum ISO requirement and enhance fire protection services in the district, provide ICS training, and continue to work towards NFPA 1720 Standards for Volunteer Fire Departments compliance.
- Their Five-Year plan includes replacing one first out Engine, continue standards based training for quality assurance, provide specialized rescue training, continue to apply for grants for personal protective equipment, self-contained breathing apparatus, rescue equipment, and communications equipment, formulate a strategic plan for the department to increase efficiency and provide quality delivery of services to the district, and work collectively with other fire departments on the County Fire Chiefs Strategic Plan.

### **Orange Grove Fire District**

**\$456,232**

- The tax rate for this district is recommended to remain at 6.00 cents for FY 2014-15.
- In FY 2013-14, the department completed construction of Station #3 on Nicks Road, purchased a second used truck for Station #3, signed an agreement with Orange County Emergency Services to house Medic Unit 9 at Station #1, and gained several new members replacing those who retired.
- In FY 2014-15, the department prepares for an ISO inspection in September to improve their ISO rating, plans to purchase ten sets of Turnout Gear to replace aging sets, purchase equipment needed for ISO inspection, recruit five additional members, replace tires on one of their trucks, purchase and install an Ipad on another truck for use with PageTrak, and add part-time staff on weekends for additional coverage.
- Their Five-Year plan includes ISO improvement plan with goal of reducing homeowner insurance costs, continue collaboration with other county fire departments, work to improve

## ***Fire Districts - continued***

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working relationships with the County, continue and expand member training program to reach 1503 Standards, and acquire equipment to comply with NFPA, and update aging equipment.

### **Orange Rural Fire District**

**\$947,020**

- The tax rate for this district is recommended to remain at 7.36 cents for FY 2014-15.
- In FY 2013-14, the department purchased a new fit test machine, paid off a truck loan, purchased new radios, obtained delivery agent from the State of NC so they have the ability to teach their own training for certification of their members, five employees completed a Fire Rescue Management course at UNC-Charlotte, four employees completed structural collapse training, and the department ordered a replacement truck.
- In FY 2014-15, the department plans to hire three additional firefighters, complete interior construction of Station #3, and place the new pumper in service.
- Their Five-Year plan includes hiring a full-time Fire Chief, hire three additional firefighters, coordinate with the Town of Hillsborough to construct Station #4, relocate Station #2 to cover class 10 area, see a re-grade of the district's ISO classification, coordinate with the Town of Hillsborough to purchase a replacement pumper, upgrade air packs to meet new standards, and equip trucks with mobile computers and AVL.

### **South Orange Fire Service District**

**\$516,460**

- The Town of Carrboro will continue to provide fire protection for the South Orange Fire Insurance District. Fire protection for residents in this district is provided under contract between the County and the Town of Carrboro Fire Department.
- On December 4, 2012, the Town of Carrboro Board of Alderman voted to approve a resolution to modify the existing South Orange Fire Insurance District. This is one of three new Fire Service Districts that replaced existing Fire Protection Districts in FY 2013-14.
- The tax rate for this Service District is recommended to remain at 10.00 cents for FY 2014-15.

### **Southern Triangle Fire Service District (See Damascus Fire District)**

- Refer to the section regarding Damascus Fire District for this department's achievements.
- North Chatham Volunteer Fire Department serves people in this district as well as those in the Damascus Fire Protection District.

### **White Cross Fire District**

**\$406,876**

- The tax rate for this district is recommended to increase from 8.80 cents to 11.00 cents (an increase of 2.20 cents) for FY 2014-15. The increase is due to adding 2,080 hours of paid staff coverage, complete outfitting a service company truck, increase advanced technical rescue training opportunities, cover increased costs of maintenance and replacement of radios, SCBA's, Turnout Gear, and fire hoses, cover the increase in costs for the main station renovation and expansion project, and to allow the rebuilding of their capital reserves.
- In FY 2013-14, the department purchased and put in service a new 2000 gallon elliptical Tanker, developed a site plan approved by the Planning Department for the substation on Neville Road and have held a public information meeting to inform the community on the substation plans and progress, completed the renovation and major expansion project on the main station, and continued to replace outdated supply and attack hose lines with updated large lines; the

## ***Fire Districts - continued***

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department purchased approximately 2,300 feet of hose. The department also purchased and outfitted a used truck to replace their 1987 model squad truck, certified four new members to medical response and two members to emergency medical technicians, and added one part-time position to help with response needs.

- In FY 2014-15, the department plans to complete the construction of the substation by Fall 2014 and have the station certified to increase the coverage area of their ISO rating, finish outfitting the squad truck and have it in service by October 2014, provide needed additional points to improve the ISO rating, apply for an ISO re-grade, and conduct at least two open houses/community information meetings. The department also plans to begin training members on advanced rescue disciplines, outfit the main station training room with appropriate technology, and begin outfitting and equipping the station with an Emergency Operations Center area.
- Their Five-Year plan includes the completion of the Neville Road substation, replace the 1987 Pumper Tanker, replace the 2000 model command vehicle, add an additional 40 hours a week of paid staffing, begin replacement of 800 MHz radios with intrinsically safe and ruggedized models, and continue and maintain the Turnout Gear and SCBA replacement program, and complete the ISO re-grade with an improved grade rating.

# Health Department

Phone Number: (919) 245 - 2400

Website: <http://orangecountync.gov/health>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						<b>Account: 410</b>
Personnel Services	5,812,553	6,187,246	6,446,147	6,026,134	6,669,916	6,669,916
Operations	986,181	1,157,088	1,309,099	1,405,704	1,240,310	1,240,310
Capital Outlay	770	24,629	18,000	18,351	0	0
<b>Total Expenditures</b>	<b>\$ 6,799,504</b>	<b>\$ 7,368,963</b>	<b>\$ 7,773,246</b>	<b>\$ 7,450,190</b>	<b>\$ 7,910,226</b>	<b>\$ 7,910,226</b>
<i>Offsetting Revenues</i>	<i>(1,738,076)</i>	<i>(1,873,620)</i>	<i>(2,279,706)</i>	<i>(2,429,966)</i>	<i>(2,238,907)</i>	<i>(2,238,907)</i>
<b>County Costs (net)</b>	<b>\$ 5,061,428</b>	<b>\$ 5,495,343</b>	<b>\$ 5,493,540</b>	<b>\$ 5,020,224</b>	<b>\$ 5,671,319</b>	<b>\$ 5,671,319</b>
<b><i>Health Grant Projects (Grant Fund)</i></b>						<b>Account: 4102</b>
Personnel Services	80,606	60,289	142,308	142,131	200,598	200,598
Operations	50,708	6,036	6,840	8,499	6,340	6,340
Capital Outlay	1,897	0	0	0	8,000	8,000
Others	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 133,211</b>	<b>\$ 66,326</b>	<b>\$ 149,148</b>	<b>\$ 150,630</b>	<b>\$ 214,938</b>	<b>\$ 214,938</b>
<i>Offsetting Revenues</i>	<i>(133,177)</i>	<i>(65,031)</i>	<i>(149,148)</i>	<i>(150,630)</i>	<i>(214,938)</i>	<i>(214,938)</i>
<b>County Costs (net)</b>	<b>\$ 34</b>	<b>\$ 1,295</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Health Department and Related Expenditures</b>	<b>\$ 6,932,715</b>	<b>\$ 7,435,288</b>	<b>\$ 7,922,394</b>	<b>\$ 7,600,820</b>	<b>\$ 8,125,164</b>	<b>\$ 8,125,164</b>

## Division Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Program (General Fund)</i></b>						
Central Administrative Services	777,176	910,297	899,056	865,843	910,561	910,561
Dental	743,602	816,272	886,662	839,287	923,506	923,506
Environmental Health	1,237,611	1,313,270	1,372,195	1,308,369	1,366,985	1,366,985
Personal Health	3,502,886	3,724,167	4,016,254	3,838,805	4,216,409	4,216,409
Promotion and Education	538,229	604,682	599,079	597,885	492,765	492,765
Risk Management	0	275	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 6,799,504</b>	<b>\$ 7,368,963</b>	<b>\$ 7,773,246</b>	<b>\$ 7,450,190</b>	<b>\$ 7,910,226</b>	<b>\$ 7,910,226</b>
<i>Offsetting Revenue</i>	<i>(1,737,799)</i>	<i>(1,873,180)</i>	<i>(2,279,706)</i>	<i>(2,429,966)</i>	<i>(2,238,907)</i>	<i>(2,238,907)</i>
<b>County Costs (net)</b>	<b>\$ 5,061,705</b>	<b>\$ 5,495,783</b>	<b>\$ 5,493,540</b>	<b>\$ 5,020,224</b>	<b>\$ 5,671,319</b>	<b>\$ 5,671,319</b>
<b>Total Expenditures</b>	<b>\$ 6,799,504</b>	<b>\$ 7,368,963</b>	<b>\$ 7,773,246</b>	<b>\$ 7,450,190</b>	<b>\$ 7,910,226</b>	<b>\$ 7,910,226</b>
<b><i>Other Related Programs (Grant Fund)</i></b>						
Dental	0	0	0	0	0	0
Personal Health	61,347	65,341	65,574	66,424	65,574	65,574
Promotion and Education	71,864	985	83,574	84,206	149,364	149,364
<b>Total Expenditures</b>	<b>\$ 133,211</b>	<b>\$ 66,326</b>	<b>\$ 149,148</b>	<b>\$ 150,630</b>	<b>\$ 214,938</b>	<b>\$ 214,938</b>
<i>Offsetting Revenue</i>	<i>(133,177)</i>	<i>(65,031)</i>	<i>(149,148)</i>	<i>(150,630)</i>	<i>(214,938)</i>	<i>(214,938)</i>
<b>County Costs (net)</b>	<b>\$ 34</b>	<b>\$ 1,295</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Expenditures</b>	<b>\$ 6,932,715</b>	<b>\$ 7,435,288</b>	<b>\$ 7,922,394</b>	<b>\$ 7,600,820</b>	<b>\$ 8,125,164</b>	<b>\$ 8,125,164</b>

## ***Health Department - continued***

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### **Mission Statement**

To enhance the quality of life, promote the health, and preserve the environment for all people in the Orange County community.

### **Finance and Administrative Services Division**

#### **Major Services**

- Provide administrative, financial reporting, statistical analysis, and technical support services to the Orange County Health Department and the Board of Health.
- Provide fiscal and audit compliance for an \$8.1 million annual budget.
- Process all birth and death certificates, burial transit permits and other vital records in compliance with state general statutes.
- Assist Health Department Divisions with development, implementation, and maintenance of program audits, and continuous quality improvement plans.
- Coordinate Health Department HIPAA privacy and security policies, training requirements, strategic planning, and accreditation standards.

#### **FY 2013-14 Outcomes**

- Participated in the County's Debt Setoff program for outstanding medical balances.
- Developed a payment plan procedure and policy for clients receiving medical services.
- Health Informatics section created dashboards for billing, performance based budgeting, and childhood obesity to better analyze and disseminate population health data to be used in the development of best practices and strategic planning.
- Implemented new Patient Management, Billing, and Electronic Health Record system for the Dental Clinic.
- Increased payment for services by improving billing efficiency.
- Increased accuracy of monthly billing statements, and distributed on time each month.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Estimate</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
Birth Certificates processed	3,735	4,200	3,825	3,800	3,850
Death Certificates processed	1,494	1,600	1,412	1,400	1,424

#### **FY 2014-15 Objectives**

- Increase operational efficiencies within the Health Department through the use of technology, and Quality Improvement initiatives.
- Maintain accuracy and timeliness in financial reporting, and audit compliance.

## ***Health Department - continued***

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- Ensure all state, federal and grant funds are expended in accordance with requirements, maximizing appropriate use of these funds.
- Collaborate with outside agencies such as the Orange County School System and the Chapel Hill-Carrboro School System to implement cross functional systems that will enhance data flow and access to population health related information.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes an increase in the Credit Card Charges account of \$3,800; this increase is based on FY13-14 actuals and projected actuals for FY14-15.

### **Dental Health Division**

#### **Major Services**

- Provide routine dental treatment including fillings, extractions and cleanings to residents of Orange County, primarily to patients who are Medicaid eligible and to those who meet the Federal Poverty Guidelines.
- Provide emergency dental treatment to patients who experience pain/infection and swelling.
- Provide dental education to Orange County residents, emphasizing childcare facilities and schools.
- Provide the application of dental sealants to dental patients in the OCHD Dental Program with emphasis on children.

#### **FY 2013-14 Outcomes**

- Provide oral health education in Orange County schools.
- Provide oral health care to economically disadvantaged children and adults by providing dental care for Orange County residents eligible for Medicaid, Health Choice or the sliding fee program.
- Increase the number of hygiene visits by adding part-time dental hygienist.
- Complete transition from paper dental records to electronic health record using Eaglesoft dental practice software.
- Begin transition from NC Health Information System (HIS) for dental billing to billing through Eaglesoft dental practice software.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Estimate</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Provide dental screenings and education in Orange County Schools</b>					
Number children received education in Orange County Schools	n/a	n/a	500	300	400
<b>Service: Provide dental care to economically disadvantaged Orange County Residents**</b>					
Number of total dental patient visits	4,531	4,766	6,200	6,226	6,400

## ***Health Department – continued***

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Estimate</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
Percent of Medicaid or Health Choice visits	30%	28%	33%	30%	35%
Percent self-pay visits	59%	65%	58%	54%	50%
Number of sealants	1,133	1,500	1,500	1,500	1,500
<b>Service: Increase number of hygiene visits by adding part-time dental hygienist</b>					
Total number of hygiene visits with one dental hygienist	(3/12 to 6/12) 285	1037	32 hrs/wk 1000	1100	32 hrs/wk 1100
Additional hygiene visits with 2nd hygienist	n/a	548	32 hrs/wk 1000	1000	40 hrs/wk 1100

### **FY 2014-15 Objectives**

- Utilize dental assistants and health educator to increase number of school-aged children that receive dental health education in both school systems.
- Increase number of Medicaid and Health Choice pediatric patients that receive dental care.
- Increase number of sealants placed with increased number of pediatric patients.
- Increase one dental hygienist's hours to 40 hours per week to decrease recall visit wait time and increase prophylaxis procedures.
- Increase number of visits by patients with private dental insurance.
- Continue development of dental practice software that can accommodate billing and reporting.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes an increase in hours of a Dental Hygienist position by .20 FTE (from .80 FTE 1.0 FTE); increasing the hours of this position has a total County cost of \$15,386.
- The FY14-15 Manager Recommended Budget includes a .50 FTE Dental Office Assistant, that will be responsible for assisting with timely check-in, scheduling of appointments, determining financial eligibility, processing services for payments, and increasing overall office efficiency; this position has a total County cost of \$20,824.
- The FY14-15 Manager Recommended Budget includes the elimination of a 1.0 FTE Dental Hygienist; this position has been vacant due to the fact that the Dental Health division cannot increase the number of staff hygienists based on the current dentist staff; elimination of this position has a total County cost savings of \$63,704.
- The FY14-15 Manager Recommended Budget includes a decrease of \$10,000 in the Contract Services account. This decrease is due to the elimination of the Dentemps contract; with three private contract dentists available, the Dental Health Division has not had an instance where one of the three was not available, eliminating the need to continue funding the contract.

## ***Health Department – continued***

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### **Health Promotion and Education Services Division**

#### **Major Services**

- Community assessment, engagement, and coalition building.
- Policy development, planning, evaluation, and implementation for community health priorities.
- Health-related grant support, program development, and referral services for community partners.

#### **FY 2013-14 Outcomes**

- Completed the 2013 State of the County Health Report which meets the Accreditation requirement to inform and provide the community with relevant and current health data.
- Development and implementation of Healthy Carolinians annual action plans and Board of Health Strategic Plan focusing on access to care, mental health and substance abuse, and child and family obesity.
- Passage of a policy to become first health department in North Carolina to dispense naloxone, a life-saving medication that reverses an overdose from prescription pain medicine or heroin. Leadership provided by the division and department led to a statewide regulation change that will enable access to naloxone at all North Carolina Health Departments.
- Implementation of the Board of Health Smoke-Free Public Places Rule, increasing community access to cessation resources, deploying Smoking Response Teams and leveraging Community Transformation Grant funds for signage and awareness efforts resulting in better compliance and a reduced need for enforcement. Surveys suggest awareness of the rule increased from 43% in 2013 to 52% in the first quarter of 2014.
- Utilization of Board of County Commissioners funds to distribute free NRT to Orange County Residents and employees who want to quit by offering monthly FreshStart classes, making referrals to QuitlineNC, and UNC Nicotine Dependence Program. Over 400 boxes of county-funded NRT distributed; over 150 residents served.
- Development of a comprehensive Health Literacy policy for the Orange County Health Department.
- Maintained TRU Clubs in all five high schools with active club advisors without State or Health Wellness Trust Fund monies. Teens conducted youth tobacco use prevention activities including peer education, awareness-raising on campus and within the community. Note: 10,533 cigarette butts collected during one Smoking Response Team event. National Kicks Butts Day celebrated in all five high schools.
- Applied for and awarded \$8,500 through Project Lazarus Community Coalition Grants Program for NC, to continue current efforts towards preventing prescription drug misuse/abuse in Orange County among Healthy Carolinians, Board of Health and the Health Department.
- Healthy Carolinians' team of partners applied for and was selected to attend Injury Free N.C. Academy.
- Staff Medical Interpreters successfully passed the written exam to become Nationally Certified Medical Interpreters.

## ***Health Department – continued***

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Estimate</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Community Assessment</b>					
Community Health Assessment/State of the County Health Report	1	1	1	1	1
<b>Service: Policy Development</b>					
New health-related policy or practice implemented	1	1	1	2	2

### **FY 2014-15 Objectives**

- Measure compliance with the Smoke-Free Public Places Rule and decrease the number of complaints each quarter. Evaluate the health impact of the rule.
- Based on evaluation data, expand smoking cessation programs to increase satisfaction, reach of vulnerable populations, and quit rates.
- Continue to execute Board of Health Strategic Plan in concert with Healthy Carolinians' annual action plans with one new health policy, practice or intervention being implemented.
- Coordinate, assess, update, and develop the Community Health Assessment to identify new and emerging health priorities to provide information for effective strategic community health planning.
- Provide health education and information through communications channels including: outreach events; the website; social media; earned media; and paid advertising.
- Evaluate the department and county implementation of naloxone access policies.
- Seek increased grant funding to support interventions to increase access to care.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes a new 1.0 FTE Senior Public Health Educator; the total County cost for this position is \$70,880, including \$56,209 in Personnel Services and \$14,671 in operating and one-time start-up expenses. This position will focus on mitigating the effects of child poverty in two high-poverty areas of Orange County, using the Harlem Children's Zone "Pipeline to Success" as a model.
- The FY14-15 Manager Recommended Budget includes a decrease in several revenues within the Health Promotion and Education Division due the grants ending; the total revenue decrease due to grants ending is \$37,400.
- The FY14-15 Manager Recommended Budget includes a 1.0 FTE position within the multi-year grant fund (30 fund); recommendation of creating this position, a Triple-P Initiative Program Coordinator is contingent upon receiving funding for the Triple-P Initiative. This position includes total Personnel costs of \$56,209 and one-time start-up costs of \$8,000. The Health Department anticipates \$335,791 in State funding, but those funds have not been guaranteed at this time.

## ***Health Department – continued***

### **Environmental Health Division**

#### **Major Services**

- Assuring proper construction and operation of septic systems and wells through permitting, evaluation, and inspection.
- Providing water sampling services for private water-supply wells.
- Assuring proper food handling and food safety in restaurants and other businesses through permitting, evaluation, and inspection. Evaluation and inspection of childcare centers, rest homes, and schools and other establishments.
- Environmental investigation and assuring abatement of childhood lead hazards.
- Assuring safe public swimming pools through permitting and regular inspections.
- Assuring proper operating of septic systems and safe water supplies in mobile home parks via an annual inspection.

#### **FY 2013-14 Outcomes**

- Increase efforts in septic system inspections program (WTMP) to accomplish 100% of the required WTMP inspections while catching up on delinquent inspections from the previous two years accounting for a greater than 100% outcome
- Increase collection rate for WTMP fees and Mobile Home Park fees from less than 70% to 97% with a new process implemented with the County Attorney's office
- Achieve 90% inspection rate in the Food & Lodging Program (anticipate completing 1,200 of the 1,333 inspections required)
- Newly constructed wells are sampled within 30 days of the issuance of the Certificate of Completion and results are reported to the owners. All samples collected within 30 days unless permanent power is not available to well pump.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Estimate</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Inspection and permitting of on-site wastewater systems (septic systems)</b>					
Collection rate for WTMP fees	70%	97%	98%	98%	95%
Failure rate of septic systems observed during WTMP inspections	4%	7%	6%	6%	5%
Number of septic system repairs completed	72	110	100	90	100
Number of septic systems permitted and approved for use	201	211	125	200	200
Percentage (number) of existing septic systems inspected in WTMP program	39%	131% *	100%	160% *	100%
Average time required for issuing permits (in days)	23	15	15	15	12

## ***Health Department – continued***

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Estimate</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Inspection, permitting and sampling water supply wells</b>					
Number of wells constructed and approved for use	178	218	186	160	180
Number of water samples collected and results reported to well owners	1,092	1,190	1,000	900	1,000
<b>Service: Inspection and permitting of restaurants and other establishments</b>					
Percentage of restaurant inspections completed	42%	100%	100%	90%	100%
New restaurant permits issued	40	36	30	40	30
Review time for new restaurant plans (in days)	47	30	21	23	21

\* Two years' worth of inspections were completed in calendar year 2012 in order to make up for inspections delayed from prior year accounting for > 100% of required inspections completed.

### **FY 2014-15 Objectives**

- Inspections: Complete 100% of the required Septic System program and Food & Lodging program inspections
- Maintain at least a 95% collection rate for WTMP fees by adhering to the collection process developed with the county attorney's office
- Improved Customer Service:
  - Reduce time from application to permit issuance to 12 days or less
  - Reduce response time for complaints to within 48 hours.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes an increase in revenues of \$15,000 for the Environmental Health Division; there is an expected increase of \$25,000 in the Septic Site Inspection/Improvement Permits account, which is somewhat offset by a decrease of \$10,000 in the WTMP Fees account. The WTMP Fees account has decreased because the State has changed the definition of "innovative systems", meaning that some systems are no longer covered.

### **Personal Health Division**

#### **Major Services**

- Investigation, prevention and control of communicable diseases.
- Preventive clinical services: Immunizations, Family Planning, Breast and Cervical Cancer Screening, Prenatal and Well Child care.
- Diagnosis and treatment of acute and chronic health conditions for clients enrolled in preventive services programs.
- Diagnosis/treatment services for sexually transmitted infections and tuberculosis.

## ***Health Department – continued***

- Care coordination/management services for at-risk pregnant women and children with special health care needs; post-partum/newborn home visiting services.
- Education and support services for pregnant women and mothers of infants.
- Medical Nutrition Therapy and Diabetes Self-Management Education.
- Management of language services, training, policies, and outreach.

### **FY 2013-14 Outcomes**

- Commended by NC Communicable Disease Branch for leadership and comprehensiveness of follow-up during multi-county cryptosporidiosis outbreak.
- Fully implemented an Electronic Health Record system in OCHD medical clinics.
- Provided 1,348 vaccines for students and staff on-site at local public schools.
- Screened “baby boomers” for Hepatitis C infection per CDC recommendations at 2 worksites and Project Connect
- Completed 73 outreach activities to promote Nutrition Services
- 2 Staff Spanish Interpreters became nationally Certified Medical Interpreters.
- Trained high school students to be peer health educators and trialed an HPV vaccination effort that resulted in a record number of young men receiving the vaccine.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Estimate</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Detection, Control and Prevention of Communicable Disease *</b>					
% of patients with latent TB infection completing treatment	92% (CY11)	80% (CY12)	80%	85%	80%
% of 2-3 year old health department clients with up-to-date immunizations	92%	97% (Oct.12-Sept 13)	95%	93%	95%
<b>Service: Provide Preventive and Primary Health Care to underserved residents of Orange County</b>					
% of prenatal clients with newborn weighing >2500gms (5 lb. 8 oz.)	91%	93%	100%	96%	100%
# of primary care patients/visits	471/771	771/1025	500/820	518/848	550/880
<b>Service: Provide Population based Pregnancy Care Management and Care Coordination for Children</b>					
% of pregnant women with a priority risk factor served in case management programs who receive an assessment.	N/A	79%	85%	75%	85%
% of NICU infant graduates who had their first primary care provider (PCP) visit within 30 days.	N/A	88%	88%	90%	90%
<b>Service: Provide Diabetes Self-Management Education (DSME) Classes</b>					
% completing 9 of 10 hours of DSME program	76%	78%	78%	80%	80%
% with improved blood glucose control at the 3mos f/u appointment (completing all 10 hours of DSME)	80%	78%	79%	65%	79%

\*Communicable Disease data is tracked by calendar year. Latent TB therapy is a 9 month course of medication and often continues into next calendar year depending on when patient begins therapy.

## ***Health Department – continued***

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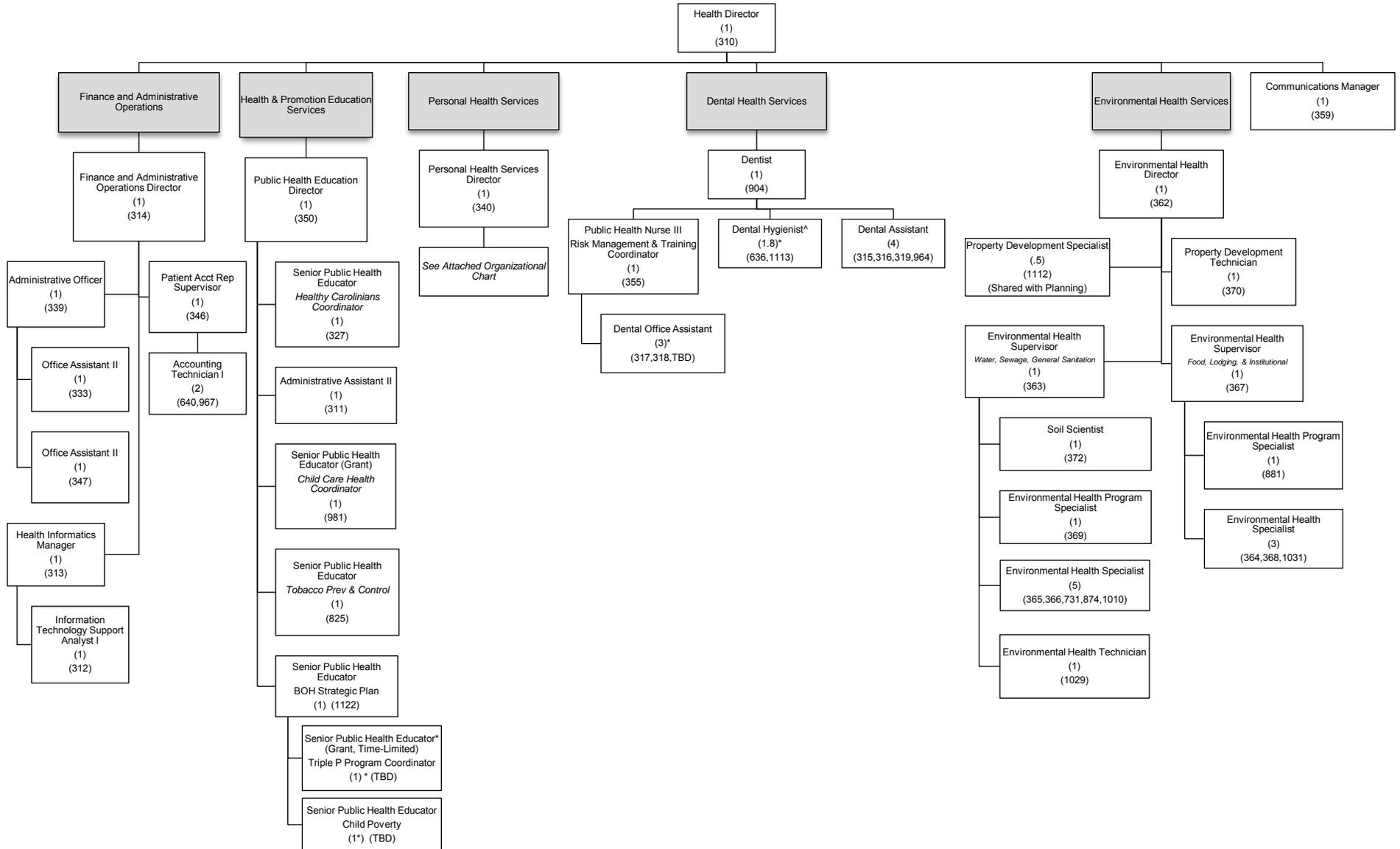
### **FY 2014-15 Objectives**

- Screen 25 eligible women for breast cancer and cervical cancer.
- Provide diagnostic testing for 25 women with abnormal cervical cancer screenings.
- 95% of Health Department staff will be vaccinated against influenza.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes a 0.5 FTE Public Health Preparedness Coordinator that was approved by the BOCC during FY13-14. This position is a 1.0 FTE that is shared between the Health Department and Emergency Services (each is responsible for 0.5 of personnel costs), this was previously a contract position that was shared with Person County but was converted into an Orange County employee. The total cost of the position within the Personal Health Division is \$30,187; the other 50% of the position is allocated in Emergency Services (Administration Division).
- The FY14-15 Manager Recommended Budget includes a decrease of \$22,332 in the Contract Services account; this is directly related to eliminating the Public Health Preparedness Coordinator contract and converting that position into a County employee.
- The FY14-15 Manager Recommended Budget includes an increase in the Charges for Services revenue account of \$12,693; this increase is a result of the new patient management system and continued billing efficiencies that have been created through training and development of the billing area.

# Health Department

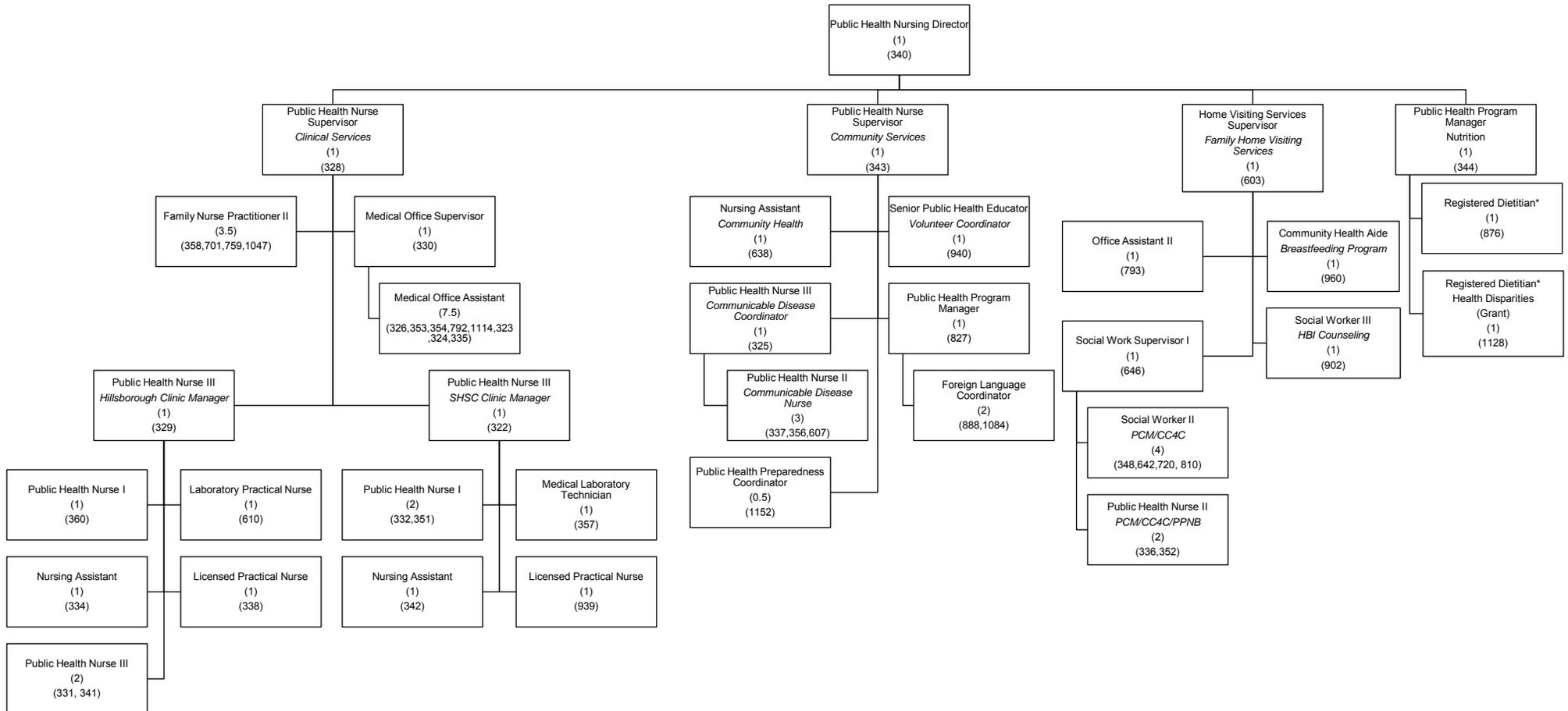


**FY2014-15 Recommended**

\*New Position Recommended

^Increase of 0.3 FTE ^increase 1.6>1.8\*

# Health Department – Personal Health Services Division



# Housing, Human Rights and Community Development

Phone Number (919) 245 - 2490

Website: <http://orangecountync.gov/housing>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Category (General Fund)</b>						<b>Account: 460</b>
Personnel Services	256,845	239,342	261,968	192,007	184,029	184,029
Operations	19,865	19,728	23,500	25,102	26,250	26,250
Capital Outlay	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 276,710</b>	<b>\$ 259,069</b>	<b>\$ 285,468</b>	<b>\$ 217,109</b>	<b>\$ 210,279</b>	<b>\$ 210,279</b>
Offsetting Revenues	0	0	0	0	0	0
<b>County Costs (net)</b>	<b>\$ 276,710</b>	<b>\$ 259,069</b>	<b>\$ 285,468</b>	<b>\$ 217,109</b>	<b>\$ 210,279</b>	<b>\$ 210,279</b>
<b>(Section 8 - Housing Fund)</b>						<b>Account: 4800</b>
Personnel Services	480,634	486,272	353,288	500,297	495,902	495,902
Operations	26,870	8,964	0	0	50,178	50,178
Capital Outlay	0	0	0	0	0	0
Rental Assistance	4,238,685	3,798,332	4,000,745	4,000,697	4,023,449	4,023,449
<b>Total Expenditures</b>	<b>\$ 4,746,189</b>	<b>\$ 4,293,567</b>	<b>\$ 4,354,033</b>	<b>\$ 4,500,994</b>	<b>\$ 4,569,529</b>	<b>\$ 4,569,529</b>
Offsetting Revenues	(4,042,951)	(4,210,589)	(4,256,839)	(4,256,899)	(4,376,597)	(4,376,597)
<b>County Costs (net)</b>	<b>\$ 703,238</b>	<b>\$ 82,979</b>	<b>\$ 97,194</b>	<b>\$ 244,095</b>	<b>\$ 192,932</b>	<b>\$ 192,932</b>
<b>Total Housing, Human Rights and Community Development and Related Expenditures</b>	<b>\$ 5,022,899</b>	<b>\$ 4,552,637</b>	<b>\$ 4,639,501</b>	<b>\$ 4,718,103</b>	<b>\$ 4,779,808</b>	<b>\$ 4,779,808</b>

## Division Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Program (General Fund)</b>						
Human Rights and Relations	276,710	259,069	285,468	217,109	210,279	210,279
<b>Total Expenditures</b>	<b>\$ 276,710</b>	<b>\$ 259,069</b>	<b>\$ 285,468</b>	<b>\$ 217,109</b>	<b>\$ 210,279</b>	<b>\$ 210,279</b>
Offsetting Revenue	0	0	0	0	0	0
<b>County Costs (net)</b>	<b>\$ 276,710</b>	<b>\$ 259,069</b>	<b>\$ 285,468</b>	<b>\$ 217,109</b>	<b>\$ 210,279</b>	<b>\$ 210,279</b>
<b>Total Expenditures</b>	<b>\$ 276,710</b>	<b>\$ 259,069</b>	<b>\$ 285,468</b>	<b>\$ 217,109</b>	<b>\$ 210,279</b>	<b>\$ 210,279</b>
<b>Other Funds (Housing and Community Development)</b>						
Housing and Community Developme	4,746,189	4,293,567	4,354,033	4,500,994	4,569,529	4,569,529
<b>Total Expenditures</b>	<b>\$ 4,746,189</b>	<b>\$ 4,293,567</b>	<b>\$ 4,354,033</b>	<b>\$ 4,500,994</b>	<b>\$ 4,569,529</b>	<b>\$ 4,569,529</b>
Offsetting Revenue	(4,042,951)	(4,210,589)	(4,256,839)	(4,256,899)	(4,376,597)	(4,376,597)
<b>County Costs (net)</b>	<b>\$ 703,238</b>	<b>\$ 82,979</b>	<b>\$ 97,194</b>	<b>\$ 244,095</b>	<b>\$ 192,932</b>	<b>\$ 192,932</b>
<b>Total Expenditures</b>	<b>\$ 5,022,899</b>	<b>\$ 4,552,637</b>	<b>\$ 4,639,501</b>	<b>\$ 4,718,103</b>	<b>\$ 4,779,808</b>	<b>\$ 4,779,808</b>

## Mission Statement

The primary mission of the Orange County Housing, Human Rights and Community Development Department is to promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination.

## **Housing, Human Rights and Community Development – continued**

### **Housing, Human Rights and Community Development: Section 8 Housing Choice Voucher Program Division**

#### **Major Services**

- Assist low/moderate income families and individuals in obtaining safe, decent, and sanitary housing at reasonable rates.
- Provide rent subsidies to low-income families and individuals leasing standard housing in the County.

#### **FY 2013-14 Outcomes**

- Provided rent subsidies to an average of 590 low-income families to enable them to obtain standard, affordable rental housing in the County.
- Provide complete program information to interested landlords and clients, thereby, increasing the number of units available for rent by program participants.
- Began full implementation of a Section 8 Homeownership Program for low-income program voucher holders. One Section 8 voucher holder purchased a home during the year.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-2014 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Provide rent subsidies to low-income families and individuals leasing standard housing in the County.</b>					
Number of eligibility interviews, rental subsidies to low-income households, and annual housing inspections administered	623	623	610	610	615

#### **FY 2014-15 Fiscal Year Objectives**

- Provide rent subsidies to an average of 615 low-income families to enable them to obtain standard, affordable rental housing in the County.
- Provide complete program information to interested landlords and clients, thereby, increasing the number of units available for rent by program participants.
- Secure at least one (1) additional homebuyer in the Section 8 Homeownership Program.

#### **Budget Highlights**

- Federal Sequestration Impacts: On October 15, 2013, the BOCC restored federally sequestered HUD funds, totaling \$141,110, through a General Fund Balance appropriation (Budget Amendment #2). The FY 2013-14 Commissioner Approved budget only included funding for federally-funded positions; no personnel changes occurred during that year's budget process.

## **Housing, Human Rights and Community Development – continued**

### **Housing, Human Rights and Community Development: HOME Investment Partnership Program**

#### **Major Services**

- Housing Rehabilitation Program
- New Construction Partnerships
- First-Time Homebuyer Programs

#### **FY 2013–14 Outcomes**

- Reduced the number of substandard housing units occupied by low and moderate income families with housing code violations.
- Facilitated the creation of first-time homebuyer families who are below 80 percent of area median income.
- Facilitated the provision of affordable rental housing for families at or below 50 percent of the area median income including those who were homeless or at risk of homelessness.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Housing Rehabilitation Program</b>					
Number of substandard housing units repaired	12	12	30	30	6
<b>Service: First-Time Homebuyer Programs</b>					
Number of new first-time homebuyers	10	10	10	14	15

#### **FY 2014-15 Fiscal Year Objectives**

- Provide housing rehabilitation services for six rental housing units leased by low-income families.
- Provide first-time homebuyer opportunities for 15 low-and-moderate income families.
- Construct four housing units, for purchase by low-to-moderate income families.

#### **Budget Highlights**

- Federal Sequestration Impacts: On October 15, 2013, the BOCC restored federally sequestered HUD funds, totaling \$7,329, through a General Fund Balance appropriation (Budget Amendment #2). No operating changes occurred, during the FY 2013-14 Budget Approval Process.

### **Housing, Human Rights and Community Development: Urgent Repair Program**

#### **Major Services**

- Small Housing Rehabilitation Services to address the repair needs that pose a threat to the life, safety, and/or health of low-income occupants, or that address accessibility modifications for a disabled occupant.

## **Housing, Human Rights and Community Development – continued**

### **FY 2013-14 Outcomes**

- Reduce the total number of substandard dwellings in the County.
- Address immediate health and safety repair needs for low-income families in the County particularly those that are elderly and/or disabled.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Repair needs that pose a threat to the life, safety, and/or health of low-income occupants, or that address accessibility modifications for a disabled occupant.</b>					
Number of dwelling units with immediate health, safety, or accessibility issues.	15	22	20	18	20

### **FY 2014-15 Fiscal Year Objectives**

- Repair 20 dwelling units occupied by disabled and/or elderly residents that contain health, safety, or accessibility issues.

### **Budget Highlights**

- No significant budget changes, in FY 2014-15.

## **Housing, Human Rights and Community Development: Partnership to End Homelessness Program**

### **Major Services**

- Work with identified partners to build capacity and a process to provide housing first units to chronically homeless individuals up to at least a total of 40 units.
- Strengthen partnerships with local service providers to the homeless.
- Establish work groups dedicated to the five goals of the County's 10 Year Plan to End Homelessness.
- Develop tools and processes for evaluating the impact of the Orange County Ten Year Plan to End Homelessness in the community.

### **FY 2013 - 14 Outcomes**

- Facilitated increased access to services for eight (8) of the most medically vulnerable people experiencing long-term homelessness in our community through the 100,000 Homes Task Force.
- Successfully petitioned the Towns of Chapel Hill, Carrboro, Hillsborough and Orange County to remove the question on prior criminal convictions from their initial employment applications.
- Implemented the Job Partners job-readiness program for people who are experiencing or are at risk of homelessness with 12 new businesses becoming Job Partners Employers and 18 individuals participating in the program with 12 gaining employment upon graduation.

## **Housing, Human Rights and Community Development – continued**

- Hosted the seventh annual Project Connect in Chapel Hill on October 10, 2013 – a one-day event that provides a wide range of services to homeless persons or persons at risk of homelessness. Approximately 250 individuals were served on that day.
- Facilitated the development of an Outreach Court offering people experiencing homelessness an alternative to incarceration for misdemeanor crimes.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Strengthen partnerships with local service providers to the homeless.</b>					
Number of individuals served by Project Homeless Connect	250	230	268	250	250

### **FY 2014 - 15 Fiscal Year Objectives**

- Continue to work with identified partners to build capacity and a process to provide housing first units to chronically homeless individuals up to at least a total of 40 units at the end of 10 years with 10 units provided during this fiscal year.
- Strengthen partnerships with local service providers to the homeless.
- Provide staff support to the Partnership to End Homelessness Leadership Team and associated work groups.
- Work with service providers to increase the number of designated homeless disability benefits workers.
- Work with the Chapel Hill Downtown Partnership to strengthen efforts to raises money for homeless street outreach and educate the community about the issues of homelessness.
- Administer the County's FY 2013 Continuum of Care (CoC) Grant by coordination with service providers and state and federal officials. The grant is anticipated to help approximately 100 individuals obtain and maintain housing.

### **Budget Highlights**

- No significant budget changes, in FY 2014-15.

## **Housing, Human Rights and Community Development: Human Relations Division**

### **Major Services**

- Prevent discriminatory practices in Housing and Public Accommodations through education and outreach on civil rights laws, the Orange County Civil Rights Ordinance and Title VII of the Civil Rights Act of 1964.
- Provide technical assistance and training to the business community, community based organizations, and individuals regarding equal opportunity, fair housing, equal access and civil rights in addition to social justice issues such as gender equality and immigrant rights.
- Research, advocate and make recommendations for policies, programs and/or funding that will improve social justice for the Orange County community.
- Provide staff support to the Orange County Human Relations Commission.

## ***Housing, Human Rights and Community Development – continued***

- Identify Limited English Proficient (LEP) communities in Orange County; assess their needs, and conduct outreach to those communities to enable improved access to county government services.

### **FY 2013 - 14 Outcomes**

- Received housing and public accommodation discrimination complaints and resolve 75% within the 100 day standard.
- Conducted twenty (20) fair housing workshops or presentations to non-profit community based organizations in the County as well as tabling at local festivals and fairs.
- Assisted the Human Relations Commission with 1) Human Relations Month activities; 2) Annual Pauli Murray Award Ceremony; and 3) Monitoring human rights and relations issues and advising the Board of County Commissioners as necessary.
- Revised educational material for the Fair Housing Enforcement Program.
- Implemented one Fair Housing Month Education Forum.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Prevent discriminatory practices in housing and public accommodations.</b>					
Number of Complaints Received	20	15	10	10	10
Number of Cases Initiated	15	6	5	5	10
Number of Workshops and Presentations	20	20	10	20	20
<b>Service: Provide technical assistance and training regarding equal opportunity, fair housing, equal access and civil rights.</b>					
Organizations and Agencies receiving technical assistance	15	10	15	10	15
<b>Service: Assess the needs and conduct outreach to Limited English Proficient (LEP) communities.</b>					
Number of LEP Outreach Activities	10	10	10	5	10

### **FY 2014 - 15 Fiscal Year Objectives**

- Implement the County Fair Housing Action Plan with monthly milestones that considers the findings of the Analysis of Impediments.
- Receive housing and public accommodation discrimination complaints and resolve 75% within the 100 day standard.
- Assist the Human Relations Commission with 1) Planning Human Relations Month activities including the Pauli Murray Awards Program; and 2) Monitoring human rights and relations issues and advising the Board of County Commissioners as necessary.
- Increase educational outreach in the community regarding the Orange Civil Rights Ordinance.
- Complete revision of the Orange County LEP Policy.

### **Budget Highlights**

- Personnel Reduction: The division's Personnel Services budget reflects the elimination of Grants Compliance Specialist position (-\$81,187).

## ***Housing, Human Rights and Community Development – continued***

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### **Total Community Development Program Budgets for FY 2014-15:**

#### **1. Urgent Repair Program - \$129,185**

##### **Expenditures**

Urgent Repairs	\$60,000
Operations	\$8,000
Program Administration	\$61,185
<b>Total</b>	<b>\$129,185</b>

\*Note: The Urgent Repair Program is fully-funded by County General Fund revenues.

#### **2. HOME Program - \$476,204**

##### **Expenditures**

Program Administration	\$61,041
Homeownership Assistance - CLT	\$52,731
Homeownership Assistance - Habitat	\$250,000
Operational Support - OCHLT	\$11,777
Operational Support - CASA	\$5,800
Rehabilitation - WCHA	\$30,374
New Construction - CLT	\$64,481
<b>Total</b>	<b>\$476,204</b>

##### **Revenues**

Orange County Match - 2014	\$56,735
Town of Chapel Hill – 2014	\$32,430
Town of Carrboro - 2014	\$11,864
Town of Hillsborough - 2014	\$3,955
Program Income - 2014	\$19,680
HUD Grant - 2014	\$351,540
<b>Total</b>	<b>\$476,204</b>

#### **3. Homelessness Partnership Program - \$106,277**

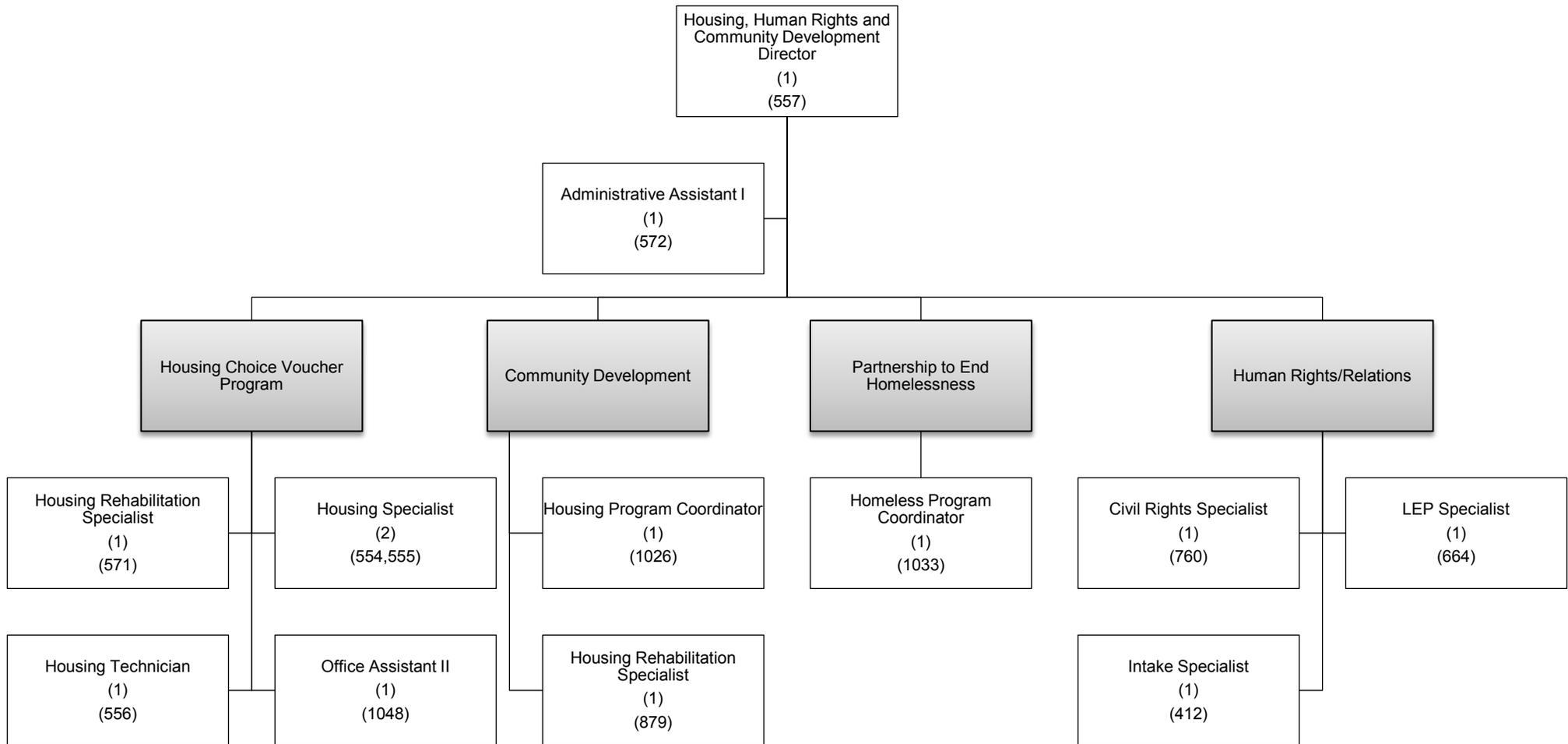
##### **Expenditures**

Personnel	\$72,577
Operations	\$33,700
<b>Total</b>	<b>\$106,277</b>

##### **Revenues**

Orange County	\$41,448
Town of Chapel Hill	\$43,573
Town of Carrboro	\$15,942
Town of Hillsborough	\$5,314
<b>Total</b>	<b>\$106,277</b>

# Housing, Human Rights & Community Development



# Human Resources Department

Phone Number: (919) 245 - 2550

Website: <http://www.orangecountync.gov/prsnl>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						<b>Account: 250</b>
Personnel Services	570,870	649,160	654,389	540,842	692,071	692,071
Operations	62,483	60,503	70,617	68,705	87,945	87,945
Capital Outlay	1,262	494	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 634,615</b>	<b>\$ 710,157</b>	<b>\$ 725,006</b>	<b>\$ 609,547</b>	<b>\$ 780,016</b>	<b>\$ 780,016</b>
<b>County Costs (net)</b>	<b>\$ 634,615</b>	<b>\$ 710,157</b>	<b>\$ 725,006</b>	<b>\$ 609,547</b>	<b>\$ 780,016</b>	<b>\$ 780,016</b>
<b>Total Human Resources and Related Expenditures</b>	<b>\$ 634,615</b>	<b>\$ 710,157</b>	<b>\$ 725,006</b>	<b>\$ 609,547</b>	<b>\$ 780,016</b>	<b>\$ 780,016</b>

## Mission Statement

We serve as a responsive strategic partner committed to developing and maximizing the County's human resources by fostering excellence throughout the organization.

## Major Services

- Provide strategic leadership to departments and administration on meeting organizational goals and objectives.
- Develop and administer employment programs and strategically partner with County departments to attract and retain a diverse highly competent workforce.
- Develop and manage position classification and pay programs for County employees.
- Develop and implement organizational personnel ordinance policies, maintain personnel records and process personnel actions.
- Develop, propose, communicate and administer employee benefit programs and activities that assist in recruiting and retaining qualified employees while using County resources effectively.
- Develop and administer a wide range of organizational development programs to support effective employee relations, performance management, and training.

## FY 2013-14 Outcomes

- Completed 49 classification reviews, affecting 36 positions. These reviews resulted in 14 salary increases, 0 salary decreases, and 2 with no change in salary.
- Experienced 14% turnover rate, filling 89 positions.
- Partnered with Finance and Administrative Services and County departments to generate \$2,250,174 in savings due to hiring delays.
- Transitioned the Worker's Compensation Program from the Human Resources Department to the Risk Manager.
- Established Workplace Fitness For Duty and Functional Capacity Testing/Physical Requirement Validation.

## ***Human Resources – continued***

- Changed health insurance funding from a fully-insured plan to a self-insured plan, saving the County approximately 4.5% in taxes.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Training</b>					
Training courses offered	132	118	211	150	150
Percentage of employees participating in training	38%	40%	80%	30%	50%
Employees completing New Employee Orientation in first 30 days of employment (Excludes Sheriff's Office)	98%	100%	100%	100%	100%
Total number of training participants	896	591	900	550	700
<b>Service: Recruitment and Selection</b>					
Applications received	3,486	9,256	9,666	9,640	10,000
Percentage of minority employee representation	31.02%	34.2%	31.66%	47.6%	50%
<b>Service: Employee Relations</b>					
Annual turnover	10.5%	13.9%	13.0%	14.0%	14.0%
Percentage of employees still with the County after 2 years	69%	tbd	80%	82%	85%
<b>Service: Benefits &amp; Wellness</b>					
Percentage of employees receiving flu immunization at employee clinics	21%	28%	30%	25%	25%
Percentage of employees completing the online Health Assessment	45%	44%	60%	40%	40%

### **FY 2014-15 Objectives**

- Restore the Human Resources Department to full functioning after 38% turnover in six months (August 2013-January 2014).
- Enhance the training and development program by conducting an organizational training needs assessment and implementing new course offerings in response to identified needs.
- Revise the employee performance evaluation program and implement an automated performance management system.
- Examine turnover data and develop retention strategies for specific positions.
- Administer the County's insurance programs that provide comprehensive coverage and maintain fiscal responsibility.
- Expand the County's wellness initiatives and increase employee awareness of health and financial benefits.
- Review and update Personnel Ordinances to reflect the County workforce and changing legislation and regulations.

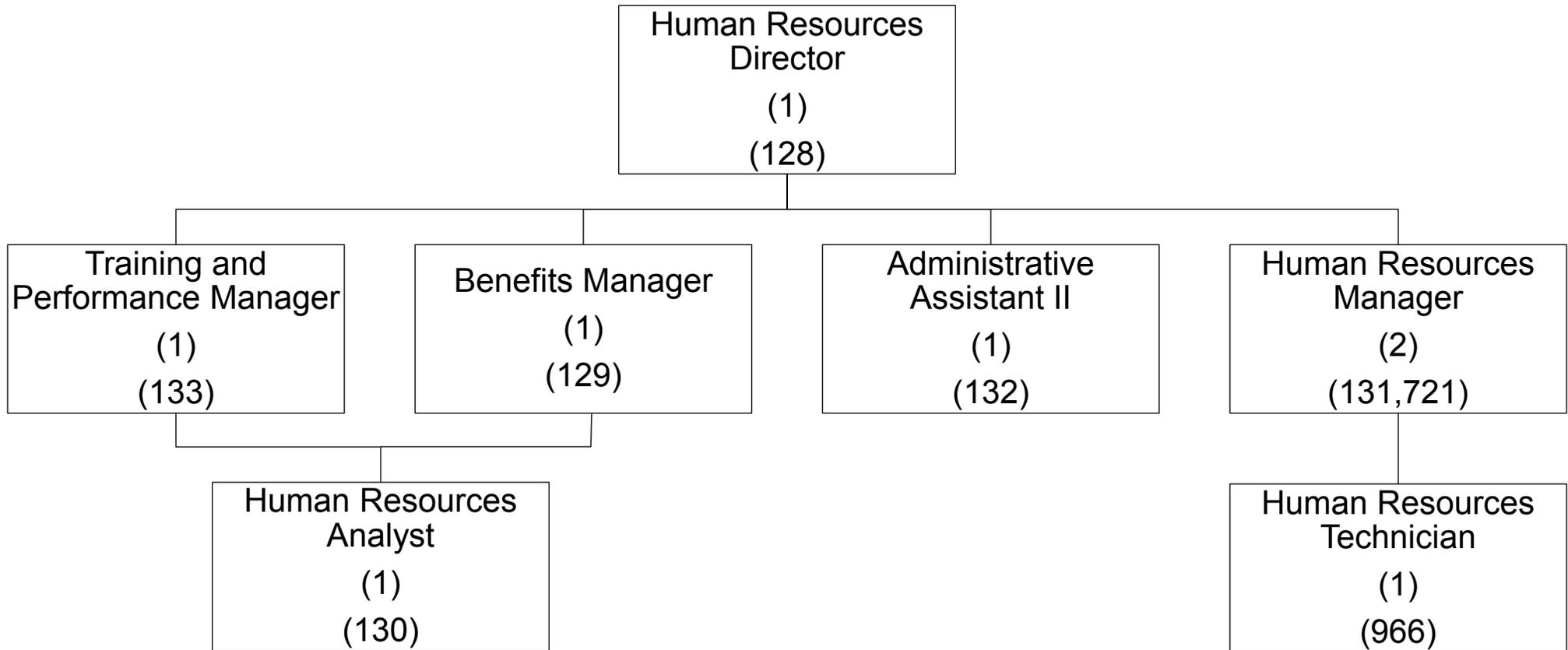
## ***Human Resources – continued***

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### **Budget Highlights**

- 2013-14 Personnel Projection: Reflects the vacancies of the Human Resources Director and two other staff positions during the fiscal year.
- Operations: The \$17,000 increase reflects additional funds for training/certifications and cost increases for the Employee Assistance Program and Job Services/Fit for Duty programs.

# Human Resources



# Information Technologies

Phone Number: (919) 245 - 2280

Website: <http://orangecountync.gov/IT>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Category (General Fund)</b>						<b>Account: 315</b>
Personnel Services	1,168,494	1,166,695	1,073,859	819,083	1,391,860	1,391,860
Operations	900,089	833,651	1,124,598	1,096,275	1,230,220	1,229,720
Capital Outlay	0	0	20,400	20,400	0	0
<b>Total Expenditures</b>	<b>\$ 2,068,583</b>	<b>\$ 2,000,346</b>	<b>\$ 2,218,857</b>	<b>\$ 1,935,758</b>	<b>\$ 2,622,080</b>	<b>\$ 2,621,580</b>
<i>Offsetting Revenues</i>	<i>(18,352)</i>	<i>(10,831)</i>	<i>(10,831)</i>	<i>(10,831)</i>	<i>(19,645)</i>	<i>(19,645)</i>
<b>County Costs (net)</b>	<b>\$ 2,050,231</b>	<b>\$ 1,989,515</b>	<b>\$ 2,208,026</b>	<b>\$ 1,924,927</b>	<b>\$ 2,602,435</b>	<b>\$ 2,601,935</b>
<b>Total Information</b>						
<b>Technologies and Related Expenditures</b>	<b>\$ 2,068,583</b>	<b>\$ 2,000,346</b>	<b>\$ 2,218,857</b>	<b>\$ 1,935,758</b>	<b>\$ 2,622,080</b>	<b>\$ 2,621,580</b>

## Mission Statement

To Serve Orange County citizens by creating, configuring and maintaining reliable and cost-effective technical solutions for the provision of public services and the protection of County information.

## Major Services

- Ensure all Orange County staff members have access to efficient and effective technology
- Provision and support Orange County staff computers, servers, data and voice networking equipment
- Coordinate technology procurement for all Orange County departments
- Protect and preserve Orange County's digital data assets
- Establish security and best practices policies for Orange County computing
- VoIP Phone System

## FY 2013-14 Outcomes

- 150 Unit PC Replacements
- Virtual Desktop Implementation
- Disk-based Backup System
- SHCS Meeting Room Video Upgrades (A/V Room)
- Visitors Bureau and Skills Development VoIP project
- Central Permitting
- Website Upgrade and Redesign
- Disk Based Backup System
- Enterprise Scanning Project (HR, Environmental Health, Emergency Services)
- Firehouse Web Software

## ***Information Technology – continued***

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Network and VoIP</b>					
Network Uptime	99.8%	99.80%	99.90%	98.60%	99.90%
<b>Service: Help Desk</b>					
Incoming Trouble Tickets	7,500	8,800	10,000	11,700	12,500
Service Call Resolution within Targets	80%	80%	78%	64%	80%
<b>Service: Disaster Recovery</b>					
Data Backup Success Rates	99.30%	96.19%	97%	97%	98.5%

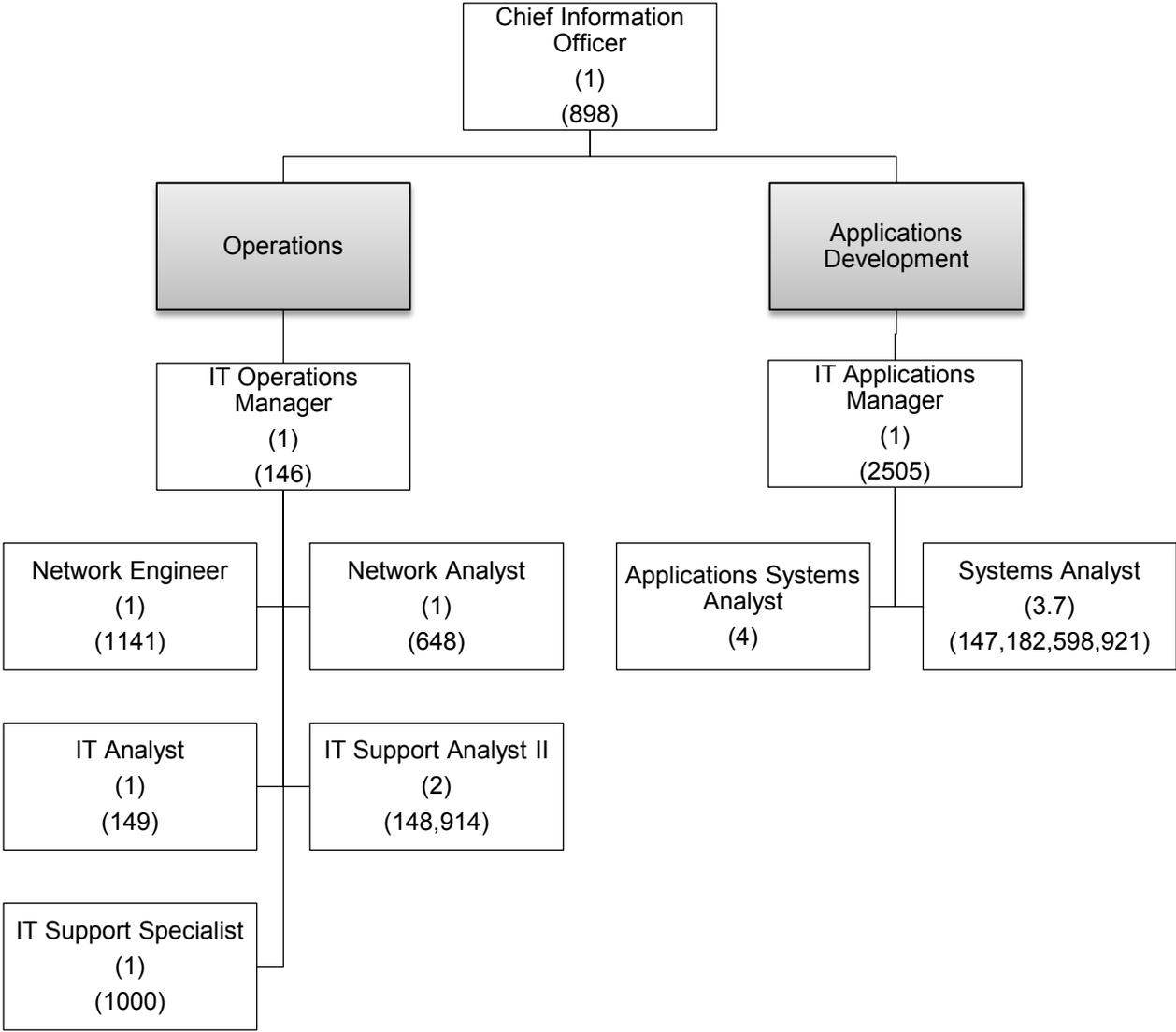
### **FY 2014-15 Objectives**

- Emergency Services VoIP
- Central Permitting
- Website Upgrade and Redesign
- Increase Centralized Data Storage via SAN
- PC Replacements 200 units

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes full-year funding for 6.0 FTE that were only funded for a portion of FY13-14. In addition to Personnel Services, the increase in positions has also caused increases in travel, training, and personal mileage to make certain that all staff members are sufficiently trained.
- The FY14-15 Manager Recommended Budget includes increases in software licensing and maintenance fees due to moving Project Information Management System (PIMS) Revenue software maintenance into the IT Department budget, as well as contracted cost increases. The increased number of supported devices and various hardware upgrades have impacted this line item.

# Information Technologies



# Library Services

Phone Number: (919) 245 - 2525

Website: [www.orangecountync.gov/library](http://www.orangecountync.gov/library)

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Category (General Fund)</b>						
Personnel Services	1,314,182	1,346,544	1,470,033	1,437,003	1,544,607	1,544,607
Operations	321,158	307,916	316,432	312,904	353,037	349,037
Capital Outlay	19,462	20,424	4,000	9,759	17,070	17,070
<b>Total Expenditures</b>	<b>\$ 1,654,802</b>	<b>\$ 1,674,884</b>	<b>\$ 1,790,465</b>	<b>\$ 1,759,666</b>	<b>\$ 1,914,714</b>	<b>\$ 1,910,714</b>
Offsetting Revenues	(167,808)	(174,723)	(136,550)	(145,952)	(133,850)	(133,850)
<b>County Costs (net)</b>	<b>\$ 1,486,994</b>	<b>\$ 1,500,161</b>	<b>\$ 1,653,915</b>	<b>\$ 1,613,714</b>	<b>\$ 1,780,864</b>	<b>\$ 1,776,864</b>
<b>Total Library Services and Related Expenditures</b>	<b>\$ 1,654,802</b>	<b>\$ 1,674,884</b>	<b>\$ 1,790,465</b>	<b>\$ 1,759,666</b>	<b>\$ 1,914,714</b>	<b>\$ 1,910,714</b>

## Division Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Program (General Fund)</b>						
Main Library	1,474,877	1,479,912	1,616,780	1,568,006	1,712,634	1,708,634
Carrboro Library	122,832	137,706	105,371	136,642	145,191	145,191
Cybrary	57,093	57,266	68,314	55,018	56,889	56,889
<b>Total Expenditures</b>	<b>\$ 1,654,802</b>	<b>\$ 1,674,884</b>	<b>\$ 1,790,465</b>	<b>\$ 1,759,666</b>	<b>\$ 1,914,714</b>	<b>\$ 1,910,714</b>
Offsetting Revenue	(167,808)	(174,723)	(136,550)	(145,952)	(133,850)	(133,850)
<b>County Costs (net)</b>	<b>\$ 1,486,994</b>	<b>\$ 1,500,161</b>	<b>\$ 1,653,915</b>	<b>\$ 1,613,714</b>	<b>\$ 1,780,864</b>	<b>\$ 1,776,864</b>
<b>Total Expenditures</b>	<b>\$ 1,654,802</b>	<b>\$ 1,674,884</b>	<b>\$ 1,790,465</b>	<b>\$ 1,759,666</b>	<b>\$ 1,914,714</b>	<b>\$ 1,910,714</b>

## Mission Statement

Our mission statement reflects the commitment we are making to the residents of Orange County: The Orange County Public Library aims to be the heart of the community by being a welcoming gathering place for all; having a clear focus on the future and responding with creativity and innovation; offering relevant services, programs, collections and technologies; serving the entire community through collaborative efforts with organizations, educational institutions, and town and County governments; and providing free and equal access to the resources and materials community members need to be informed and engaged.

## Library Services - Systemwide

### Major Services

- Library Collections and Materials: With more than 100,000 print and audiovisual items, in addition to a digital collection of databases and e-books, OCPL offers the community a rich array of materials. Building on this collection, our team will improve the effectiveness of collection development through systematic evaluation and a responsive, community-oriented assessment process. Implementing this priority will provide a diverse collection that is easy to access and is well-promoted.

## **Library Services - continued**

- Community Connections: OCPL recognizes we can achieve more in partnership with others than we can on our own. By taking a thoughtful approach to initiating and expanding relationships with government and community groups, as well as individuals, OCPL can reach underserved populations and those not currently using the library. Elevating public awareness of the library's services is also crucial to connecting the library with the Orange County community.
- Services and Community Space: OCPL wants to provide the very best experience for our library customers. This means interactions with library staff are overwhelmingly positive and that staff always "find a way to yes" when assisting customers. The best library experience also means offering programs with cultural, educational and enjoyment value, that appeal to the community, and are offered at convenient times for the intended audience. Finally, an outstanding library experience is grounded in being in a physical space that is conveniently located, attractive and maximized for current and future use.
- Technology Tools and Training: OCPL plays an important, democratizing role in the community by providing Orange County residents free access to various technology tools and training. However, technology will be deployed to further OCPL's mission and not just for the sake of having the 'latest and greatest.'

### **Library Services: Main Library**

#### **FY2013-14 Outcomes**

- BOCC adopted the Library Strategic Plan 2013-16 on November 5, 2013.
- Increased adoption of self-checkout by patrons to 70%.
- Implemented online payment feature for settling patron fines and fees.
- Implemented expanded hours of 68 hours per week.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Strategic Priority #1 - Library Collections and Materials</b>					
Percentage of collection circulated/checked out in the last year	N/A	69%	72%	70%	74%
Items checked out annually per capita (NC Average: 3.94)	N/A	5.5	5.5	5.5	5.6
Average annual use per item	N/A	3.92	4.0	4.0	4.1
Cost to library per item checked out (NC Average: \$4.63)	N/A	\$3.77	\$3.50	3.68	3.65
Percentage of customers satisfied with collections and materials	TBD	55%	65%	70%	55%
<b>Service: Strategic Priority #2 – Community Connections</b>					
Number of agency partner activities	N/A	10	20	12	20
Number of volunteers	N/A	7	15	20	25
Number of marketing outlet connections	N/A	5	10	7	10
Number of new registrations outside of municipal precincts (rural Orange)	N/A	2,542	2,580	2,550	2,600

## Library Services - continued

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
Percentage of volunteers rating job as meaningful and worthwhile	N/A	TBD	65%	70%	75%
Percentage of customers aware of library services and activities	N/A	TBD	50%	50%	55%
<b>Service: Strategic Priority #3 – Services and Community Space</b>					
Overall programming attendance (per year)	N/A	8,746	9,500	8,500	8,700
Programming attendance per capita	N/A	0.12	0.15	0.12	0.125
Active library card holders, as a percentage of population	N/A	19,338 (26%)	22,050 (30%)	28,500 (39%)	28,000 (40%)
Percentage of customers satisfied with quality of staff assistance	N/A	TBD	65%	55%	60%
<b>Service: Priority #4 – Technology Tools and Training</b>					
Number of personalized technical assistance appointments (per month)	N/A	5	12	5	10
Total program attendance at technology classes	N/A	108	140	125	140
Percentage of staff demonstrating technology competency	N/A	TBD	65%	65%	70%
Percentage of participants satisfied with technology class usefulness	N/A	TBD	65%	60%	60%

Data Source Method: Library Circulation Records, Partner/Volunteer Evaluations, Customer Service Surveys.

Note: North Carolina averages obtained from the State Library of North Carolina Annual Statistics FY2012. FY 2012-13 outcomes listed "TBD" will have statistics collected in November 2014-January 2015 Reporting Surveys.

### FY 2014-15 Objectives

- Implement Library Strategic Plan goals for Year 2, including: 1) Increasing community outreach through effective marketing of library services and 2) Target collection expansion through use of data analysis based on circulation statistics and community preferences.
- Increase percentage of patron of registration by 10%.
- Provide increased online opportunities for patrons to access databases and physical collection.

### Budget Highlights

- New Position Request: The FY 2014-15 Manager Recommended Budget includes a Communication Specialist (1.0 FTE), effective January 1, 2015 (\$25,861). Existing non-permanent funds will partially offset position costs, which total \$5,460. This position would oversee dissemination of department specific information to the public, promote and enhance the public image of the library within county government and work with local organizations and community groups.
- Recurring Capital: The Main Library's budget includes funds for the replacement of 133 shelves (\$15,295). The original shelves moved from the Library's old location, in the Whitted Building; the current shelf height is prohibitive to effective library operations and security measures.

## **Library Services - continued**

- Proposed Fee Schedule Changes, effective July 1, 2014:
  - Out Of County Fee: Eliminate the out-of-county fee for residents residing in adjacent counties (Alamance, Chatham and Durham). Note: Through 2018, Person and Caswell County residents currently do not pay an out-of-county fee, per the Hyconeechee Regional Library dissolution agreement. Anticipated revenue loss: \$400.  
Prior Rate: \$25  
New Rate: \$0
  - Kindle Replacement Fee: Replacement of lost or damaged Kindle. No anticipated revenue change.  
Prior Rate: \$390  
New Rate: \$150
  - Color Photocopies: Page cost for color copies. The department is adding a public-use color printer, for the first time. Anticipated revenue increase: \$600.  
Prior Rate: \$0  
New Rate: \$0.25
  - Fines – Overdue Kindle: Daily fine rate for late Kindle return. No anticipated revenue change.  
Prior Rate: \$5  
New Rate: \$1

### **Library Services: Carrboro Branch Library – McDougle Middle School**

#### **Major Services**

- Select and provide access to a broad selection of high-interest print and non-print materials for popular reading and basic informational sources.
- Provide access to up-to-date computers with basic software, internet access, and printing capabilities.
- Provide patron assistance in accessing and utilizing materials and technology.
- Provide basic pre-school programming to highlight collection, instill reading skills in children and attract new patrons to the library.
- Contract with CCHSS includes predetermined set hours of operation and stipends for janitorial service and technology support.
- Current hours of operation – 26 hours

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
3:30pm – 8pm	3:30pm – 8pm	3:30pm – 8pm	3:30pm – 8pm	closed	10am – 2pm	1pm – 5pm

#### **FY 2013-14 Outcomes**

- Continue to staff both Cybrary and Carrboro McDougle with longer shifts and rotation of staff, providing enhanced staff efficiency and improved customer service, for both branches.
- All staff trained on emergency preparedness for Fire, Medical, Weather, Emergency, etc.
- Expand work on Southern Branch criteria to include the public input and assessment phase

## ***Library Services - continued***

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
<b>Service: Usage of CBL</b>					
Circulation of materials	47,066	47,000	44,000	42,000	42,000
Average number of computer users per public internet terminal	811	520	585	516	600
Library visits (annually)	24,262	23,000	23,700	24,000	24,500

### **FY 2014-15 Objectives**

- Provide support for ongoing work with the Manager's Office toward identifying a site for the Southern Branch Library.

### **Budget Highlights**

- New Position Request: The FY 2014-15 Manager Recommended Budget includes a 0.25 FTE Increase for a Librarian I position (currently 0.75 FTE), effective July 1, 2014 (\$12,914). The Branch Librarian works 30 hours/week managing the daily operations of the Cybrary and Carrboro McDougle branches, as well as a member of the Administrative Leadership Team, at Main.
- Personnel: FY 2014-15 Budget increase includes realigned funds to reflect the use of shared employees, while working at specific branches (\$13,251).

### **Library Services: Cybrary Branch Library**

#### **Major Services**

- Select and provide access to a small collection of high-interest print and non-print materials for popular reading and basic informational sources.
- Provide access to up-to-date computers with basic software, internet access, and printing capabilities.
- Provide patron assistance in accessing and utilizing materials and technology.
- Current hours of operation – 39 hours per week

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
9am – 4pm	9am-4pm	9am – 4pm	9am – 4pm	9am – 4pm	10am – 2pm	closed

### **FY 2013-14 Outcomes**

- Continue to staff both Cybrary and Carrboro McDougle with longer shifts and rotation of staff, providing enhanced staff efficiency and improved customer service, for both branches.
- All staff trained on emergency preparedness for Fire, Medical, Weather, Emergency, etc.

## ***Library Services - continued***

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<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Support library services including technology and research assistance.</b>					
Average number of computer users per public computer.	1,555	1,600	1,250	1,236	1,200
Library visits (annually)	18,077	18,500	16,715	17,000	17,000

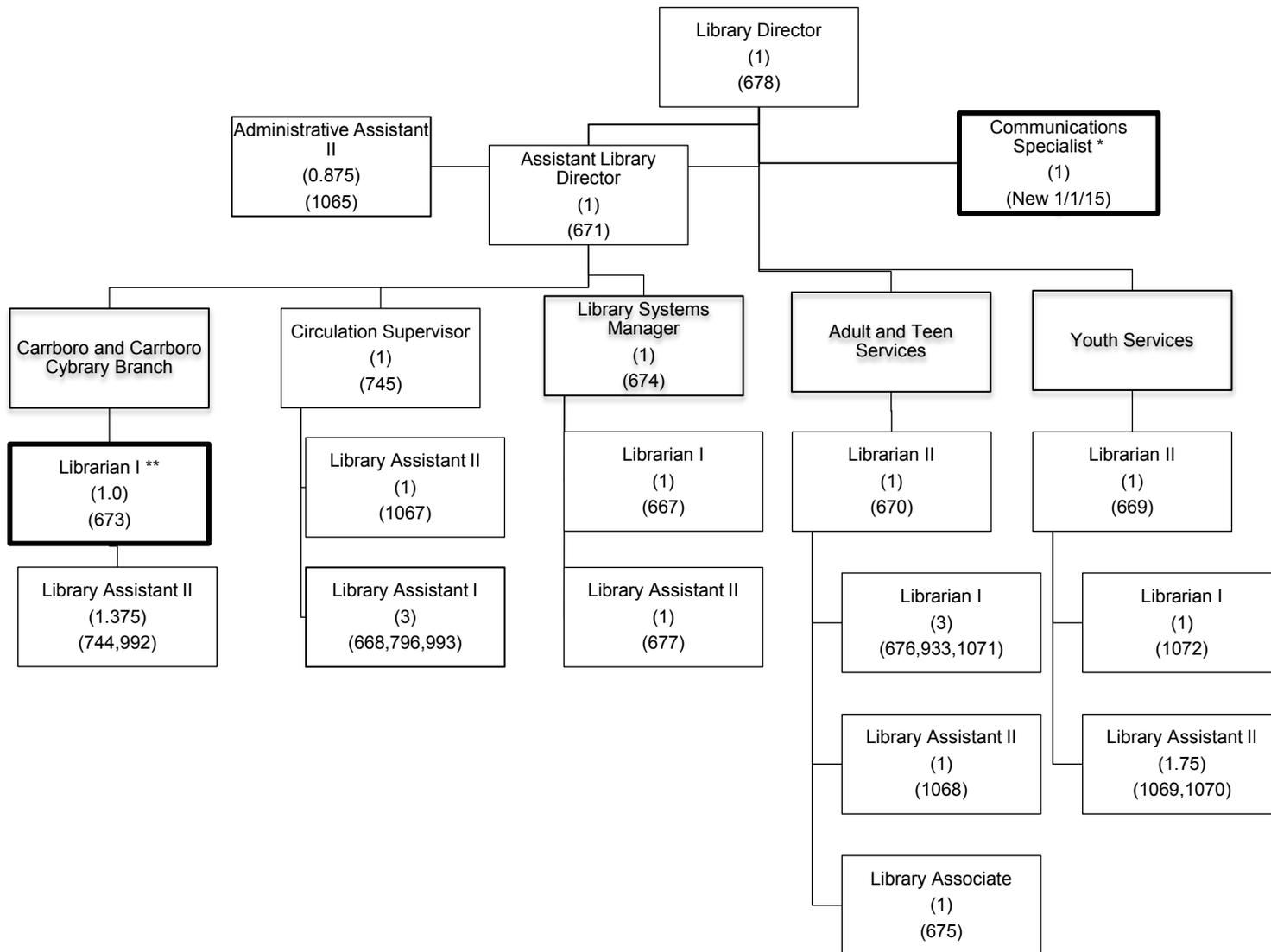
### **FY 2014-15 Objectives**

- Provide support for ongoing work with the Manager's Office toward identifying a site for the Southern Branch Library.

### **Budget Highlights**

- Personnel: FY 2014-15 Budget includes a budget reduction of \$13,251; the realigned funds reflect a reduction for the use of shared employees, while working at specific branches.

# Library Services



FY2014-15 Recommended

\*New Position Recommended

\*\*Recommended increase in hours (#673: +0.25)

## Non-Departmental Summary

### *Governing and Management*

Listed below are appropriations for non-departmental Governing and Management related funds and entities.

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>Governing and Management</b>						
3R Fee For County Property	3,064	2,980	4,158	3,538	3,600	3,600
3R Fee Payments in Lieu of Taxes	49,246	61,780	40,000	75,112	40,000	40,000
401 K Plan Enhancement	0	0	0	0	475,000	800,000
ASCAP	1,062	1,048	1,000	1,000	1,000	1,000
Community Giving Fund	0	10,000	0	0	0	0
Drug Testing	13,061	10,658	12,000	14,000	14,000	14,000
Employee Development	19,648	27,602	41,500	30,000	56,000	56,000
Health Incentives Program	0	0	12,440	12,440	48,200	48,200
Health Insurance Increase	0	0	226,444	0	470,415	423,446
Living Wage Adjustment	0	0	0	0	10,140	10,140
Manager's Miscellaneous	0	0	20,000	0	20,000	20,000
Meeting Support Supplies	51	0	0	0	0	0
Pay Plan Equity Retention	0	0	0	0	30,000	30,000
Recruitment/Selection	1,924	11,982	28,500	28,500	28,500	28,500
Referendum Education	49,900	0	0	0	0	0
Retiree Health Insurance	1,542,843	1,487,571	2,026,919	1,634,000	2,063,180	1,813,180
Salary - Cost Of Living Adjust	0	0	1,200,920	0	2,000,000	1,675,000
School Collaboration Consultant	687	510	2,000	2,000	2,000	2,000
Sportsplex Mbrship - Co. Share	43,360	40,384	41,000	40,000	39,932	39,932
Triangle J Dues	19,645	18,688	23,300	23,300	23,300	23,300
Tuition Refunds	10,394	8,907	15,000	15,000	15,000	15,000
Wayfaring Signage	48,000	0	0	0	0	0
<b>Governing and Management Total</b>	<b>\$ 1,802,885</b>	<b>\$ 1,682,109</b>	<b>\$ 3,695,181</b>	<b>1,878,890</b>	<b>\$ 5,340,267</b>	<b>\$ 5,043,298</b>

# **Governing and Management Non-Departmentals**

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**3R Fee for County Property** **\$3,600**

These funds cover the Waste Reduction, Reuse, and Recycling (WRRR) fees assessed to County properties.

**3R Payment-in-Lieu of Taxes** **\$40,000**

These funds cover the Waste Reduction, Reuse, and Recycling (WRRR) fees assessed to property owners in Orange County, who have been granted a waiver by the County due to their financial inability to pay.

**401K Plan Enhancement** **\$800,000**

These funds continue the County match of employees' contributions of up to \$50.00 per pay period (for a maximum annual County contribution of \$1,200) for all general (non-sworn law enforcement officer) employees, and provides for an additional \$325,000 in FY 2014-15 to increase the match to \$62.50 per pay period (for a maximum annual County contribution of \$1,500) for all general (non-sworn law enforcement officer) employees. See Appendix A for more details.

**American Society of Composers, Authors, and Publishers (ASCAP)** **\$1,000**

Annual dues paid to ASCAP, a not-for-profit performing rights organization that protects its members' musical copyrights by monitoring public performances of their music, whether via a broadcast or live performance, and compensating them accordingly.

**Drug Testing** **\$14,000**

These funds provide for the actual costs of drug and alcohol tests as well as for the administration of the random testing program and Federal reporting.

**Employee Development/Computer Training** **\$56,000**

Funds for in-house employee training. This includes funds for initiatives in computer training, cultural diversity and cultural awareness training, Spanish language training, supervisory training (including sexual harassment, ADA, performance management) and customer service. The Funding increase will implement e-learning capabilities. This increase will 1) assist in the assessment of future distance-learning initiatives and 2) enhance the participants' learning environment by upgrading our HR training room's technology similar to our school system classrooms.

HR relies on easy and efficient ways to keep our county workers engaged. With groundbreaking professional technology solutions, Orange County can bring together employees from different areas across the county, in one room in real-time, without the expense of travel.

**Health Incentives Program** **\$48,200**

A new wellness program to improve employees' health, reduce their medical and dental claims and increase productivity (decreased sick leave usage). The projected increase reflects the cost for printed materials and incentives; mini-grants for employees who propose a healthy activity; and contracting biometric screenings and health assessments.

**Health Insurance Increase** **\$423,446**

Funds for anticipated health insurance increase. Recommended funding for FY 2014-15 will allow for a 14.35% increase in health insurance expenses, effective January 1, 2015. See Appendix A for more details.

**Governing and Management Non-Departmentals - continued**

**Living Wage Adjustment** **\$10,140**  
 Provides for a living wage increase from a current rate of \$10.97/hour to \$11.21/hour, effective July 1, 2014. See Appendix A for more details.

**Manager’s Miscellaneous** **\$20,000**  
 This account provides funds for miscellaneous, non-budgeted expenditures that often arise during the fiscal year. It provides the Manager with the flexibility to handle small non-budgeted items as they occur immediately. This account prevents requesting small expenditures from the Board of Commissioners’ contingency account.

**Meeting Support Supplies** **\$0**  
 Funds for supplies and meal costs for Board of County Commissioners (BOCC) related meetings. Historically, funds were paid from this line item, but beginning with the FY 2011-12 Commissioner Approved Budget these funds were moved to the BOCC’s budget.

**Pay Plan Equity Retention** **\$30,000**  
 Funds are used to award position reclassifications or equity/retention salary adjustments to address establishing or re-establishing equitable salary relationships among employees in a work unit or in related work units or to support retention.

**Recruitment and Selection** **\$28,500**  
 Funds to cover costs of the recruitment, selection process and relocation expenses, for positions at and above the department head level.

**Referendum Education** **\$0**  
 Funds to cover costs of an education campaign related to the Article 46 (¼ cent) Sales Tax vote in the November 2011 election.

**Retiree Health Insurance** **\$1,813,180**  
 The projected increase, for 33 new retirees, anticipates a 14.35% health insurance increase and a 10% increase, in Medicare costs. As the post-65 retiree population ages, their Medicare Plan F premiums increase based on the retirees' age, resulting in a higher total cost for retiree health coverage. See Appendix A for more details.

<b>Fiscal Year</b>	<b>Retirees During Fiscal Year</b>	<b>Retiree Health Insurance</b>	<b>Change from Prior Year</b>
2010-11	18	\$1,352,193	22.82%
2011-12	23	\$1,506,702	11.43%
2012-13	11	\$1,522,067	1.02%
2013-14	24	\$2,026,919	33.17%
2014-15	33	\$1,813,180	10.55%

**Salary - Cost of Living (COLA) and Merit Pay Adjustments** **\$1,675,000**  
 Funds for a COLA increase of 1.75%, effective July 1, 2014, and an employee performance award of between \$500 and \$1,000, effective with WPPR Review Dates from July 1, 2014 to June 30, 2015. See Appendix A for more details.

***Governing and Management Non-Departmentals - continued***

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**School Collaboration Consultant** **\$2,000**  
To cover mediation costs associated with school district collaboration meetings.

**Sportsplex Membership – County Share** **\$39,932**  
Funding to offer discounted Sportsplex memberships to permanent County employees.

**Triangle J Council of Government (TJCOG) – Dues** **\$23,300**  
Funds are budgeted to pay TJCOG dues for regional Emergency Medical Services, Aging, and Ombudsman support.

**Tuition Refunds** **\$15,000**  
These funds reimburse County employees for tuition, fees and books for job related courses. With this incentive, employees can pursue educational qualifications to enhance their professional growth, achieve higher-level positions and enrich current employment. To date, 15 employees participated in the program, in FY 2013-14.

**Wayfinding Signage** **\$0**  
Funds to support implementation of the Hillsborough Signage and Wayfinding Program for County facilities.

## Non-Departmental Summary

### *General Services*

Listed below are appropriations for non-departmental General Services related funds and entities.

	2011-12	2012-13	2013-14	2013-14	2014-15	2014-15
	Actual	Actual	Original	12-Month	Department	Manager
<b>General Services</b>	<b>Expenditures</b>	<b>Expenditures</b>	<b>Budget</b>	<b>Estimate</b>	<b>Requested</b>	<b>Recommended</b>
Contribution for Sanitation Svs.	1,617,852	1,594,226	1,869,496	1,869,496	1,856,543	1,856,543
Greene Tract Reimbursement	90,549	90,549	0	0	0	0
Stormwater Fees For Co. Property	11,856	11,856	12,000	14,544	15,000	15,000
<b>General Services Total</b>	<b>\$ 1,720,257</b>	<b>\$ 1,696,631</b>	<b>\$ 1,881,496</b>	<b>1,884,040</b>	<b>\$ 1,871,543</b>	<b>\$ 1,871,543</b>

## **General Services Non-Departmentals**

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### **Contribution for Sanitation Services**

**\$1,856,543**

The Sanitation Division was transferred from the General Fund to the Solid Waste Fund, effective July 1, 2010. The General Fund makes an annual contribution to the Solid Waste Fund for related Sanitation operations.

### **Greene Tract Reimbursement**

**\$0**

This represents the County's share to the Solid Waste Enterprise Fund for the Greene Tract. FY 2012-13 was the fifth and final year of the Greene Tract Reimbursement program.

### **Stormwater Fees for County Property**

**\$15,000**

These funds provide for payment to the Town of Chapel Hill for stormwater utility fees assessed to County properties.

## Non-Departmental Summary

### *Community and Environment*

Listed below are appropriations for non-departmental Community and Environment related funds and entities.

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>Community and Environment</b>						
Blackwood and Cate Oper.	3,672	2,501	8,000	6,500	4,500	0
Business Incentive Payments	0	0	20,000	0	0	0
Comprehensive P&R Master Plan	0	20,880	9,000	9,702	0	0
DCHC Metropolitan Planning Org.	0	0	28,080	27,055	28,956	28,956
Farmer Foodshare	0	0	5,000	5,000	15,000	5,000
Friends Of North Carolina	0	0	0	0	15,000	15,000
Hills/Orange Strategic Plan	0	0	10,000	10,000	10,000	10,000
Jordan Lake Partnership Dues	4,633	1,441	58,801	58,801	8,900	8,900
Jordan Lake Water Storage Dues	2,758	2,305	11,200	11,200	11,200	11,200
Lake Orange	1,514	2,077	18,740	15,000	18,740	18,740
OAWS Infrastructure Consultant	30,650	0	0	0	0	0
Partnership-Dvpmt & Infrastructure	2,500	0	2,500	2,500	2,500	2,500
Pied. Conservation Council Dues	0	0	2,000	2,000	2,000	2,000
Piedmont Food & Processing Ctr	0	0	10,400	0	0	0
RT Regional Partnership	19,841	20,149	20,367	20,367	0	0
Rural Planning Organization	7,500	7,500	8,000	7,500	8,000	8,000
TJCOG Water Supply Project	11,964	13,119	13,119	13,119	13,119	13,119
Upper Neuse River Basin Dues	26,137	26,137	68,342	78,341	96,236	96,236
<b>Community and Environment Total</b>	<b>\$ 111,169</b>	<b>\$ 96,110</b>	<b>\$ 293,549</b>	<b>\$ 267,085</b>	<b>\$ 234,151</b>	<b>\$ 219,651</b>

# Community and Environment

## Non-Departmentals

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**Blackwood, Twin Creeks (Cate) and Millhouse Operations** **\$0**

These funds provide the necessary operating costs associated with utility service costs and security system service at the farmhouses located at future park sites. Building stabilization and repair is funded from another source. Beginning in FY 2014-15, operating expenses for Blackwood Farm Park, and all other park projects, have been moved to the Department of the Environment, Agriculture, Parks and Recreation's budget, within the Parks Division.

**Business Incentive Payments** **\$0**

Funds for annual incentive payments to AKG of America for the business creation in Orange County and for meeting the expansion and recruitment goals, as per Agreement. Additional property tax revenue will more than offset the incentive payment. The funds used for this item are paid from Article 46 Sales Tax proceeds.

**Comprehensive Parks and Recreation Master Plan** **\$0**

These funds provide for a temporary or contract staff person for data collection, research, graphics, and drafting of the Comprehensive Parks and Recreation Master Plan.

**Durham-Chapel Hill-Carrboro (DCHC) Metropolitan Planning Organization** **\$28,956**

The Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (DCHC-MPO) is the regional organization responsible for transportation planning for the western part of the Research Triangle area. The DCHC urbanized planning area covers all of Durham County, a portion of Orange County including the Towns of Chapel Hill, Carrboro, and Hillsborough, and Northeast Chatham County. The DCHC MPO receives federal funds for planning purposes, which require a 20% local match. Historically, the City of Durham has paid 100% of this match. Beginning in budget year FY2013-14, all member agencies are being asked to share in these costs based on population within their planning jurisdiction.

**Farmer Foodshare** **\$5,000**

Farmer Foodshare connects farm fresh food with agencies that serve the hungry. Formed by the farmers and shoppers of the Carrboro Farmers' Market, the agency provides fresh food to agencies, such as food pantries and local schools, that needed the healthiest possible food in their programs.

**Friends of North Carolina** **\$15,000**

Managed by the State of NC and the NC Dept. of Commerce, the Friends of North Carolina is an advisory council to the North Carolina Commerce Trade & Development Fund, a non-profit organization that helps market North Carolina's dynamic business environment globally and nationally. This active group coordinates private sector involvement in economic development and trade endeavors that help tell North Carolina's business story to the nation and world.

## ***Community and Environment Non-Departmentals - continued***

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### **Town of Hillsborough/Orange County Strategic Growth Plan Phase II** **\$10,000**

In FY 2005-06, the BOCC and Town of Hillsborough collaborated on the Town of Hillsborough/Orange County Strategic Growth Plan Phase I, which was adopted by both entities. Phase I set the growth management framework through a resolution to prompt work to be done in Phase II. Coordinated Planning Zones, annexation boundaries, land use patterns and intensities and complementary resource and infrastructure plans and outreach are all part of Phase II.

### **Jordan Lake Partnership Dues** **\$8,900**

Orange County joined an 11-local government coalition with a goal of “collaboratively defining Jordan Lake’s role in a long term sustainable and secure regional water supply for the Research Triangle Region.” Funds in this account are used to pay Jordan Lake Partnership dues.

### **Jordan Lake Water Storage Allocation Dues** **\$11,200**

Represents Orange County’s annual payment to the State of North Carolina for the current 1 million gallons per day (mgd) Level II allocation the County previously held plus 3 mgd Level II as part of the new supply request. To retain the allocation, the County pays one percent of the operations, maintenance and rehabilitation program costs. The State of North Carolina has the responsibility to allocate and manage water supply storage in Jordan Lake, and the Division of Water Resources is the lead agency for carrying out this charge.

### **Lake Orange** **\$18,740**

These funds provide for maintenance, grass cutting and other grounds keeping at Lake Orange and upstream sediment structures. Lake Orange maintenance funds serve to protect the County’s interests in the infrastructure of Lake Orange, as a drinking water source and natural habitat in the Eno River channel. Reservoirs require protection from the growth of trees on dams, the activities of beavers clogging overflow structures raising water levels to unsafe levels, and from the loss of storage volume due to collected sediment. The increase in this year’s budget is due to anticipated one-time tree clearing near the overflow structure and anticipated costs of rehabilitation at the upstream sediment structures. Moving forward, the operational budget will include all maintenance or inspections of the dam infrastructure. The budget will be larger than in years past due to regularly scheduled inspections and a pro-active maintenance schedule.

### **OAWS Water Infrastructure Consultant** **\$0**

The Efland-Mebane Small Area Plan Task Force has identified infrastructure expansion as one of the key elements needed to support future residential and economic development opportunities in the Efland area. The Orange-Alamance Water System (OAWS) is an existing utility that extends through much of the study area. While it covers a sizable area, the system is constrained in its ability to provide fire suppression and/or support expanded service. A study that analyzes the current system and identifies options for the future is needed to determine a course of action for water service in the Efland area. County officials worked with OAWS officials to share in the cost of the needed study during FY 2011-12.

## **Community and Environment Non-Departmentals - continued**

### **Partnership for Development and Infrastructure** **\$2,500**

The mission of the Partnership, which is an advisory committee of the Triangle J Council of Governments, is to bring together community and regional partners to work on long-term, regional strategies for the development and conservation of land, infrastructure to support development and improved mobility. A BOCC member is on the committee and the Planning Department serves as a supporting liaison.

### **Piedmont Conservation Council (PCC) Dues** **\$2,000**

Originally set up by the USDA as part of a national network of Resource and Development Councils, PCC leverages people and resources for innovative projects that promote conservation and sustainable communities. The PCC Council is comprised of three representatives from Alamance, Caswell, Chatham, Durham, Guilford, Orange, Randolph, Rockingham, and Wake Counties. These Council members provide technical expertise and local connections, as well as identify new Council initiatives. Each county also has a member that serves on the Executive Board that makes regular business decisions and oversees the daily operations of PCC.

### **Piedmont Food and Processing Center** **\$0**

One-time allocation in FY2013-14 to support the center's first year as an independent entity, in FY 2013-14.

### **Research Triangle Regional Partnership** **\$0**

The Research Triangle Regional Partnership is a non-profit partnership organization consisting of sixteen (16) counties in the Research Triangle region. The organization's mission is to market the region for the economic benefit of its communities. Beginning in FY 2014-15, the County recommends discontinuing its involvement with the partnership since the RTRP's revised dues formula doubles the current year contribution of \$20,367 with no additional County benefits, to a new annual fee (now set at 30 cents per capita for FY 2014-2015) of approximately \$41,000. For FY 2014-2015, the Orange County Economic Development office recommends that the County consider switching to a lower cost economic development marketing partnership directly with the North Carolina Department of Commerce and its "Friends of North Carolina" corporate recruiting non-profit marketing agency.

### **Rural Planning Organization (RPO)** **\$8,000**

The State of North Carolina created the Rural Planning Organization (RPO) in order to review, analyze and recommend planning and improvements to rural area transportation networks. Triangle J Council of Governments is the lead agency to coordinate a multi-county rural region adjacent to the Durham/Chapel Hill Metropolitan Planning Organization (MPO), which handles more urban issues. Orange County's membership in the RPO requires one commissioner, the county manager (or a designee), and the transportation planner to be participating members.

### **Triangle J Council of Government (TJCOG) - Water Supply Monitoring Project** **\$13,119**

The greater Research Triangle Area is a six-county region within the upper Cape Fear and upper Neuse River Basins in North Carolina. Two multipurpose reservoirs, eight smaller reservoirs, and six rivers supply water for the 30 municipalities in the area.

Because of this reliance on surface water for water supply and the potential impact of growth on the quality of the region's water supply sources, local governments in the region recognize that water-quality monitoring is crucial to the protection of the Triangle Area's surface-water

## ***Community and Environment Non-Departmentals - continued***

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resources. With assistance from the U.S. Geological Survey (USGS), the Project has collected and analyzed water-quality samples from reservoirs and streams and collected continuous discharge record from streams in the study area for more than 20 years.

The Triangle Area Water Supply Monitoring Project was established to provide local governments with water-quality and stream flow data that could be used to protect and monitor the area's surface-water supplies. Specific goals of the Project are to:

1. Supplement existing data on major ions, nutrients, and trace elements to enable determination of long-term trends;
2. Examine differences in water quality among water supplies within the region, especially differences among smaller upland sources, large multipurpose reservoirs, and run-of-river supplies;
3. Provide tributary loading and in-lake data for predictive modeling of Falls and Jordan Lakes; and
4. Establish a database for the presence of synthetic organic compounds in surface water in the region.

### **Upper Neuse River Basin Dues**

**\$96,236**

These funds provide for Orange County to remain a member of the Upper Neuse River Basin Association. Starting in FY 2013-14, activities undertaken by the UNRBA over the next five to ten years, to alter Stage II of the Falls Lake Rules, will require substantial funding. UNRBA has contracted with Cardo ENTRIX to conduct a comprehensive surface water monitoring project over a four-year period (2015-18), the purpose of which is to collect better data needed to revise the State's nutrient reduction goals that will be required of all local governments in the Upper Neuse watershed (including Orange County). The funding request also includes a FY 2013-14 mid-year funding increase of \$10,000 for a Best Management Practices (BMP) nutrient credit development project.

## Non-Departmental Summary

### *Human Services*

Listed below are appropriations for non-departmental Human Services related funds and entities.

	2011-12	2012-13	2013-14	2013-14	2014-15	2014-15
	Actual	Actual	Original	12-Month	Department	Manager
Human Services	Expenditures	Expenditures	Budget	Estimate	Requested	Recommended
A Helping Hand	0	1,600	2,000	2,000	3,100	2,000
Alliance of AIDS Services	2,500	2,500	3,000	3,000	0	0
Big Brothers Big Sisters	1,500	2,000	2,000	2,000	6,000	2,000
Boys & Girls Club of Eastern Piedmont	0	0	5,000	5,000	10,000	2,000
Bridge II Sports	0	0	0	0	2,500	2,500
CH/Carrboro Meals on Wheels	1,500	1,500	2,000	2,000	10,000	4,000
CH/Carrboro YMCA Boomerang	2,000	2,000	5,000	5,000	7,000	5,000
Charles House	12,000	12,000	15,000	15,000	18,000	15,000
Club Nova	75,000	75,000	75,000	75,000	75,000	75,000
Communities in Schools-OC	102,000	102,000	102,000	102,000	107,000	102,000
Community Empowerment Fund	0	0	5,000	5,000	5,000	5,000
Community Home Trust	149,000	149,000	149,000	149,000	149,000	149,000
Compass Center	57,600	59,500	59,500	59,500	60,300	59,500
Dispute Settlement Center	16,000	76,000	76,000	76,000	78,500	76,000
Duke Homecare & Hospice	0	1,000	1,000	1,000	1,200	1,000
El Centro Hispano	15,000	17,000	20,000	20,000	30,000	20,000
El Futuro	20,000	22,000	27,500	27,500	34,500	27,500
EmPOWERment	13,000	13,000	15,000	15,000	20,000	15,000
Freedom House	26,000	28,000	29,000	29,000	29,500	29,000
Habitat for Humanity	10,000	10,000	20,000	20,000	20,000	20,000
Housing for New Hope	20,000	20,000	20,000	20,000	22,000	22,000
Human Rights Center	0	0	1,000	0	2,592	1,000
Human Services Forum	0	0	5,000	5,000	5,000	5,000
Impact Fee Reimbursement	0	0	0	0	175,000	175,000
Interfaith Council	41,000	41,000	41,000	41,000	41,000	41,000
JOCCA	40,000	20,000	0	0	0	0
KidSCOpe	75,000	75,000	75,000	75,000	98,562	75,000
Marian Cheek Jackson Center	0	0	4,500	4,500	9,000	4,500
Medical Examiner	30,500	22,300	38,000	38,000	38,000	38,000
OC American Red Cross	2,000	0	0	0	0	0
OC Disability Awareness Council	2,500	2,500	2,500	2,500	7,500	4,000
OC Literacy Council	11,000	12,000	12,000	12,000	15,000	12,000
OC Partnership for Young Children	0	0	0	0	2,000	2,000
OC Rape Crisis Center	25,000	25,000	25,000	25,000	35,000	30,000
OE Enterprises, Inc.	45,100	45,100	45,100	45,100	50,000	45,100
Orange Congregations in Missions (OCIM)	35,000	35,000	38,000	38,000	45,000	40,000
Piedmont Health Services	10,000	0	0	0	1,000	0
Planned Parenthood	20,000	20,000	20,000	20,000	20,000	20,000
Pre-Trial Services	70,000	110,000	0	0	30,000	0
Previously Unfunded Organizations	0	0	0	0	256,498	0
RENA	0	0	1,000	1,000	10,000	1,000
School Health Nurse Contract	630,040	683,706	683,706	683,706	697,380	697,380
Senior Care of Orange County	20,000	20,000	25,000	25,000	25,000	25,000
Social Justice Reserve Fund	0	0	250,000	250,000	250,000	100,000

## Non-Departmental Summary

### *Human Services*

Listed below are appropriations for non-departmental Human Services related funds and entities.

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
The Arc of Orange County	3,000	4,000	4,000	4,000	5,000	5,000
Triangle Radio Reading Service	1,000	0	0	0	0	0
Voices Together	0	0	5,000	5,000	15,000	5,000
WC Breeze Family Farm	22	0	0	0	0	0
<b>Human Services Total</b>	<b>\$ 1,584,262</b>	<b>\$ 1,709,706</b>	<b>\$ 1,908,806</b>	<b>\$ 1,907,806</b>	<b>\$ 2,522,132</b>	<b>\$ 1,959,480</b>

# Human Services Non-Departmentals

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## **A Helping Hand**

**\$2,000**

A Helping Hand enables senior citizens to live independently, maintain high levels of wellness and avoid institutionalized care. Services provided include transportation to the doctor, assistance with shopping for nutritious food and preparing healthy meals, assistance with business correspondence, and light housekeeping for a clean and safe home environment.

## **Alliance of AIDS Services**

**\$0**

This agency operates two family care homes for low-income people living with HIV/AIDS, six of whom currently live at the Orange Community Residence (“Orange House”) in Carrboro. This grant will assist the Alliance in providing the proper nutrition and medication needed for the six residents in the Orange House. The agency did not apply for funding, in FY 2014-15.

## **Big Brothers Big Sisters of the Triangle**

**\$2,000**

Big Brothers Big Sisters of the Triangle provides children facing adversity with strong and enduring professionally supported one-to-one relationships that change their lives for the better, forever. Big Brothers Big Sisters (BBBS) of the Triangle offers two services: community-based and school-based mentoring.

## **Boys and Girls Club of Eastern Piedmont**

**\$2,000**

The Boys and Girls Club of Eastern Piedmont provides Orange County school age children and youth especially from challenging circumstances, with a professionally supervised, consistent environment where they are safe, equally accepted and able to participate in goal-oriented programs that enhance their self-esteem and assist them to achieve their full potential as productive, responsible and caring citizens.

## **Bridge II Sports**

**\$2,500**

Bridge II Sports creates opportunities for children and adults with physical challenges to participate in team, individual, and recreational activities. Funds will support recruitment efforts and adapted sports programs that serve Chapel Hill residents, with physical disabilities.

## **Chapel Hill-Carrboro Meals on Wheels**

**\$4,000**

The Chapel Hill-Carrboro Meals on Wheels program aims to nourish the bodies and spirits of the homebound with a balanced meal and the human connection they need to help them live independently. The agency uses volunteers to deliver nutritious noonday meals with cheerful personal visits to those who are homebound or recovering from surgery.

## **Chapel Hill-Carrboro YMCA Boomerang**

**\$5,000**

Boomerang is an alternative suspension program for middle and high school a student that engages youth, at-risk for disconnection and their communities, with a supportive alternative environment for out of school time, and advocating for community. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

## ***Human Services - continued***

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**Charles House** **\$15,000**

Charles House is a private, nonprofit organization whose mission is threefold: 1) Enriching the lives of seniors; 2) Supporting families caring for aging family members; and 3) Representing the community's commitment to its elders.

**Club Nova** **\$75,000**

Club Nova provides opportunities for individuals with mental illness to lead meaningful lives of their choice in the community. Club Nova serves adults in Orange County, living with severe and persistent mental illness, and provides them with structured daily activities, as well as social, vocational and residential opportunities that they would not otherwise have.

**Communities in Schools of Orange County** **\$102,000**

Communities in Schools seek to surround students with a community of support, empowering them to stay in school and achieve in life. The agency provides two afterschool programs, at seven middle schools, and supports three additional Middle School After School (MSAS) Programs.

**Community Empowerment Fund** **\$5,000**

The Community Empowerment Fund (CEF) cultivates opportunities, assets and communities that support the alleviation of homelessness and poverty. CEF is a student-powered nonprofit that pairs volunteers with its members to provide personalized, one-on-one assistance.

**Community Home Trust** **\$149,000**

Community Home Trust is a nonprofit provider of affordable housing. Its mission is to create and maintain permanently affordable housing. The agency implements the inclusionary housing policies of local governments. Although the agency's funding is budgeted in the Human Services Non-Departmental accounts, the Department of Housing, Human Rights and Community Development administers the contract.

**Compass Center for Women and Families** **\$59,500**

The Compass Center helps individuals and families build stable lives by increasing self-sufficiency and preventing domestic violence. The agency provides direct services, including crisis response and court advocacy, and long-term tools for self-sufficiency, including financial literacy education, career exploration and access to legal information. The former Family Violence Prevention Center of Orange County and The Women's Center merged on July 1, 2012 to become the Compass Center for Women and Families.

**Dispute Settlement Center** **\$76,000**

The Dispute Settlement Center promotes and brings about peaceful settlement of disputes and prevents the escalation of conflict through mediation, facilitation, conciliation, and training. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

## ***Human Services - continued***

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### **Duke HomeCare and Hospice**

**\$1,000**

Duke HomeCare and Hospice provides medical, psychosocial, spiritual and bereavement care for terminally ill patients and families, regardless of ability to pay. Bereavement services are provided to anyone in the community, regardless of connection to hospice, through individual, family, and group sessions, as well as in the Chapel Hill-Carrboro and Orange County School Systems.

### **El Centro Hispano**

**\$20,000**

El Centro Hispano is a grassroots community-based organization dedicated to strengthening the Latino community and improving the quality of life of Latino residents in Carrboro, Chapel Hill, and the surrounding area. El Centro Hispano in Carrboro creates programs to build community strengths and skills through referral/resource services, translation/interpretation, employment services, legal consultations and mediation; and English for speakers of other languages (ESOL) literacy.

### **El Futuro**

**\$27,500**

El Futuro addresses the behavioral health needs of North Carolina's Latino community by promoting behavioral health awareness, enhancing existing services, and developing a model clinic. Funds will support mental health and substance abuse services, for uninsured Orange County residents, for whom there are no other available services.

### **EmPOWERment**

**\$15,000**

The mission of EmPOWERment is to emPOWER people and communities to control their own destinies through affordable housing, advocacy, community organizing and grassroots economic development. With funding provided through the Human Services grant, EmPOWERment, Inc. has created a one-stop shop for affordable rental programs and services.

### **Freedom House Recovery Center**

**\$29,000**

Freedom House promotes, enhances and supports recovery for individuals affected by substance abuse and mental illness by using a holistic, person-centered approach. The goal of the Freedom House is to help alcoholics and drug addicts by providing the tools necessary to lead a life of recovery and to become productive members of society.

### **Habitat for Humanity of Orange County**

**\$20,000**

Habitat for Humanity provides decent affordable housing for families earning less than half of the area median income and who live in substandard housing. HHOC constructs simple, well-built homes that are then sold to qualifying families at affordable prices. Funding supports their "A Brush with Kindness" program.

### **Housing for New Hope**

**\$22,000**

Housing for New Hope's mission is to prevent and end homelessness by providing increased access to Healthcare, Integrated Services, and Housing. The agency provides homeless individuals and those at risk of homelessness with services, support, financial assistance, and affordable housing options to ensure that they can obtain and maintain a permanent place to live.

## ***Human Services - continued***

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### **Human Rights Center of Chapel Hill and Carrboro** **\$1,000**

The Human Rights Center promotes inter-cultural understanding and peoples' full recognition of the dignity and fundamental rights of the others across the many lines that divide; race, ethnicity, class, nationality, and religion. Funds will support bi-weekly ESL classes and general agency operations.

### **Human Services Administration** **\$5,000**

These funds will enhance the Outside Agency funding process and aid capacity building, within funded agencies. Orange County staff will work with funded agencies to leverage community resources and build administrative capacity, for both groups. Funds will provide technical assistance in the areas of organizational development, collaboration and community engagement. Funds will not sponsor the direct provision of agency services.

### **Impact Fee Reimbursement** **\$175,000**

On November 1, 1995, the BOCC approved a policy for impact fee reimbursement to local non-profit organizations that met the established eligibility criteria. Historically, the County managed reimbursements during the fiscal year. Beginning in FY 2014-15, the County will appropriate funds in the approved budget.

### **Inter-Faith Council for Social Service (IFC)** **\$41,000**

The Inter-Faith Council meets basic needs and helps individuals and families achieve their goals. They provide shelter, food, direct services, advocacy and information to people in need. The IFC accomplishes this through strong partnerships with volunteers, staff and those we serve. They rely on the active involvement of caring individuals, congregations and other community organizations.

### **Joint Orange-Chatham Community Action (JOCCA)** **\$0**

JOCCA provides services to very low-income families and individuals with the goal of improving their quality of everyday life. JOCCA offers the following services (1) nutrition and aging; (2) self-sufficiency services; (3) job training and employment; (4) community based assistance and teen court for youth offenders; and (5) energy conservation/weatherization and heating assistance.

### **KidSCOpe** **\$75,000**

KidSCOpe is an early intervention program that offers services to young children who are experiencing social, emotional, and/or behavioral difficulties. KidSCOpe will provide therapeutic mental health services and parent education to young Orange County children and their families.

### **Marian Cheek Jackson Center** **\$4,500**

The Marian Cheek Jackson Center advances the vitality, diversity, and historical integrity of neighborhoods struggling with displacement. Established in 2008, the agency preserves, engages, and acts on the rich history of Northside and Pine Knolls.

### **Medical Examiner** **\$38,000**

Funds are budgeted to perform autopsies and medical examinations as required at the University Medical Center.

## ***Human Services - continued***

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**Orange County American Red Cross** **\$0**

The American Red Cross, Orange County Chapter provides Disaster Services, Health and Safety Services and Blood Services to the citizens of Orange County.

**Orange County Disability Awareness Council** **\$4,000**

The Orange County Disability Awareness Council offers educational and advocacy projects to promote opportunities for persons with disabilities to work and live in an environment free of architectural, attitudinal, economic, structural, and societal barriers.

**Orange County Literacy Council** **\$12,000**

The Orange County Literacy Council helps adults reach their education, employment and life goals. Trained volunteers provide individualized and small group instruction to adult learners who want to improve their reading, writing, basic math, English language and GED preparation skills.

**Orange County Partnership for Young Children** **\$2,000**

The Orange County Partnership for Young Children aims to ensure that all young children arrive at school healthy and ready to succeed. Funds support the Transplanting Traditions Community Farm refugee farm project and Growing Health Kids Community Gardens Project.

**Orange County Rape Crisis Center** **\$30,000**

The Orange County Rape Crisis Center works to stop sexual violence and its impact through support, education, and advocacy. The agency provides residents with 24-hour crisis intervention services, community education, training, and provides educational programs for students, in Chapel Hill-Carrboro City Schools and Orange County Schools.

**OE Enterprises** **\$45,100**

OE Enterprises is a community rehabilitation program. OE Enterprises provides vocational training and sheltered employment programs for Orange County citizens who have employment barriers. OE Enterprises is a thriving business that promotes achievements, self-reliance, life choices and respect through relationships with community partners.

**Orange Congregations in Mission (OCIM)** **\$40,000**

Orange Congregations in Missions provides services to economically-challenged and homebound northern Orange County residents through volunteer efforts of diverse congregations and individuals. The agency provides nutritious meals to the frail and elderly in our community (Meals on Wheels) and nutritious food and financial assistance to the economically insecure population of northern Orange County (Samaritan Relief Ministry).

**Piedmont Health Services** **\$10,000**

Piedmont Health Services has served the health care needs of the citizens of central North Carolina, since 1970. The agency operates several community health centers, provides high quality, comprehensive family health care services and offers payment on a sliding fee scale, for those who qualify. The agency also provides bilingual care to a growing Spanish-speaking population. The Department of Health will budget and administer the contract funds, in FY 2014-15.

## ***Human Services - continued***

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### **Planned Parenthood of Central North Carolina** **\$20,000**

Planned Parenthood is an essential health care provider, committed to educating our communities and expanding and protecting access to reproductive health services. The agency provides education programming to reduce rates of unintended pregnancy and sexually transmitted infection, in the County, and educates residents about insurance plans available under the Affordable Care Act and provide information to help them enroll.

### **Pre-Trial Services** **\$95,000**

Pre-Trial Services screens, investigates, and monitors selected adult defendants released from jail pending disposition of their cases, thereby reducing costs otherwise paid by the county for housing inmates in local jails. Formerly known as Orange-Chatham Alternative Sentencing (OCAS). The Department of Social Services will budget and administer the contract funds, in FY 2014-15.

### **Rogers Road-Eubanks Neighborhood Association** **\$1,000**

The Rogers Road-Eubanks Neighborhood Association ensures the community residents and all North Carolinians have affordable access to safe drinking water, sanitary waste disposal, and safe communities; preserves and pass on the untold history of Rogers Eubanks neighborhood; to support youth in deepening their roots and strengthening their branches by developing their sense of responsibility, confidence, academic success, and commitment to environmental justice; and to organize neighbors and, together, face the challenges affecting the health and safety of residents in the neighborhoods that surround the Orange County landfill.

### **School Health Nurses Contract** **\$697,380**

In 2001, the Board of County Commissioners approved a School Nurse Funding Plan to promote the optimal health and well-being of all students, in Orange County. The goal of this plan was to provide one nurse to each of the existing schools at that time in both the Chapel Hill Carrboro City and Orange County School systems.

### **Senior Care of Orange County** **\$25,000**

Senior Care of Orange county, Inc. provides program services to frail or disabled older adults to help remain in their homes with family as long as possible. The program provides financial support to the Florence Gray Soltys Adult Day Health Program under the auspices of Senior Care of Orange County, Inc.

### **Social Justice Reserve Fund** **\$100,000**

The allocation of these funds sets up a reserve fund that could be used to offset potential State cuts to critical human service and other related programs. By holding the funds in reserve, the County will have funds to assure that the most critical services can be continued.

### **The Arc of Orange County** **\$5,000**

The Arc of Orange County works with and for people who have or are at risk for intellectual and/or developmental disabilities to promote full participation in areas of life in our community. Funds will offset the cost to provide educational and social experiences, not funded through Medicaid or State funding.

### **Triangle Radio Reading Service** **\$0**

This agency broadcasts local and national newspapers and periodicals to elderly, visually and physically impaired, and handicapped residents of Orange County.

## ***Human Services - continued***

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### **Voices Together**

**\$5,000**

Voices Together is an Orange County-based non-profit that uses a specialized music therapy approach to help people with intellectual and developmental disabilities speak, communicate and express their thoughts, feelings and needs. The agency does this through groups in classrooms that employ our proprietary model and by training teachers, parents, therapists and caregivers in its methods and approach.

### **W.C. Breeze Family Farm**

**\$0**

These funds are budgeted for the W.C. Breeze Family Farm Agriculture Extension and Research Facility. Historically, these funds have been paid out of Human Services Non-Departmental, but the FY 2011-12 Commissioner Approved budget moved these funds into Cooperative Extension's budget.

## ***Human Services - continued***

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### **2. New or Previously Unfunded Agencies**

#### **Art Therapy Institute**

**\$0**

The Art Therapy Institute (ATI) provides counseling services for children in schools, adult refugees at a local community health center, and adult women through refugee support groups. The services provided by ATI help their clients return to jobs and family life, and reintegrate into their communities.

#### **Boston Urban Music Project (BUMP) the Triangle**

**\$0**

BUMP fosters urban youth empowerment through African Diasporic music and mentoring by promoting musical proficiency, cultural literacy and resilience. Funds will support instruction and materials for after-school classes, in Chapel Hill-Carrboro City Schools district schools.

#### **Child Care Services Association**

**\$0**

Child Care Services Association mission is to ensure that affordable (no more than 10% of a family's gross earning are used to purchase childcare for one child), accessible, high quality childcare is available for all young children and their families.

#### **Diaper Bank**

**\$0**

Diaper Bank of NC ensures that families with babies and children living in poverty have an adequate supply of diapers; raises community awareness that "basic human needs" include diapers and that these needs are not being met for children living in poverty; advocates for policy reform so that diapers are included in the definition of and provision for the basic human needs of families; and is creating a model that can be shared, replicated and adopted by other communities in NC.

#### **Josh's Hope Foundation**

**\$0**

Josh's Hope Foundation promotes public awareness and education on issues and needs of transitioning young adults with mental illness, or mental illness with substance abuse, and to raise funds that benefit treatment programs, services and supports specific to this population.

#### **Ligo Dojo of Budo Karate**

**\$0**

Ligo Dojo strengthens the minds, bodies and hearts of young people through karate training, because hard physical training leads to increased spiritual strength and patience, which in turn leads to the ability to make better life decisions. The agency also deepens relationships between people of diverse backgrounds, strengthens American communities, and creates create individuals who are 'community minded' and open-minded.

#### **Mental Health America of the Triangle**

**\$0**

Mental Health America of the Triangle is an unwavering voice of hope and source of support, education, service and advocacy for those whose lives are touched by mental illness and/or substance abuse.

#### **Piedmont Wildlife Center**

**\$0**

Piedmont Wildlife fosters healthy connections among people, wildlife and nature through nature education, conservation and a wildlife assistance program. The center's education programs are

## ***Human Services - continued***

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geared to school-aged children, their families and the general public; it works to instill awareness and deeper appreciation for nature and the wildlife that share the community's environment.

### **Rebuilding Together of the Triangle**

**\$0**

Rebuilding Together of the Triangle makes a sustainable impact by revitalizing low-income homes and communities, assuring that low-income homeowners from the elderly and disabled to families with children and military veterans live in safe, healthy homes.

### **The Exchange Club Child Abuse Prevention Center of N.C./Alamance Family Center**

**\$0**

The Exchange Club seeks to prevent and treat child abuse and neglect. The Parent Aide program will provide in-home visitation services to 18 families at-risk for and/or involved in child abuse and neglect. Provision of services will be offered to all Orange County residents, for free.

### **The Hill Center**

**\$0**

The Hill Center transforms students with learning differences into confident, independent learners. The Hill Center is an innovative, nationally organized educational program based in Durham that provides specialized academic remediation for public and private school K-12 students who struggle with learning differences and ADHD, as well as best practices teacher-training programs.

## Non-Departmental Summary

### *Culture and Recreation*

Listed below are appropriations for non-departmental Culture and Recreation related funds and entities.

	2011-12	2012-13	2013-14	2013-14	2014-15	2014-15
	Actual	Actual	Original	12-Month	Department	Manager
	Expenditures	Expenditures	Budget	Estimate	Requested	Recommended
<b>Culture and Recreation</b>						
Forest Service	56,921	69,052	79,209	79,209	71,374	71,374
Historic Hillsborough Commission	7,000	7,000	7,000	7,000	9,000	7,000
Historical Foundation	4,000	4,000	4,000	4,000	6,000	6,000
Library Services Reserve	92,986	0	0	0	0	0
The ArtsCenter	3,000	3,000	6,000	6,000	10,000	7,000
Triangle Wildlife Rehab. Clinic	10,000	0	0	0	0	0
<b>Culture and Recreation Total</b>	<b>\$ 173,907</b>	<b>\$ 83,052</b>	<b>\$ 96,209</b>	<b>96,209 \$</b>	<b>96,374 \$</b>	<b>91,374</b>

### *Other Agencies - Library*

Listed below are appropriations for non-departmental Other Agencies - Library related funds and entities.

	2011-12	2012-13	2013-14	2013-14	2014-15	2014-15
	Actual	Actual	Original	12-Month	Department	Manager
	Expenditures	Expenditures	Budget	Estimate	Requested	Recommended
<b>Other Agencies - Library</b>						
Contribution - CH Library	250,000	409,244	483,426	483,426	569,293	568,139
Contribution - Mebane Library	700	700	700	700	700	700
<b>Other Agencies - Library Total</b>	<b>\$ 250,700</b>	<b>\$ 409,944</b>	<b>\$ 484,126</b>	<b>484,126 \$</b>	<b>569,993 \$</b>	<b>568,839</b>

### *Other Agencies - Recreation*

Listed below are appropriations for non-departmental Other Agencies - Recreation related funds and entities.

	2011-12	2012-13	2013-14	2013-14	2014-15	2014-15
	Actual	Actual	Original	12-Month	Department	Manager
	Expenditures	Expenditures	Budget	Estimate	Requested	Recommended
<b>Other Agencies - Recreation</b>						
Contribution - Carrboro	35,898	35,898	35,898	35,898	35,898	35,898
Contribution - Chapel Hill	83,760	83,760	83,760	83,760	83,760	83,760
Contribution - Mebane	5,450	5,450	5,450	5,450	5,450	5,450
<b>Other Agencies - Recreation Total</b>	<b>\$ 125,108</b>	<b>\$ 125,108</b>	<b>\$ 125,108</b>	<b>125,108 \$</b>	<b>125,108 \$</b>	<b>125,108</b>

<b>Culture &amp; Recreation Total</b>	<b>\$ 549,715</b>	<b>\$ 618,104</b>	<b>\$ 705,443</b>	<b>705,443 \$</b>	<b>791,475 \$</b>	<b>785,321</b>
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# Culture and Recreation Non-Departmentals

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**N.C. Forest Service** **\$71,374**

These funds provide matching support, with State funds, to protect Orange County forestland. The FY2014-15 appropriation is less because the County provided funding for a capital item purchase in FY2013-14.

**Historic Hillsborough Commission** **\$7,000**

The Commission maintains and preserves the Burwell School Historic Site, located on Churton Street in Hillsborough; interpret the history of 19th century Hillsborough for the enrichment of the public; and to celebrate and promote the culture and heritage of Hillsborough and Orange County.

**Historical Foundation of Hillsborough and Orange County** **\$6,000**

The Orange County Historical Museum, located in Hillsborough, enlightens and engages the community and visitors from around the world by preserving and interpreting the history of Hillsborough and Orange County.

**Library Services Reserve** **\$0**

In FY 2011-12 this reserve was established and funded in the amount of \$92,986. During that year, \$250,000 was allocated to the Chapel Hill Public Library. This additional allocation provided, in total, the equivalent of 21% of the total Library Services operational costs. The additional allocation was provided upon execution of a Memorandum of Understanding between the County and the Town of Chapel Hill. In FY 2011-12, a total of \$342,986 was provided to the Chapel Hill Public Library. For FY 2014-15 the total funding allocated to Chapel Hill Public Library can be found in "Other Agencies – Libraries" in the amount of \$568,139.

**The ArtsCenter** **\$7,000**

The Arts Center links art, artists and audiences in Orange County through programs, events and classes designed in response to community needs and interests. Funds support of youth programs and school shows.

**Triangle Wildlife Rehabilitation Clinic** **\$0**

Triangle Wildlife Rehabilitation Clinic (TWRC) provided care for orphaned, injured, and ill area wildlife found by the public. In FY 2012-13, the agency closed; Animal Services now has a contract with CLAWS provide animal control services for the County. For FY 2014-15, funds totaling \$10,000 are budgeted in the Animal Services Department's contract services.

**Other Agencies – Libraries** **\$568,839**

General Fund contributions to the Chapel Hill Public Library total \$568,139, which is 30% of total Orange County Library operations, excluding capital expenditures, per the agreement with the Town of Chapel Hill. The Mebane Public Library will receive \$700. On July 1, 2012, the Hyconeechee Regional Library closed, which ended the County's annual contribution. The contribution to the Hyconeechee Library was the Orange County match for the regional library partnership with Person and Caswell counties.

**Other Agencies – Recreation** **\$125,108**

General Fund contributions to the Towns of Carrboro (\$35,898), Chapel Hill (\$83,760), and Mebane (\$5,450) recreation departments.

## Non-Departmental Summary

### *Public Safety*

Listed below are appropriations for non-departmental Public Safety related funds and entities.

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>Public Safety</b>						
Boomerang	18,414	22,500	19,000	19,000	25,200	25,200
Boomerang (Gang Grant)	12,299	0	0	0	0	0
Dispute Settlement Center	33,677	20,716	25,538	25,538	25,538	25,538
Drug Treatment Court	60,804	0	0	0	0	0
Governor's Crime Commission	7,001	6,367	6,831	6,831	6,995	6,995
Intensive Services Program	10,927	11,754	12,103	12,103	11,294	11,294
Mental Health Association	37,455	40,722	40,722	40,722	40,722	40,722
OCJPC Matching Funds	78,670	78,225	83,319	83,319	83,321	83,321
JCPC Administration	0	(959)	15,500	15,500	15,500	15,500
OPC Clinical Case Mgmt	14,412	14,412	0	0	0	0
Unallocated	0	0	5,555	5,555	0	0
Vol For Youth - Teen Court	38,440	38,750	38,750	38,750	38,750	38,750
Volunteers For Youth	83,639	86,325	86,325	86,325	86,325	86,325
Wrenn/Haven House	8,266	9,185	9,185	9,185	9,185	9,185
Young Warriors	10,000	19,340	18,222	18,222	18,222	18,222
<b>Public Safety Total</b>	<b>\$ 414,004</b>	<b>\$ 347,337</b>	<b>\$ 361,050</b>	<b>361,050</b>	<b>\$ 361,052</b>	<b>\$ 361,052</b>

# Public Safety Non-Departmentals

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## *NC Dept. of Public Safety/Adult Correction & Juvenile Justice Pass-Through Funds:*

### **Boomerang (YMCA) \$25,200**

The innovative program is based on resiliency research, a best-practice model for addressing the needs of disconnected adolescents most at risk of dropping out of school. Boomerang helps youths and the community that surrounds them identifies resources and supports that lead to long-term, successful outcomes. Through a rich and robust community collaborative, Boomerang provides each student it serves with a strengths-focused environment that includes intensive attention to academics, psychosocial development and substance-abuse counseling.

### **Boomerang Gang Grant \$0**

Boomerang, a program of the Chapel Hill-Carrboro YMCA was awarded Community Based Youth Gang Violence Prevention funding to support our alternative to suspension and afterschool components.

### **Dispute Settlement Center: Victim (Resolve/Mediation) \$25,538**

This program provides assistance to the juvenile justice system by helping offenders to understand the impact of their actions thereby reducing recidivism. The program has the following three components: intervention, prevention and collaboration. A primary component is to schedule face-to-face meetings between the juvenile offenders and their victims. These meetings are facilitated by trained DSC mediators, and organized by DSC staff. The meetings are designed to build empathy and understanding of the human consequences of the youth's criminal actions. The RESOLVE program will help the juvenile courts and juvenile court counselors to hold offenders accountable for their actions.

### **Drug Treatment Court \$0**

County supported funds to offset FY 2011-12 cuts in the State's Drug Treatment Court program. Funds have been budgeted in the Department of Social Services for administration of the contract.

### **Governor's Crime Commission Grant \$6,995**

Recipient - District Court Judges Office, Judicial District 15B - NC Administrative Office of the Courts. This grant funds a position that serves as a coordinator between the courts and the school systems focusing on school suspensions and trancies in hopes of reducing the number of youth suspended from school.

### **Intensive Services/Psychological Services Program \$11,294**

Through family risk and needs assessments, the 15B Juvenile Justice Office has identified and targeted youth having severe emotional and psychological problems. Through a contract with a licensed Court Psychologist, assessments, evaluations, and counseling will be provided to these identified youth. With this information, the Juvenile Justice Office will be able to develop a more thorough case plan and identify any mental health and other community related issues that create risks for youth.

## ***Public Safety Non-Departmentals - continued***

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### **Mental Health America of the Triangle** **\$40,722**

Mental Health America of the Triangle (formerly Mental Health Association of Orange County) provides parent/family counseling to at-risk and adjudicated youth through referrals from Juvenile Services and Orange-Person-Chatham Mental Health case managers. Services provided include child and family team meetings, school conferences and youth planning team meetings.

### **Orange County JCPC Matching Funds** **\$83,321**

These funds fulfill the Orange-Chatham Justice Partnership requirement for the County to provide a 30% match for all JCPC funded agencies.

### **JCPC Administration** **\$15,500**

Administrative funds are used to provide administrative support to the Orange-Chatham Justice Partnership.

### **OPC Clinical Case Management** **\$0**

OPC established a case management program which ensures timely assessment and case management services for juveniles who appear to be significantly impaired and in need of mental health treatment in Orange and Chatham counties. This program enhances the court's ability to make timely, professionally-directed decisions regarding the mental health needs of children and with the identification of appropriate treatment options.

### **JCPC Unallocated Funds** **\$0**

In FY 2009-10, the Office of Juvenile Justice suggested local JCPCs withhold 7% of JCPC allocations in the event funds had to be returned to the State. JCPC distributed agency allocations with this in mind, but placed the potentially withheld funds into this account. Should the funding restrictions relax, JCPC would reallocate this amount to local agencies. County match funds are available in JCPC Matching Funds, should this occur again in the upcoming fiscal year.

### **Volunteers for Youth – Teen Court** **\$38,750**

Teen Court is a diversion program for petty juvenile court offenders. Adult volunteers train youth volunteers to act as officials of the court who hear the complaints and determine appropriate sanctions for peers who have admitted to violating the law. By diverting first-time, petty offenders from the juvenile court system, Teen Court reduces the backlog of cases and ultimately allows more time for serious offenses. Offenders are given the opportunity to resolve their charge without obtaining an official court record. The youth volunteers benefit by being given the opportunity to learn about the court system and by exposing themselves to the concept of community service. Teen Court will not accept cases involving sexual offenses, firearms, hate crimes, motor vehicle violations, and offenses that have resulted in serious injury.

### **Volunteers for Youth** **\$86,325**

This agency allows delinquent youths the opportunity to repay society for their destructive behavior. Through community service, young people are taught accountability for their actions and respect for the rights of others. By working one-on-one with the volunteer work-site supervisors, they develop job skills and explore career opportunities, which ultimately help to build self-esteem. Community service/restitution programs have proven to be one of the most effective types of programming in preventing court involvement. This program proposes to serve youth with community service placements to fulfill their court requirements.

## ***Public Safety Non-Departmentals - continued***

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### **Wrenn/Haven House**

**\$9,185**

Provides a temporary shelter for at risk court involved youth. The youth are provided high level structured learning environment to increase their ability to academically achieve. In addition to a safe place for youth, one on one, group and peer mentoring is available that encourages youth to have age appropriate behavior and associations with other peers.

### **Young Warriors**

**\$18,222**

This program takes referrals from juvenile justice on diversion plans, court supervision, gang involved, and at-risk youth. This program provides instruction in health, self-esteem and discipline while instilling karate training. Court referred youth are ordered to attend 20 classes in 10 weeks.

## Orange-Person-Chatham (OPC) Area Program

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						<b>Account: 420</b>
Personnel Services	0	0	0	0	0	0
Operations	1,370,973	1,370,973	1,355,973	1,355,973	1,355,973	1,355,973
<b>Total Expenditures</b>	<b>\$ 1,370,973</b>	<b>\$ 1,370,973</b>	<b>\$ 1,355,973</b>	<b>\$ 1,355,973</b>	<b>\$ 1,355,973</b>	<b>\$ 1,355,973</b>
<i>Offsetting Revenues</i>	<i>(46,443)</i>	<i>(47,465)</i>	<i>(40,000)</i>	<i>(40,000)</i>	<i>(40,000)</i>	<i>(40,000)</i>
<b>County Costs (net)</b>	<b>\$ 1,324,530</b>	<b>\$ 1,323,508</b>	<b>\$ 1,315,973</b>	<b>\$ 1,315,973</b>	<b>\$ 1,315,973</b>	<b>\$ 1,315,973</b>
<b>Total Orange-Person-Chatham Area Program and Related</b>	<b>\$ 1,370,973</b>	<b>\$ 1,370,973</b>	<b>\$ 1,355,973</b>	<b>\$ 1,355,973</b>	<b>\$ 1,355,973</b>	<b>\$ 1,355,973</b>

Orange County Commissioners confirmed a Management, Merger and Dissolution Agreement dissolving OPC effective July 1, 2012, and transferring its service responsibilities for residents needing mental health, developmental disabilities, and substance abuse services to Piedmont Behavioral Health, now Cardinal Innovations Healthcare Solutions, a Managed Care Organization and Area Authority.

OPC now operates as a local community center acting as primary resource and local liaison for its provider network and stakeholders. Local community centers will have advisory boards that participate at the policy level to include governance and client and family rights. Orange County Commissioners will appoint three members to the community oversight board – (1) County Commissioner or Designee, (2) Client or Family Member, and (3) Resident or Stakeholder.

The Manager Recommended budget provides maintenance of effort funding for OPC identical to FY2013-14. All Orange County dollars will remain under local control for the benefit of Orange County clients, families and their community advocates. OPC Operations Center proposes to use Orange County funds as shown below for FY 2014-15:

**Orange-Person-Chatham Area Program – continued**

<b>Category</b>	<b>Services</b>	<b>Amount</b>
Residential	<ol style="list-style-type: none"> <li>1. Group Home support for Adults with Mental Illness (MH/MI)</li> <li>2. Group Home support for Adults with Mental illness and Intellectual/Developmental Disabilities (I/DD)</li> </ol>	\$145,000
I/DD Community Based Services	<ol style="list-style-type: none"> <li>1. Volunteer coordination for community services for individuals with I/DD</li> <li>2. Evaluations and Behavioral consultation for individuals with I/DD who have no insurance coverage</li> </ol>	\$56,667
Mental Health Community Based Services	<ol style="list-style-type: none"> <li>1. Coordination for individual coming out of hospital \$61000</li> <li>2. Day treatment program summer sustainability</li> <li>3. Support MH school based services</li> <li>4. Pro-bono Therapy Network</li> <li>5. Psychiatry support</li> <li>6. Club house support</li> </ol>	\$223,674
Crisis Services	<ol style="list-style-type: none"> <li>1. Walk in Crisis services at Freedom House</li> <li>2. UNC Walk in Crisis</li> <li>3. Inpatient psychiatry for indigent individuals</li> </ol>	\$568,610
Training/Consultation	<ol style="list-style-type: none"> <li>1. NAMI Family to Family Education</li> <li>2. Training Family Advocates to assist other families accessing the mental health system</li> <li>3. Consultation to child care centers serving children with mental illness</li> </ol>	\$61,150
Peer and Family Advocacy	<ol style="list-style-type: none"> <li>1. Compeer</li> <li>2. Family Advocacy support</li> </ol>	\$39,000
Substance Abuse Community Based Services	<ol style="list-style-type: none"> <li>1. Support community based substance abuse services (using Bottle tax money)</li> </ol>	\$40,000
Special Populations	<ol style="list-style-type: none"> <li>1. Treatment services for Refugees from Burma</li> <li>2. Language interpretation so individuals from Burma may access public mental health services</li> </ol>	\$57,500
Housing	<ol style="list-style-type: none"> <li>1. Housing supports to help homeless individuals with deposits, utilities, start up for apartment</li> <li>2. Housing supports for Cross Disability Services</li> </ol>	\$63,192
Reserve	<ol style="list-style-type: none"> <li>1. To fund emergency request that arise throughout the year</li> </ol>	\$40,187
Planned Special Initiatives	<ol style="list-style-type: none"> <li>1. Respite start up to assist families of children with I/DD and MH</li> <li>2. Training for Specialized Services for Juveniles who sexually offend</li> </ol>	\$60,993

**TOTAL \$1,355,973**

# Outside Agencies

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## County Manager Recommendations

### Synopsis

- In FY 2013-14, the BOCC appropriated \$1,059,100 for 40 agencies, an increase of \$30,400 above the FY 2012-13 appropriation. This included funding for seven new or previously unfunded agencies, which totaled \$26,500.
- For the FY 2014-15 Funding Process, the County received applications from 52 agencies. Requests totaled \$1,497,252, an increase of \$438,152 above the current year's appropriation. Thirteen, currently unfunded agencies requested \$256,498; nine of those agencies applied last year.
- The County Manager recommends funding for 41 agencies, in FY 2014-15. The recommendation totals \$1,074,100, an increase of \$15,000 from the FY 2013-14 Approved Budget. The budget includes the following recommendations:
  - Increases (+\$21,000): Additional funding for eight (8) currently funded agencies and two (2) new or previously unfunded agencies.
  - Reductions (-\$6,000): A funding reduction for one (1) agency. Another agency did not request funding, for FY 2014-15.
- The Outside Agency discussion is scheduled for the June 10 Budget Work Session.

### Attached Materials

- I. County Manager Recommendations
- II. Outside Agency Narratives
- III. Under separate cover, a CD containing all Outside Agency applications

## FY 2014-15 Manager Recommended Budget Outside Agency Recommendations

Agency	FY 2013-14 Approved Budget	FY 2014-15 Agency Request	FY 2014-15 Manager Recommended	Change from Approved Budget
<b>1. FY 2013-14 Funded Agencies</b>				
A Helping Hand	2,000	3,100	2,000	-
Alliance of AIDS Services <sup>4</sup>	3,000	-	-	(3,000)
Big Brothers Big Sisters of the Triangle	2,000	6,000	2,000	-
Boys & Girls Club of Eastern Piedmont	5,000	10,000	2,000	(3,000)
Chapel Hill/Carrboro Meals on Wheels	2,000	10,000	4,000	2,000
Chapel Hill/ Carrboro YMCA - Boomerang <sup>1</sup>	5,000	7,000	5,000	-
Charles House	15,000	18,000	15,000	-
Club Nova	75,000	75,000	75,000	-
Communities in Schools of Orange County	102,000	107,000	102,000	-
Community Empowerment Fund	5,000	5,000	5,000	-
Community Home Trust <sup>2</sup>	149,000	149,000	149,000	-
Compass Center for Women and Families <sup>3</sup>	59,500	60,300	59,500	-
Dispute Settlement Center <sup>1</sup>	76,000	78,500	76,000	-
Duke Homecare & Hospice	1,000	1,200	1,000	-
El Centro Hispano	20,000	30,000	20,000	-
El Futuro	27,500	34,500	27,500	-
EmPOWERment	15,000	20,000	15,000	-
Farmer Foodshare	5,000	15,000	5,000	-
Freedom House	29,000	29,500	29,000	-
Habitat for Humanity	20,000	20,000	20,000	-
Historic Hillsborough Commission	7,000	9,000	7,000	-
Historical Foundation	4,000	6,000	6,000	2,000
Housing for New Hope	20,000	22,000	22,000	2,000
Human Rights Center	1,000	2,592	1,000	-
Interfaith Council	41,000	41,000	41,000	-
KidSCOpe	75,000	98,562	75,000	-
Marian Cheek Jackson Center	4,500	9,000	4,500	-
OC Disability Awareness Council	2,500	7,500	4,000	1,500
OC Literacy Council	12,000	15,000	12,000	-
OC Rape Crisis Center	25,000	35,000	30,000	5,000
OE Enterprises, Inc.	45,100	50,000	45,100	-
Orange Congregations in Mission (OCIM)	38,000	45,000	40,000	2,000
Piedmont Health Services, Inc. <sup>2</sup>	10,000	11,000	10,000	-
Planned Parenthood	20,000	20,000	20,000	-
Pre-Trial Services <sup>2</sup>	95,000	125,000	95,000	-
Rogers Road-Eubanks Neighborhd Assoc.	1,000	10,000	1,000	-

**FY 2014-15 Manager Recommended Budget  
Outside Agency Recommendations**

Agency	FY 2013-14 Approved Budget	FY 2014-15 Agency Request	FY 2014-15 Manager Recommended	Change from Approved Budget
<b>1. FY 2013-14 Funded Agencies (cont'd)</b>				
Senior Care of Orange County	25,000	25,000	25,000	-
The Arc of Orange County	4,000	5,000	5,000	1,000
The ArtsCenter	6,000	10,000	7,000	1,000
Voices Together	5,000	15,000	5,000	-
<b>1. Total - FY 2013-14 Funded Agencies</b>	<b>\$ 1,059,100</b>	<b>\$ 1,240,754</b>	<b>\$ 1,069,600</b>	<b>\$ 10,500</b>
<b>2. New or Previously Unfunded Agencies</b>				
Art Therapy Institute	-	5,000	-	-
Bridge II Sports	-	2,500	2,500	2,500
BUMP the Triangle	-	7,500	-	-
Child Care Services Association	-	36,571	-	-
Diaper Bank	-	9,977	-	-
Josh's Hope Foundation	-	20,000	-	-
Ligo Dojo of Budo Karate <sup>1</sup>	-	4,000	-	-
Mental Health America of the Triangle	-	98,250	-	-
OC Partnership for Young Children	-	5,000	2,000	2,000
Piedmont Wildlife Center	-	4,000	-	-
Rebuilding Together of the Triangle	-	25,000	-	-
The Exchange Club	-	23,700	-	-
The Hill Center	-	15,000	-	-
<b>2. Total - New or Previously Unfunded Agencies</b>	<b>\$ -</b>	<b>\$ 256,498</b>	<b>\$ 4,500</b>	<b>\$ 4,500</b>
<b>Grand Total</b>	<b>\$ 1,059,100</b>	<b>\$ 1,497,252</b>	<b>\$ 1,074,100</b>	<b>\$ 15,000</b>

**Notes:**

1. The agency receives State Juvenile Crime Prevention Council (JCPC) funds; the County provides a 30% match. The County budgets both the JCPC and County match separately from any Outside Agency appropriation. Please refer to the Public Safety Non-Departmental section for JCPC funding amounts and agency service descriptions.

2. Finance and Administrative Services administers all agency contracts with the following exceptions: Community Home Trust (Housing), Piedmont Health Services (Health) and Pre-Trial Services (Social Services).

3. The Family Violence and Prevention Center and the Women's Center merged to become the Compass Center for Women and Families, in July 2012.

4. The Alliance of AIDS Services did not request funding, for FY 2014-15.

# Outside Agency Summaries

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## 1. FY 2013-14 Funded Agencies

### **A Helping Hand** **\$2,000**

A Helping Hand enables senior citizens to live independently, maintain high levels of wellness and avoid institutionalized care. Services provided include transportation to the doctor, assistance with shopping for nutritious food and preparing healthy meals, assistance with business correspondence, and light housekeeping for a clean and safe home environment.

### **Alliance of AIDS Services** **\$0**

The Alliance of AIDS Services operates two family care homes for low-income people living with HIV/AIDS, whom currently live at the Orange Community Residence (“Orange House”) in Carrboro. The agency did not request funding, for FY 2014-15.

### **Big Brothers Big Sisters of the Triangle** **\$2,000**

Big Brothers Big Sisters provides children facing adversity with strong and enduring professionally supported one-to-one relationships that change their lives for the better, forever. Big Brothers Big Sisters (BBBS) of the Triangle offers two services: community-based and school-based mentoring.

### **Boys and Girls Club of Eastern Piedmont** **\$2,000**

The Boys and Girls Club of Eastern Piedmont provides Orange County school age children and youth especially from challenging circumstances, with a professionally supervised, consistent environment where they are safe, equally accepted and able to participate in goal-oriented programs that enhance their self-esteem and assist them to achieve their full potential as productive, responsible and caring citizens.

### **Chapel Hill-Carrboro Meals on Wheels** **\$4,000**

The Chapel Hill-Carrboro Meals on Wheels program aims to nourish the bodies and spirits of the homebound with a balanced meal and the human connection they need to help them live independently. The agency uses volunteers to deliver nutritious noonday meals with cheerful personal visits to those who are homebound or recovering from surgery.

### **Chapel Hill-Carrboro YMCA Boomerang** **\$5,000**

Boomerang is an alternative suspension program for middle and high school a student that engages youth, at-risk for disconnection and their communities, with a supportive alternative environment for out of school time, and advocating for community. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

### **Charles House** **\$15,000**

Charles House is a private, nonprofit organization whose mission is threefold: 1) Enriching the lives of seniors; 2) Supporting families caring for aging family members; and 3) Representing the community’s commitment to its elders.

## ***Outside Agency Summaries - continued***

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### **Club Nova** **\$75,000**

Club Nova provides opportunities for individuals with mental illness to lead meaningful lives of their choice in the community. Club Nova serves adults in Orange County, living with severe and persistent mental illness, and provides them with structured daily activities, as well as social, vocational and residential opportunities that they would not otherwise have.

### **Communities in Schools of Orange County** **\$102,000**

Communities in Schools seeks to surround students with a community of support, empowering them to stay in school and achieve in life. The agency provides two afterschool programs, at seven middle schools, and supports three additional Middle School After School (MSAS) Programs.

### **Community Empowerment Fund** **\$5,000**

The Community Empowerment Fund (CEF) cultivates opportunities, assets and communities that support the alleviation of homelessness and poverty. CEF is a student-powered nonprofit that pairs volunteers with its members to provide personalized, one-on-one assistance.

### **Community Home Trust** **\$149,000**

Community Home Trust is a nonprofit provider of affordable housing. Its mission is to create and maintain permanently affordable housing. The agency implements the inclusionary housing policies of local governments. Although the agency's funding is budgeted in the Human Services Non-Departmental accounts, the Department of Housing, Human Rights and Community Development administers the contract.

### **Compass Center for Women and Families** **\$59,500**

The Compass Center helps individuals and families build stable lives by increasing self-sufficiency and preventing domestic violence. The agency provides direct services, including crisis response and court advocacy, and long-term tools for self-sufficiency, including financial literacy education, career exploration and access to legal information. The former Family Violence Prevention Center of Orange County and The Women's Center merged on July 1, 2012 to become the Compass Center for Women and Families.

### **Dispute Settlement Center** **\$76,000**

The Dispute Settlement Center promotes and brings about peaceful settlement of disputes and prevents the escalation of conflict through mediation, facilitation, conciliation, and training. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

### **Duke HomeCare and Hospice** **\$1,000**

Duke HomeCare and Hospice provides medical, psychosocial, spiritual and bereavement care for terminally ill patients and families, regardless of ability to pay. Bereavement services are provided to anyone in the community, regardless of connection to hospice, through individual, family, and group sessions, as well as in the Chapel Hill-Carrboro and Orange County School Systems.

## ***Outside Agency Summaries - continued***

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### **El Centro Hispano** **\$20,000**

El Centro Hispano is a grassroots community-based organization dedicated to strengthening the Latino community and improving the quality of life of Latino residents in Carrboro, Chapel Hill, and the surrounding area. El Centro Hispano in Carrboro creates programs to build community strengths and skills through referral/resource services, translation/interpretation, employment services, legal consultations and mediation; and English for speakers of other languages (ESOL) literacy.

### **El Futuro** **\$27,500**

El Futuro addresses the behavioral health needs of North Carolina's Latino community by promoting behavioral health awareness, enhancing existing services, and developing a model clinic. Funds will support mental health and substance abuse services, for uninsured Orange County residents, for whom there are no other available services.

### **EmPOWERment** **\$15,000**

The mission of EmPOWERment is to emPOWER people and communities to control their own destinies through affordable housing, advocacy, community organizing and grassroots economic development. With funding provided through the Human Services grant, EmPOWERment, Inc. has created a one-stop shop for affordable rental programs and services.

### **Farmer Foodshare** **\$5,000**

Farmer Foodshare connects farm fresh food with agencies that serve the hungry. Formed by the farmers and shoppers of the Carrboro Farmers' Market, the agency provides fresh food to agencies, such as food pantries and local schools, that needed the healthiest possible food in their programs.

### **Freedom House Recovery Center** **\$29,000**

Freedom House promotes, enhances and supports recovery for individuals affected by substance abuse and mental illness by using a holistic, person-centered approach. The goal of the Freedom House is to help alcoholics and drug addicts by providing the tools necessary to lead a life of recovery and to become productive members of society.

### **Habitat for Humanity of Orange County** **\$20,000**

Habitat for Humanity provides decent affordable housing for families earning less than half of the area median income and who live in substandard housing. HHOC constructs simple, well-built homes that are then sold to qualifying families at affordable prices. Funding supports their "A Brush with Kindness" program.

### **Historic Hillsborough Commission** **\$7,000**

The Historic Hillsborough Commission maintains and preserves the Burwell School Historic Site, located on Churton Street in Hillsborough; interprets the history of 19th century Hillsborough for the enrichment of the public; and to celebrate and promote the culture and heritage of Hillsborough and Orange County.

### **Historical Foundation of Hillsborough and Orange County** **\$6,000**

The Orange County Historical Museum, located in Hillsborough, enlightens and engages the community and visitors from around the world by preserving and interpreting the history of Hillsborough and Orange County.

## ***Outside Agency Summaries - continued***

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### **Housing for New Hope** **\$22,000**

Housing for New Hope's mission is to prevent and end homelessness by providing increased access to Healthcare, Integrated Services, and Housing. The agency provides homeless individuals and those at risk of homelessness with services, support, financial assistance, and affordable housing options to ensure that they can obtain and maintain a permanent place to live.

### **Human Rights Center of Chapel Hill and Carrboro** **\$1,000**

The Human Rights Center promotes inter-cultural understanding and peoples' full recognition of the dignity and fundamental rights of the others across the many lines that divide; race, ethnicity, class, nationality, and religion. Funds will support bi-weekly ESL classes and general agency operations.

### **Inter-Faith Council for Social Service (IFC)** **\$41,000**

The Inter-Faith Council meets basic needs and helps individuals and families achieve their goals. They provide shelter, food, direct services, advocacy and information to people in need. The IFC accomplishes this through strong partnerships with volunteers, staff and those we serve. They rely on the active involvement of caring individuals, congregations and other community organizations.

### **KidSCope** **\$75,000**

KidSCope is an early intervention program that offers services to young children who are experiencing social, emotional, and/or behavioral difficulties. KidSCope will provide therapeutic mental health services and parent education to young Orange County children and their families.

### **Marian Cheek Jackson Center** **\$4,500**

The Marian Cheek Jackson Center advances the vitality, diversity, and historical integrity of neighborhoods struggling with displacement. Established in 2008, the agency preserves, engages, and acts on the rich history of Northside and Pine Knolls.

### **Orange County Disability Awareness Council** **\$4,000**

The Orange County Disability Awareness Council offers educational and advocacy projects to promote opportunities for persons with disabilities to work and live in an environment free of architectural, attitudinal, economic, structural, and societal barriers.

### **Orange County Literacy Council** **\$12,000**

The Orange County Literacy Council helps adults reach their education, employment and life goals. Trained volunteers provide individualized and small group instruction to adult learners who want to improve their reading, writing, basic math, English language and GED preparation skills.

### **Orange County Rape Crisis Center** **\$30,000**

The Orange County Rape Crisis Center works to stop sexual violence and its impact through support, education, and advocacy. The agency provides residents with 24-hour crisis intervention services, community education, training, and provides educational programs for students, in Chapel Hill-Carrboro City Schools and Orange County Schools.

## ***Outside Agency Summaries - continued***

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### **OE Enterprises** **\$45,100**

OE Enterprises is a community rehabilitation program. OE Enterprises provides vocational training and sheltered employment programs for Orange County citizens who have employment barriers. OE Enterprises is a thriving business that promotes achievements, self-reliance, life choices and respect through relationships with community partners.

### **Orange Congregations in Mission (OCIM)** **\$40,000**

Orange Congregations in Missions provides services to economically-challenged and homebound northern Orange County residents through volunteer efforts of diverse congregations and individuals. The agency provides nutritious meals to the frail and elderly in our community (Meals on Wheels) and nutritious food and financial assistance to the economically insecure population of northern Orange County (Samaritan Relief Ministry).

### **Piedmont Health Services** **\$10,000**

Piedmont Health Services has served the health care needs of the citizens of central North Carolina, since 1970. The agency operates several community health centers, provides high quality, comprehensive family health care services and offers payment on a sliding fee scale, for those who qualify. The agency also provides bilingual care to a growing Spanish-speaking population. The Department of Health will budget and administer the contract funds, in FY 2014-15.

### **Planned Parenthood of Central North Carolina** **\$20,000**

Planned Parenthood is an essential health care provider, committed to educating our communities and expanding and protecting access to reproductive health services. The agency provides education programming to reduce rates of unintended pregnancy and sexually transmitted infection, in the County, and educates residents about insurance plans available under the Affordable Care Act and provide information to help them enroll.

### **Pre-Trial Services** **\$95,000**

Pre-Trial Services screens, investigates, and monitors selected adult defendants released from jail pending disposition of their cases, thereby reducing costs otherwise paid by the county for housing inmates in local jails. Formerly known as Orange-Chatham Alternative Sentencing (OCAS). The Department of Social Services will budget and administer the contract funds, in FY 2014-15.

### **Rogers Road-Eubanks Neighborhood Association** **\$1,000**

The Rogers Road-Eubanks Neighborhood Association ensures the community residents and all North Carolinians have affordable access to safe drinking water, sanitary waste disposal, and safe communities; preserves and pass on the untold history of Rogers Eubanks neighborhood; to support youth in deepening their roots and strengthening their branches by developing their sense of responsibility, confidence, academic success, and commitment to environmental justice; and to organize neighbors and, together, face the challenges affecting the health and safety of residents in the neighborhoods that surround the Orange County landfill.

## ***Outside Agency Summaries - continued***

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### **Senior Care of Orange County**

**\$25,000**

Senior Care of Orange county, Inc. provides program services to frail or disabled older adults to help remain in their homes with family as long as possible. The program provides financial support to the Florence Gray Soltys Adult Day Health Program under the auspices of Senior Care of Orange County, Inc.

### **The Arc of Orange County**

**\$5,000**

The Arc of Orange County works with and for people who have or are at risk for intellectual and/or developmental disabilities to promote full participation in areas of life in our community. Funds will offset the cost to provide educational and social experiences, not funded through Medicaid or State funding.

### **The ArtsCenter**

**\$7,000**

The ArtsCenter exists in order to inspire creativity and to enrich the lives of people of all ages. The Arts Center links art, artists and audiences in Orange County through programs, events and classes designed in response to community needs and interests. Funds support of youth programs and school shows.

### **Voices Together**

**\$5,000**

Voices Together is an Orange County-based non-profit that uses a specialized music therapy approach to help people with intellectual and developmental disabilities speak, communicate and express their thoughts, feelings and needs. The agency does this through groups in classrooms that employ our proprietary model and by training teachers, parents, therapists and caregivers in its methods and approach.

## **Outside Agency Summaries - continued**

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### **2. New or Previously Unfunded Agencies**

**Art Therapy Institute** **\$0**

The Art Therapy Institute (ATI) provides counseling services for children in schools, adult refugees at a local community health center, and adult women through refugee support groups. The services provided by ATI help their clients return to jobs and family life, and reintegrate into their communities.

**Bridge II Sports** **\$2,500**

Bridge II Sports creates opportunities for children and adults with physical challenges to participate in team, individual, and recreational activities. Funds will support recruitment efforts and adapted sports programs that serve Chapel Hill residents, with physical disabilities.

**Boston Urban Music Project (BUMP) the Triangle** **\$0**

BUMP fosters urban youth empowerment through African Diasporic music and mentoring by promoting musical proficiency, cultural literacy and resilience. Funds will support instruction and materials for after-school classes, in Chapel Hill-Carrboro City Schools district schools.

**Child Care Services Association** **\$0**

Child Care Services Association mission is to ensure that affordable (no more than 10% of a family's gross earning are used to purchase childcare for one child), accessible, high quality childcare is available for all young children and their families.

**Diaper Bank** **\$0**

Diaper Bank of NC ensures that families with babies and children living in poverty have an adequate supply of diapers; raises community awareness that "basic human needs" include diapers and that these needs are not being met for children living in poverty; advocates for policy reform so that diapers are included in the definition of and provision for the basic human needs of families; and is creating a model that can be shared, replicated and adopted by other communities in NC.

**Josh's Hope Foundation** **\$0**

Josh's Hope Foundation promotes public awareness and education on issues and needs of transitioning young adults with mental illness, or mental illness with substance abuse, and to raise funds that benefit treatment programs, services and supports specific to this population.

**Ligo Dojo of Budo Karate** **\$0**

Ligo Dojo strengthens the minds, bodies and hearts of young people through karate training, because hard physical training leads to increased spiritual strength and patience, which in turn leads to the ability to make better life decisions. The agency also deepens relationships between people of diverse backgrounds, strengthens American communities, and creates create individuals who are 'community minded' and open-minded.

**Mental Health America of the Triangle** **\$0**

Mental Health America of the Triangle is an unwavering voice of hope and source of support, education, service and advocacy for those whose lives are touched by mental illness and/or substance abuse.

## ***Outside Agency Summaries - continued***

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### **Orange County Partnership for Young Children** **\$2,000**

The Orange County Partnership for Young Children aims to ensure that all young children arrive at school healthy and ready to succeed. Funds support the Transplanting Traditions Community Farm refugee farm project and Growing Health Kids Community Gardens Project.

### **Piedmont Wildlife Center** **\$0**

Piedmont Wildlife fosters healthy connections among people, wildlife and nature through nature education, conservation and a wildlife assistance program. The center's education programs are geared to school-aged children, their families and the general public; it works to instill awareness and deeper appreciation for nature and the wildlife that share the community's environment.

### **Rebuilding Together of the Triangle** **\$0**

Rebuilding Together of the Triangle makes a sustainable impact by revitalizing low-income homes and communities, assuring that low-income homeowners from the elderly and disabled to families with children and military veterans live in safe, healthy homes.

### **The Exchange Club Child Abuse Prevention Center of N.C./Alamance Family Center** **\$0**

The Exchange Club seeks to prevent and treat child abuse and neglect. The Parent Aide program will provide in-home visitation services to 18 families at-risk for and/or involved in child abuse and neglect. Provision of services will be offered to all Orange County residents, for free.

### **The Hill Center** **\$0**

The Hill Center transforms students with learning differences into confident, independent learners. The Hill Center is an innovative, nationally organized educational program based in Durham that provides specialized academic remediation for public and private school K-12 students who struggle with learning differences and ADHD, as well as best practices teacher-training programs.

# Planning & Inspections Department

Phone Number (919) 245 - 2575

Website: <http://orangecountync.gov/planning>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended	Account: 620
<b><i>By Category (General Fund)</i></b>							
Personnel Services	2,537,187	2,508,957	2,878,430	2,664,955	3,021,481	3,021,481	
Operations	393,125	370,581	505,821	459,452	567,070	567,070	
Capital Outlay	19,855	14,367	0	160	51,330	51,330	
<b>Total Expenditures</b>	<b>\$ 2,950,167</b>	<b>\$ 2,893,904</b>	<b>\$ 3,384,251</b>	<b>\$ 3,124,567</b>	<b>\$ 3,639,881</b>	<b>\$ 3,639,881</b>	
Offsetting Revenues	(1,289,799)	(1,170,667)	(1,229,170)	(1,613,705)	(1,415,477)	(1,415,477)	
<b>County Costs (net)</b>	<b>\$ 1,660,368</b>	<b>\$ 1,723,237</b>	<b>\$ 2,155,081</b>	<b>\$ 1,510,862</b>	<b>\$ 2,224,404</b>	<b>\$ 2,224,404</b>	
<b><i>Efland Sewer Fund</i></b>							<b>Account: 3601</b>
Operations	229,550	246,435	316,050	305,865	388,950	388,950	
Capital Outlay	0	0	0	0	0	0	
<b>Total Expenditures</b>	<b>\$ 229,550</b>	<b>\$ 246,435</b>	<b>\$ 316,050</b>	<b>\$ 305,865</b>	<b>\$ 388,950</b>	<b>\$ 388,950</b>	
Offsetting Revenues	(146,268)	(149,023)	(213,000)	(184,215)	(245,200)	(245,200)	
<b>County Costs (net)</b>	<b>\$ 83,282</b>	<b>\$ 97,412</b>	<b>\$ 103,050</b>	<b>\$ 121,650</b>	<b>\$ 143,750</b>	<b>\$ 143,750</b>	
<b>Total Planning and Inspections and Related Expenditures</b>	<b>\$ 3,179,717</b>	<b>\$ 3,140,339</b>	<b>\$ 3,700,301</b>	<b>\$ 3,430,432</b>	<b>\$ 4,028,831</b>	<b>\$ 4,028,831</b>	

## Division Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended	
<b><i>By Program (General Fund)</i></b>							
Orange Public Transportation	787,440	799,288	832,705	831,448	1,067,639	1,067,639	
Planning	2,162,726	2,094,617	2,551,546	2,293,119	2,572,242	2,572,242	
<b>Total Expenditures</b>	<b>\$ 2,950,167</b>	<b>\$ 2,893,904</b>	<b>\$ 3,384,251</b>	<b>\$ 3,124,567</b>	<b>\$ 3,639,881</b>	<b>\$ 3,639,881</b>	
Offsetting Revenue	(1,289,799)	(1,170,667)	(1,229,170)	(1,613,705)	(1,415,477)	(1,415,477)	
<b>County Costs (net)</b>	<b>\$ 1,660,368</b>	<b>\$ 1,723,237</b>	<b>\$ 2,155,081</b>	<b>\$ 1,510,862</b>	<b>\$ 2,224,404</b>	<b>\$ 2,224,404</b>	
<b>Total Expenditures</b>	<b>\$ 2,950,167</b>	<b>\$ 2,893,904</b>	<b>\$ 3,384,251</b>	<b>\$ 3,124,567</b>	<b>\$ 3,639,881</b>	<b>\$ 3,639,881</b>	
<b><i>Efland Sewer Fund</i></b>							
Efland Sewer	229,550	246,435	316,050	305,865	388,950	388,950	
<b>Total Expenditures</b>	<b>\$ 229,550</b>	<b>\$ 246,435</b>	<b>\$ 316,050</b>	<b>\$ 305,865</b>	<b>\$ 388,950</b>	<b>\$ 388,950</b>	
Offsetting Revenue	(146,268)	(149,023)	(213,000)	(184,215)	(245,200)	(245,200)	
<b>County Costs (net)</b>	<b>\$ 83,282</b>	<b>\$ 97,412</b>	<b>\$ 103,050</b>	<b>\$ 121,650</b>	<b>\$ 143,750</b>	<b>\$ 143,750</b>	
<b>Total Expenditures</b>	<b>\$ 3,179,717</b>	<b>\$ 3,140,339</b>	<b>\$ 3,700,301</b>	<b>\$ 3,430,432</b>	<b>\$ 4,028,831</b>	<b>\$ 4,028,831</b>	

## Mission Statement

The Planning and Inspections Department seeks to serve the citizens of Orange County by implementing adopted land use, environmental, and building policies and standards through a system of regulations to promote stable and quality residential and non-residential economic development while protecting the environment.

## ***Planning & Inspections Department – continued***

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### **Administrative Division**

#### **Major Services**

- Develops planning studies and/or regulatory measures to implement BOCC Goals.
- Administration of Planning Board agendas/meetings and Quarterly Public Hearing agendas.
- Administration of various inter-governmental planning initiatives such as the Joint Planning Agreement with the Towns of Chapel Hill and Carrboro, Town of Hillsborough, Cities of Durham and Mebane, and the Schools Adequate Public Facilities Ordinance (SAPFO).
- Manages interdepartmental collaboration and takes lead roles on special planning projects. Assists in other major comprehensive plan implementation and current planning amendments.
- Manages Public Transit initiatives; OCBRIP, local, intra-county and regional including infrastructure development.
- Manage Engineering initiatives such as Economic Development water, sewer, roads, infrastructure and coordinate with gas and telco fiber.
- Interacts with regional, state and federal agencies such as North Carolina Department of Transportation (NCDOT), Army Corps of Engineers (ACOE), North Carolina Department of Environment and Natural Resources (NCDENR), Environmental Protection Agency (EPA), multiple Metropolitan Planning Organizations (MPO), Triangle J Council of Governments (TJCOG), etc.

#### **FY 2013-14 Outcomes**

- SAPFO Administration, including authoring annual technical report
- Orange-Alamance County Line Issue – significant support on project and with GIS mapping work
- Efficient Agenda Preparation and Management for Planning Board and Quarterly Public Hearings including continual maintenance of Departmental webpage.
- Hillsborough-Orange County Strategic Growth Plan and coordinated land use plan adopted.
- Orange County, Chapel Hill, Carrboro Joint Planning Area (JPA) Administration – reviews and comments on Land Use Management Ordinance revisions proposed by Towns of Chapel Hill and Carrboro and on-going coordination with the Towns on land use issues.
- Zoning Ordinance and Map Amendment and Comprehensive Plan Text and Map amendments, including significant mapping efforts. This is an implementation measure of the Efland-Mebane Small Area Plan, Eno EDD Small Area Plan and Highway 57 Small Area Plan.

<b>Outcome Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Estimate</b>	<b>2014-15 Projected</b>
Prepare and distribute agendas: Quarterly Public Hearing	4	4	4	4	4
JPA Public Hearing	2	2	2	2	1

## ***Planning & Inspections Department – continued***

<b>Outcome Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Estimate</b>	<b>2014-15 Projected</b>
Advisory Boards/Task Forces	30	26	28	28	30
Other Local Government Meetings	20	15	15	18	20

### **FY 2014-15 Objectives**

- Continued administration of JPA, SAPFO, and Planning Board and Quarterly Public Hearing agendas.
- Assistance with "Phase II" Unified Development Ordinance amendments as needed (i.e., addition of Economic Development planning process streamlining and Central Permitting Agricultural Support Enterprises).
- Continued implementation of Efland-Mebane Small Area Plan (i.e., Design Guidelines, Land Use Plan text and map amendments).
- Continued coordination with the Town of Hillsborough to develop and adopt a Joint Land Use Plan, as called for in the intergovernmental agreement that was signed by the two local governments.
- Continue to provide GIS mapping (including thematic maps) and socio-economic data (updated by 2010 Census) to department staff, other county departments, and outside agencies as requested. Required update to county's Data Element based on 2010 Census for use by all departments.
- Orange Public Transportation/Chapel Hill Transit (OPT/CHT) / TTA/MPO implementation of OCBRIP.
- Research/Planning/Implementation to address Regional Mobility Act and ½ cent sales/tag tax initiative.
- Engineering/Infrastructure Oversight including master plan projects, as well as, specific projects.
- Economic Development Teamwork
- Research and coordinate land use, zoning and infrastructure with our interlocal agreement municipal partners.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes \$3,380 in Capital Outlay; the funds are within the IT Equipment account and are for the purchase of a portable printer, a Trimble GEO GPS system, and ARCPAD software.
- Continued work on BOCC indentified 2009-12 priorities and updated in 2013 and 2014, including further implementation of adopted small area plans, a joint land use plan with the Town of Hillsborough, and work on economic development districts and processes and upcoming bond discussions.

## ***Planning & Inspections Department – continued***

### **Current Planning Division**

#### **Major Services**

- Administer and manage land use and subdivision regulations including, but not limited to: zoning, subdivision, erosion control, flood damage prevention, environmental protection, stormwater management, and adequate public facilities.
- Process and issue permits authorizing land disturbing activity.
- Information resource for the general public concerning development policies.

#### **FY 2013-14 Outcomes**

- Outline measurable results anticipated, by June 30, 2014.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Issuance of Zoning Compliance Permits</b>					
Issue permits for residential development within 5 business days	85%	90%	95%	92%	95%
Issue permits for non-residential development in less than 30 business days (Ordinance maximum is 30 days)	78%	88%	95%	90%	95%
Respond, in writing, to request for information on land use issues within 5 business days	N/A	88%	95%	86%	95%
<b>Service: Enforcement</b>					
Conduct initial inspection on a complaint within 5 business days from receipt	N/A	72%	95%	88%	95%
Respond to complaint within 7 business days from receipt	N/A	68%	95%	86%	95%
<b>Service: Processing of Subdivisions</b>					
Ensure review/action (i.e. approve, deny, reject, request additional information, etc.) on Minor Subdivision Concept Plan applications occur within 30 business days from receipt of application	60%	82%	95%	91%	95%
Respond to applicants with updates within 5 business days from contact	N/A	76%	95%	75%	95%

#### **FY 2014-15 Objectives**

- Continue to work on increasing permit processing effectiveness of 95% within identified time frames.
- Ensure response times to complaints and inquiries of 95% within identified time frames
- Ensure minor subdivision concept plan applications are acted upon within 30 business days.

## **Planning & Inspections Department – continued**

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- Continue to hold open houses to keep local residents informed of division activities.

### **Budget Highlights**

- Staffing shortages have been addressed but training of new personnel is on-going and will impact service provision.
- Imposition of additional State regulations, most notably stormwater, will continue to complicate the permit review and action process.
- There are several major regulatory updates that will have to be accomplished during the 2014-15 budget year requiring additional staff time/commitment beyond daily operational needs.
- In the FY14-15 Manager Recommended Budget, the Current Planning division has total revenues of \$29,000 which is an increase of \$400 from FY13-14.

### **Comprehensive Planning Division**

#### **Major Services**

- Provides Transportation Planning service function of the County, including coordination between and among the County and NCDOT, MPOs, and RPO.
- Participates in and monitors implementation of the Orange County Bus and Rail Investment Plan.
- Coordinates bus service expansion plans with OPT and other County departments and service providers.
- Administration of Orange Unified Transportation Board agendas/meetings
- Prepares/updates/implements elements of the Comprehensive Plan and Small Area Plans
- Prepares/amends/coordinates functional long- and short-range plans and special studies
- Provides technical assistance to governing and advisory boards concerning comprehensive planning issues in Orange County
- Coordinates with other County Departments and Divisions on ordinance and/or policy preparation/amendment required to implement the Comprehensive Plan

#### **FY 2013-14 Outcomes**

- Manage/coordinate Transportation Planning activities and serve as a central point of contact for the Commissioners and advisory boards for related information.
- Coordinated with Triangle Transit to prepare a 5-Year Bus Service Expansion Plan for OPT.
- Initiated and processed CMAQ reimbursement for Hillsborough Circulator route.
- Began participating in Durham-Chapel Hill-Carrboro MPO Unified Planning Work Program reporting and reimbursement process to reimburse the County for a portion of its contributions toward MPO transportation planning, which has increased significantly in recent years.
- Became member of Burlington-Graham MPO.
- Identified BOCC transportation priorities for NC Department of Transportation scoring as part of the development of the State's Transportation Improvement Program.

## **Planning & Inspections Department – continued**

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- Held public hearing on the County's Safe Routes to Schools (SRTS) Action Plan.
- Completed access management plan for the Eno Economic Development District.
- Supported Planning Director with special projects related to the County's economic development initiatives.
- Completed a joint Town of Hillsborough/Orange County Central Orange Coordinated Area Land Use Plan.
- Initiated coordinated process of adjusting the Town of Hillsborough's ETJ.

### **FY 2014-15 Objectives**

- Assist in monitoring and implementation of the OC Transit Plan.
- Initiation of new and expanded OPT bus services.
- Active membership on Technical Coordinating Committees of the two MPOs and RPO, as well as support to respective Transportation Advisory Committees and Orange County elected officials that serve.
- Lead joint planning process with the Town of Hillsborough.
- Coordinate with the Town of Hillsborough on any ETJ adjustments and on furthering courtesy review of development applications in areas of joint interest.
- Analyze and fine-tune access management plans within areas designated for economic development.
- Complete Safe Routes to Schools Action Plan and Comprehensive Transportation Plan.
- Continued administration Orange Unified Transportation Board agendas.

### **Budget Highlights**

- Initiation of new and expanded OPT bus services.
- Assist in monitoring and implementation of the OC Transit Plan.

### **Building Inspections Division**

#### **Major Services**

- Review plans, issue permits, conduct inspections, in the trades of building, mechanical, electrical, and plumbing systems associated with new construction and alterations to existing buildings, to achieve compliance with and enforce the 2012 North Carolina State Building Codes as well as providing in-house continuing education classes for our inspectors.
- Respond to the general public regarding investigation of code violations.
- Conduct biannual safety inspections of schools and child/adult care facilities as required by G.S.
- Calculate and post Occupancy Load in all assemblies in the unincorporated areas of Orange County and the Town of Hillsborough.
- Assist County Fire Marshal in routine fire inspections of commercial occupancies.

## ***Planning & Inspections Department – continued***

- Inspect sewer line, manholes, cleanouts and outfall of the Efland Sewer System and report inspections back to county engineer for maintenance.

### **FY 2013-14 Outcomes**

- Issue permits for building, electrical, plumbing, mechanical systems, zoning compliance and solid waste.
- Accept all major credit cards at the front counter allowing a major convenience for our customers.
- Provide plan review of all commercial and residential permit applications, assuring all relevant codes and laws are complied with before approval
- Conduct 99% of inspections on the day requested to be conducted.
- Issue Certificates of Occupancy or Certificates of Compliance at the completion of all projects as well as collecting of all School Impact fees for unincorporated Orange County and Hillsborough..
- Inspect 100% of the schools two times per year and child/adult care facilities annually.
- Prepare and deliver a Mutual Aid Agreement with the Town of Chapel Hill

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Review and issue building and trade permits for unincorporated Orange County and Hillsborough</b>					
Permits Issued (all)	3,251	3,287	3,400	3,450	3,500
Building	661	635	700	715	725
Electrical	1,226	1,261	1,300	1,250	1,300
Mechanical	933	936	1,200	1,215	1,375
Plumbing	431	455	425	460	475
Field Inspections	11,500	10,785	13,000	11,300	13,000
Complaint / Inquiries	76	52	50	45	50
Commercial Plans Review	246	213	300	265	300
One and Two Family Dwellings	126	137	180	150	180
Fire Inspections	126	9	50	0	0
School Inspections	38	38	38	38	38
Permit Valuation	84,320,488	72,833,493	88,657,595	90,126,508	93,000,000

### **FY 2014-15 Objectives**

- Continue training with the 2012 Building, Fire, Fuel Gas, Mechanical, Plumbing, Administration, Energy Conservation and Residential codes.
- Continue training with the 2011 National Electrical Code (North Carolina Electrical Code).
- Process and issue permits for building, electrical, plumbing, mechanical systems, zoning compliance and solid waste.

## ***Planning & Inspections Department – continued***

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- Conduct plan review of residential permit applications; work with applicant to achieve compliance.
- Maintain ISO rating of '3' for residential and commercial projects through residential and commercial plans review, experienced and educated inspections staff.
- Provide plan review on all commercial permit applications, assuring all relevant codes and laws are complied with before approval.
- Conduct 99% of inspections on the day requested to be conducted.
- Issue Certificates of Occupancy or Certificates of Compliance at the completion of all projects.
- Maintain records and provide reports on building activities, revenue, inspections conducted, etc.
- Inspect all schools two times per year.
- Reduce paper usage; paperless in field inspections, through use of laptop computers.
- Issue and inspect commercial facilities for ABC permits.
- Post occupancy loads in 100% of restaurants and other assembly occupancies.
- Maintain electronic connections to customers alerting them of: impending permit expirations, permit approval and inspection results
- Maintain project files to archived status.
- Provide weekly permit activity reports to 120 + recipients via automated email.
- Invite neighboring jurisdictions to participate in continuing education classes conducted by Orange County Building Inspections

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes an increase of \$6,110 in Inspections revenues; there is an increase of Building Inspections, Electrical Inspections, Mechanical Inspections, Plan Review Fees, and Homeowner Recovery totaling \$18,110 which is offset by a decrease of \$12,000 in Re-inspection Fees.
- Save \$4000 by conducting in-house continuing education classes to obtain required education credits of 10 employees with 41 individual certifications.
- Conduct required sewer system inspections to keep sewer system permits in compliance with state regulations.
- Continue to provide maintenance for Inspect Plus field software until development software migration complete.
- In the FY14-15 Manager Recommended Budget, the Building Inspections division has total revenues of \$528,330 which is an increase of \$6,110 from FY13-14.

## ***Planning & Inspections Department – continued***

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### **Erosion Control & Stormwater Services Division**

#### **Major Services**

- Review and approve erosion control plans.
- Inspect and monitor construction sites.
- Review and approve stormwater management plans.
- Inspect and monitor post-construction stormwater best management practices.
- Stream buffer impact review and approval.
- Surface water identification.
- Provide education, outreach, and assistance.

#### **FY 2013-14 Outcomes**

- Review and approve approximately 65 erosion control plans.
- Conduct approximately 454 erosion control and stormwater inspections.
- Review and approve approximately 6 stormwater management plans.
- Conduct approximately 15 surface water identifications.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
Erosion control plans reviewed	25	28	30	65	50
Grading permits issued	25	28	30	65	50
Stormwater management plans reviewed	3	0	2	6	6
Inspections	1,000	660	320	454	560
Surface water identifications	32	70	8	15	15

#### **FY 2014-15 Objectives**

- Fill vacant Engineering / Stormwater Supervisor position and possibly re-instate 2<sup>nd</sup> Erosion Control Officer I position that was previously lost due to budget restrictions.
- Continue review of erosion control plans and stormwater management plans within allowable timeframes.
- Continue implementation of Falls Lake and Jordan Lake Stormwater Management Programs.
- Increase number of erosion control and stormwater inspections with additional staff.

#### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes an increase of \$55,000 in Soil & Erosion Fees revenues; this increase is due to FY13-14 actual revenues

## **Planning & Inspections Department – continued**

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- For the 2013-14 fiscal year, a revenue of \$95,000 was budgeted for the Erosion Control & Stormwater Services Division. After a year of increased development here in Orange County, the 2013-14 projected revenue is now approximately \$260,000. This will yield a surplus of approximately \$165,000 on behalf of the Division.
- In the FY14-15 Manager Recommended Budget, the Erosion Control division has total revenues of \$150,000 which is an increase of \$55,000 from FY13-14.

### **Special Projects & GIS Division**

#### **Major Services**

- Prepares/updates/implements small area plans, comprehensive plan, development regulations (UDO), and special studies to implement BOCC goals.
- Administration of various inter-governmental planning initiatives such as the Joint Planning Agreement with the Towns of Chapel Hill and Carrboro, the Schools Adequate Public Facilities Ordinance (SAPFO), and the Water and Sewer Management, Planning, and Boundary Agreement (WASMPBA).
- Administration of Planning Board agendas/meetings and Quarterly Public Hearing agendas.
- GIS mapping services and socio-economic/demographic data for Planning & Inspections, other County departments as requested, and other agencies as requested.
- Manages interdepartmental collaboration, including BOCC agenda coordination with the County Manager's office.

#### **FY 2013-14 Outcomes**

- Completed amendments to the UDO that are intended to promote and further BOCC goals (examples include Agricultural Support Enterprises, Efland zoning overlay districts, changes to the existing public hearing process, and revising standards pertaining to Home Occupations). Also incorporated all UDO text amendments, completed by all staff members, into the master UDO and ensured updates were e-mailed to all necessary parties and the on-line version was kept up-to-date.
- SAPFO Administration, including student membership projections and authoring the annual technical report.
- Planning GIS analysis, including extensive mapping related to the Morinaga project, land banking for school sites in the Mebane area, Affordable Housing mapping initiative, Senior Housing mapping, and maintenance of numerous GIS layers that are directly related to Planning issues.
- JPA Administration – reviewed and commented on a number of Land Use Management Ordinance revisions proposed by the Towns of Chapel Hill and Carrboro and on-going coordination with the Towns on land use issues. County staff has proposed revisions to the JPA Land Use Plan and Agreement in regards to allowing agricultural support enterprises within the Rural Buffer.
- Efficient agenda preparation and management for Planning Board and Quarterly Public Hearings.
- Significant coordination with the Manager's Office on all Planning items on BOCC agendas throughout the year.

## ***Planning & Inspections Department – continued***

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Planning Board Agenda Administration/Distribution</b>					
Percentage of Planning Board Agendas/Materials available a minimum of 7 calendar days prior to meeting	Not tracked	100%	100%	100%	100%
<b>Service: Quarterly Public Hearing Agenda Administration/Distribution</b>					
Percentage of Quarterly Public Hearing Agendas/Materials available a minimum of 10 calendar days prior to hearing	Not tracked	100%	100%	100%	100%
<b>Service: JPA Administration – Review of Chapel Hill and Carrboro Ordinance Amendments and Projects</b>					
Percentage of requested ordinance amendment and project reviews completed prior to Town public hearings, regardless of whether Towns met submittal timeline requirements	Not tracked	100%	100%	100%	100%

### **FY 2014-15 Objectives**

- Revise land use and development regulations, as directed by the BOCC in furtherance of BOCC goals.
- Continue to work with the Planning Board to prioritize the “bucket list” of potential regulation amendments contained in the “Implementation Bridge”.
- Continue to provide GIS mapping (including thematic maps) and socio-economic data to department staff, other County departments as requested, and outside agencies as requested.
- Continued administration of JPA, SAPFO, and Planning Board and Quarterly Public Hearing agendas, as well as Department-wide coordination of BOCC agenda items with the County Manager’s office.

### **Engineering Division**

#### **Major Services**

- Manage and develop major water and sewer infrastructure projects
- Manage and operate the Efland Sewer System
- Manage and operate Lake Orange Reservoir
- Provide engineering support to other County departments

#### **FY 2013-14 Outcomes**

- Efland/North Buckhorn Sewer Extension completed
- Buckhorn Mebane EDD Water and Sewer Phase 2 project under construction
- Lake Orange renovations underway

## ***Planning & Inspections Department – continued***

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Manage and develop major water and sewer infrastructure projects</b>					
Efland/Buckhorn Sewer Extension	Complete regulatory review and begin construction	Complete construction and begin operation phase	Complete	Complete	
Buckhorn Mebane Utilities	Design complete, permitting begun, funding source identified	Bid and begin construction	Complete construction and turn over operation to City of Mebane	Construction complete on Sections W-1, S-3 and W-2	Construction fully complete and turned over to City of Mebane for operation
McGowan Creek Sewer Interceptor		Begin final design	Design complete and construction begun	Design complete and construction begun	Project completed and operational
Buckhorn Mebane Utilities Phase 2 Extension		Begin final design	Complete design and submit for permitting	Complete design and submit for permitting	Begin construction
<b>Service: Manage and operate Lake Orange Reservoir</b>					
Lake Orange Spillway	Complete Phase 1 and 2 Repairs	Budget for Phase 3 Repairs	Complete Phase 3 Repairs and begin regular maintenance of upstream impoundments	Bid and begin Phase 3 Repairs	Budget and begin maintenance of upstream impoundments

### **FY 2014-15 Objectives**

- Complete construction of the Buckhorn Mebane EDD Utilities Phase 2 project
- Complete construction of the McGowan Creek Outfall
- Complete design, permitting, bidding and begin construction on the Buckhorn Mebane Utilities Phase 2 Extension project

### **Budget Highlights**

- Efland Sewer Budget – the Efland Sewer Fund rate is recommended to increase from \$13.39 per 1,000 gallons to \$14.33 per 1,000 gallons, this is consistent with what Mebane out-of-town sewer rate will be in FY14-15. The cost to run the system continues to increase; however, at a greater rate than the revenue from sewer charges. As a result, the shortfall in the operating budget is projected to be slightly higher than last year.
- The FY14-15 Manager Recommended Budget includes a General Fund subsidy (Transfer from General Fund) of \$143,750 compared to \$103,050 in FY13-14.
- Engineering Division will be combining with the Erosion Control/Stormwater Division beginning with the FY14-15 budget year. Because the new supervisor has not yet been named, the individual divisions are preparing budget documents separately. Next year, it is likely the two divisions will have a combined budget rather than two separate division budgets.

## **Planning & Inspections Department – continued**

### **Orange Public Transportation Division**

#### **Mission Statement**

To improve the mobility of Orange County residents of all needs (aging, health, social service, transit dependent, etc.) by providing public, human service agency, contractual, and coordinated rural, town and regional transportation.

#### **Major Services**

- Design and operate public bus routes for special populations and general public riders.
- Provide medical demand-response service for Orange County residents outside Chapel Hill Transit service area.
- Operate the Hillsborough Circulator and mid-day 420 routes.
- Provide emergency transportation on behalf of Emergency Management (during disasters, inclement weather, etc.)
- Assist with the Chapel Hill Transit, Orange Public Transportation coordination program and NCDOT 5 year Community Transportation Services Plan.
- Assist with bus program planning of distribution of ½ cent sales tax and tag tax revenues.
- Apply for and administer transit grants through NCDOT; Community Transportation Program (CTP) and Rural Operating Assistance Program (ROAP) and MPO avenues.
- Market all public and para-transit services provided through Orange Public Transportation.
- Implement all safety system policies and procedures required from NCDOT.

#### **FY 2013-14 Outcomes**

- Provided more than 120,000 one-way trips to Orange County residents.
- Adjusted Hillsborough Circulator route times to better service residents along the bus route.
- Utilized NCDOT grant funds to reduce local funding.
- Studied new route programs and conducted public outreach to implement OCBRIP.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
Passengers per year	116,483	80,239	100,000	100,000	114,068
Cost per trip	\$6.76	\$9.00	\$8.50	\$8.50	\$8.25
Total number of daily routes	19	20	22	22	22
Cost per hour	\$31.50	\$35.28	\$43.01	\$43.01	\$43.01
Cost for fuel	\$.49 cents per mile	\$1.00 per mile	\$1.00 per mile	\$1.00 per mile	\$1.00 per mile

## ***Planning & Inspections Department – continued***

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
Indirect costs	0	0	0	0	

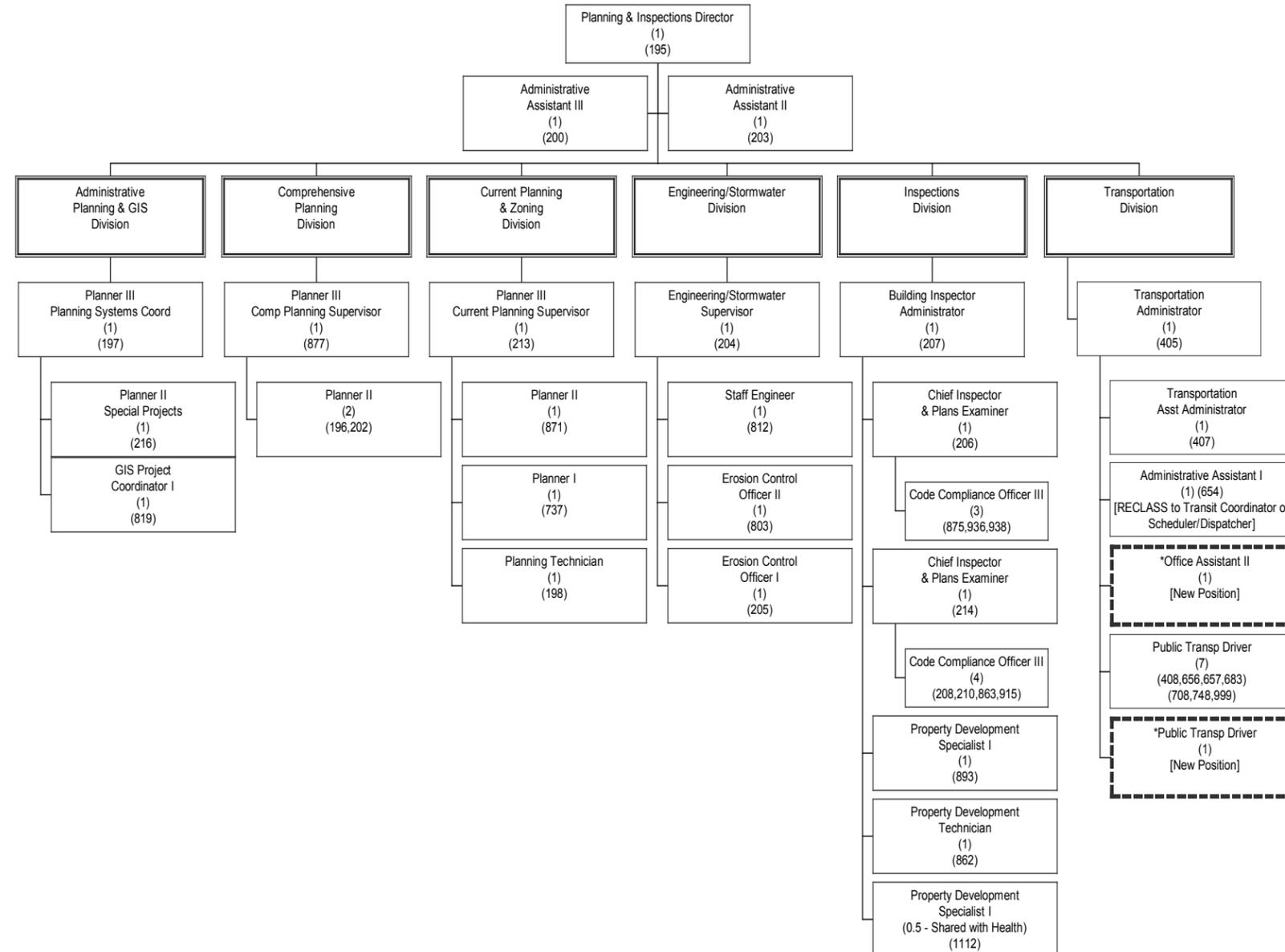
### **FY 2014-15 Objectives**

- Identify and apply for additional transit funds from NCDOT, local businesses, other grant sources.
- Maintain or improve current service level standards.
- Identify and plan use of the ½ cents sales tax revenues through route development of enhancement.
- Work with adjacent county transit providers along with Chapel Hill Transit and TTA to develop a coordinated public transit service system.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes 2.0 additional FTE, a 1.0 FTE Office Assistant II and a 1.0 FTE Public Transportation Driver, with a total County cost of \$90,599 (Personnel costs of \$84,576, Operating costs of \$2,390, and one-time start-up costs of \$3,633). These positions are necessary to address service expansion related to the Orange County Bus & Rail Investment Plan.
- The FY14-15 Manager Recommended Budget includes \$44,000 in Capital Outlay; these funds are budgeted in the Vehicles account and represent the County's 10% match for buses that will be purchased in FY14-15.
- Ensure all NCDOT funds remain accessible for Orange County.
- Develop a bus program consistent with the OCBRIP financial plan for use of the ½ cent sales tax to serve rural and central Orange County with connections to intra-county and inter-county cities.
- In the FY14-15 Manager Recommended Budget, the Orange Public Transportation division has total revenues of \$708,147 which is an increase of \$124,797 from FY13-14.

# Planning & Inspections/OPT



FY2014-15 Recommended  
 \* New position recommended

# Public Affairs

Phone Number: (919) 245 - 2302

Website: <http://www.orangecountync.gov>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Category (General Fund)</b>						
Personnel Services	0	0	107,761	119,089	119,738	119,738
Operations	0	0	72,239	46,157	66,290	66,290
Capital Outlay	0	0	10,000	10,000	0	0
<b>Total Expenditures</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 190,000</b>	<b>\$ 175,246</b>	<b>\$ 186,028</b>	<b>\$ 186,028</b>
<b>County Costs (net)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 190,000</b>	<b>\$ 175,246</b>	<b>\$ 186,028</b>	<b>\$ 186,028</b>
<b>Total Department of Public Affairs and Related Expenditures</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 190,000</b>	<b>\$ 175,246</b>	<b>\$ 186,028</b>	<b>\$ 186,028</b>

## Mission Statement

Develops key messages and communications strategies; writes and edits content for a wide range of print, Web-based or digital publications for public groups and County departments; develops new public relations and marketing strategies; and creates written internal policies and guidance for County departments.

## Major Services

- Media Relations
- Script development for radio PSAs and video productions
- Digital Message Monitor bulletin design and scheduling
- Web Site Content Management and Social Media activity
- Advertising/Marketing: Design and printing of brochures, posters, flyers, business cards, billboards, invitations, etc.
- PR Campaigns from concept to creation of marketing packets

## FY 2013-14 Outcomes

- Advertising in newspapers and purchased billboard ads for the first time.
- Established a County Facebook and Twitter account.
- Paid for ads in the Herald Sun and News of Orange - Newcomers Guides.
- Established radio presence on WCHL through PSAs and topical interviews.
- Coordinated and hosted the first ever Orange County Expo.
- More than 100 bulletins designed and displayed on Digital Message Monitors (DMMs)
- Developed several PR campaigns, including the Community Giving Fund, plus its Web site.

## ***Department of Public Affairs – continued***

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Media Relations</b>					
Press Releases Issued	0	182	300	272	300
<b>Service: Advertising/Marketing</b>					
Newspaper Ads	0	0	5	5	12
Radio PSAs*	0	0	48	48	12
<b>Service: Graphic Design</b>					
Print Materials	0	114	120	120	125

\*Note: 2013-14 Radio PSAs were paid for by Economic Development and the Visitors Bureau. In 2014-15, Department of Public Affairs budget will incur all PSA costs, which will afford significantly fewer PSAs.

### **FY 2014-15 Objectives**

- Increase advertising via print media, radio and billboards.
- Move forward with video productions to promote County departments.
- Creation of YouTube Channel to broadcast videos that promote County programs/services.
- Production of publications, such as Annual Report and Guide to County Government.

### **Budget Highlights**

- 2013-14 Operations Projections: The mid-year approval of the County logo delayed some initiatives, until FY 2014-15. In addition, Economic Development and the Visitors Bureau funded Radio PSAs, which served as a one-time cost reprieve.

# Public Affairs

Director of Public Affairs

(1)

(1098)

# Register of Deeds

Phone Number: (919) 245 - 2679

Website: [www.orangecountync.gov/deeds](http://www.orangecountync.gov/deeds)

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						
Personnel Services	716,457	727,376	749,726	724,925	761,832	761,832
Operations	118,078	110,359	143,743	129,173	141,193	141,193
Capital Outlay	1,758	473	0	5,152	0	0
<b>Total Expenditures</b>	<b>\$ 836,292</b>	<b>\$ 838,208</b>	<b>\$ 893,469</b>	<b>\$ 859,250</b>	<b>\$ 903,025</b>	<b>\$ 903,025</b>
<i>Offsetting Revenues</i>	<i>(1,241,213)</i>	<i>(1,449,687)</i>	<i>(1,431,909)</i>	<i>(1,388,908)</i>	<i>(1,393,687)</i>	<i>(1,393,687)</i>
<b>County Costs (net)</b>	<b>\$ (404,921)</b>	<b>\$ (611,479)</b>	<b>\$ (538,440)</b>	<b>\$ (529,658)</b>	<b>\$ (490,662)</b>	<b>\$ (490,662)</b>
<b>Total Register of Deeds and Related Expenditures</b>	<b>\$ 836,292</b>	<b>\$ 838,208</b>	<b>\$ 893,469</b>	<b>\$ 859,250</b>	<b>\$ 903,025</b>	<b>\$ 903,025</b>

## Mission Statement

The purpose of the Register of Deeds Office is to record, maintain and preserve real and personal records and, in compliance with NC General Statutes, provide access to public records and courteous and professional service to citizens.

## Major Services

- File documents presented for registration
- Index and scan all filed documents to create permanent public records
- Create permanent records of births, deaths, marriages and military discharges
- Issue marriage licenses and certified copies of public permanent records
- Redact personal information from web (upon citizen's request)
- Customer Service & Special Projects, for example back-scanning old documents

## FY 2013-14 Outcomes

- Recording Process – Reviewed each document to ensure in compliance with NC recording laws; submitted each land-related document to Land Records for PIN (Parcel Identifier Number) assignment within five minutes of presentation. Completed filing process, affixed book and page, time and date, collected/receipted fee within ten minutes. Each document processed by Quality Control within 4 hours of recording. Total process completed in the designated time frame approximately 99% of the time. Returned filed documents to designated party within 5 to 7 days of filing, approximately 98% of the time.
- Indexing & Imaging Process - Indexed document within twenty minutes of filing process (this process gives notice to title searchers that the document is on file). Scanned recorded documents within 8 hours of recording and printed permanent record book copies. Process completed in the designated time frame approximately 95% of the time.
- Vital Records – Issued certified copies of Birth, Death & Marriage Certificates within 5 minutes of application approximately 99% of the time. Issued marriage license within 20 minutes of

## ***Register of Deeds – continued***

application approximately 99% of the time. Indexed births, deaths the same day received approximately 95% of the time.

- Real Estate Imaging Project – Project projected to be completed by AMCAD by April 2014 (update on status of project provided by AMCAD February 2014). Once the project is completed the images will be available online and in the Register of Deeds office for permanent records beginning with the year 1991 back to 1752. Citizens frequently request that images of records prior to 1991 be available on the internet. The project will be funded from the Register of Deeds Automation Fund (NCGS 161-11.3).
- Vital Records Project – This project is being completed by four Register of Deeds staff. This fiscal year they have currently labeled, scanned and indexed over 24,500 birth and death records.
- Credit Cards – Currently working with the Vendor, “Point & Pay”. The system is projected to be installed April/May 2014. Once the system is installed, the Register of Deeds office will accept credit cards.
- E-Recording – In the process of implementing the E-Recording process for all Land related documents – projected implementation date May/June 2014. E-Recording was originally implemented in September 2011; however, only Satisfactions have been accepted.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Recording, Scanning, &amp; Indexing all of documents</b>					
Deeds, Deeds of Trust, D/T Cancellations, other documents, UCC's	22,901	25,904	25,700	21,450	21,750
<b>Service: Vital Records Indexed</b>					
Births Indexed	3,839	3,890	3,875	3,850	3,860
Deaths Indexed	1,473	1,450	1,460	1,365	1,365
<b>Service: Marriage Licenses &amp; Certified Copies of Vital Records Issued</b>					
Marriage Licenses Issued	772	736	750	675	700
Certified Copies of Vital Records Issued	18,188	18,308	18,200	17,100	17,500

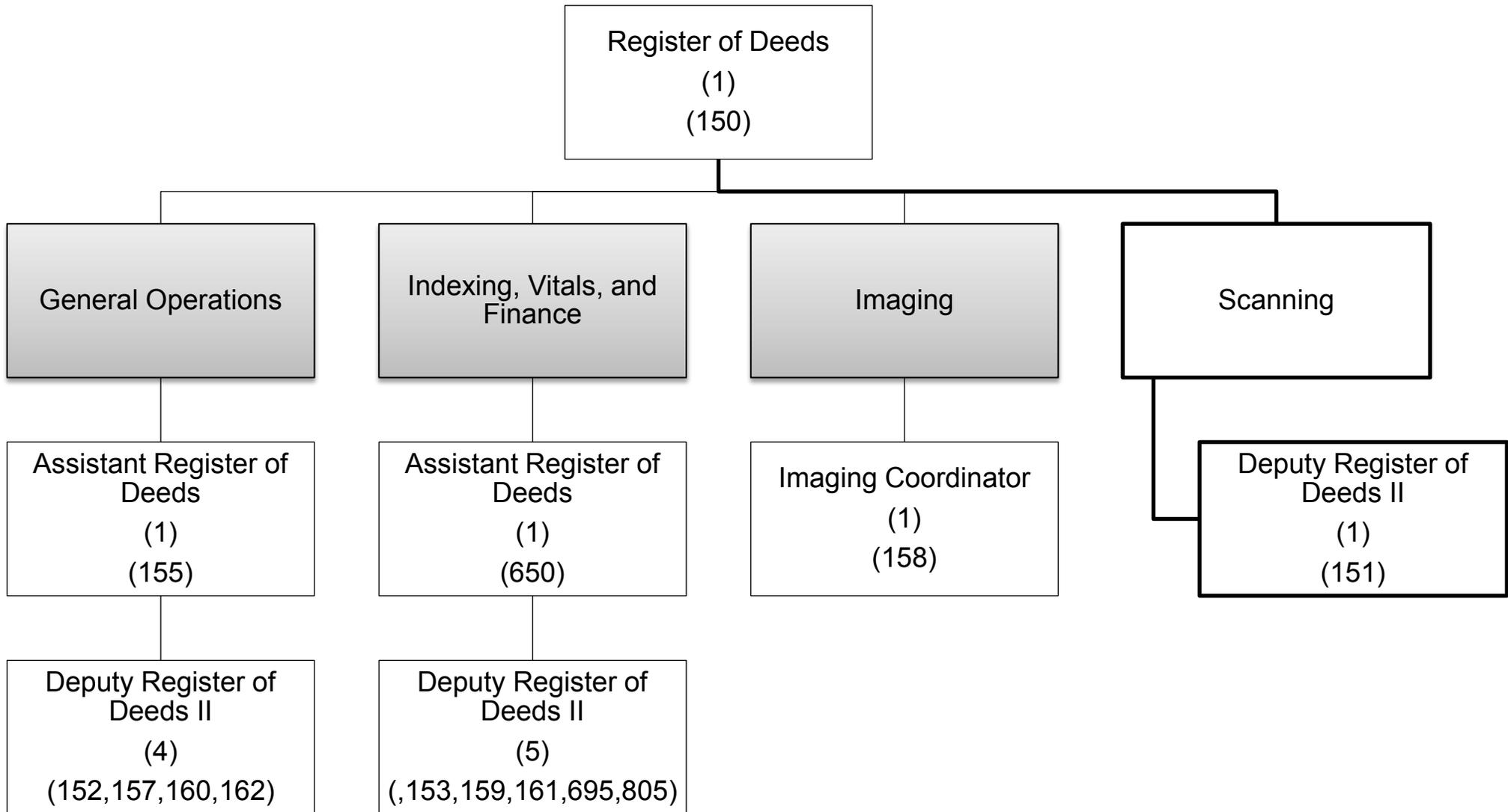
### **FY 2014-15 Objectives**

- Real Estate Indexing Project – Once the images are uploaded, index permanent records beginning with year 1931 back to 1752. This project will be completed in the Register of Deeds office by staff.
- Vital Records Project – Scan Vital Record documents including Birth, Death and Marriage records. This project will be completed in the Register of Deeds office by staff.
- North Carolina Vital Records Automated System (NC VRAS) – Research and give consideration to implementing the NC VRAS system in Orange County within the next two years.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget has a decrease in revenues for both Register of Deeds fees and Marriage License fees; this decrease is due to a decrease in the number of recordings during the current year.

# Register of Deeds



# Sheriff

Phone Number (919) 644 - 3050

Website: <http://orangecountync.gov/sheriff>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						<b>Account: 710</b>
Personnel Services	8,913,459	9,124,142	9,356,568	9,231,090	9,546,961	9,546,961
Operations	1,676,603	1,648,476	2,342,144	1,826,110	2,467,670	2,467,670
Capital Outlay	304,676	84,294	0	101,858	0	0
<b>Total Expenditures</b>	<b>\$ 10,894,738</b>	<b>\$ 10,856,912</b>	<b>\$ 11,698,712</b>	<b>\$ 11,159,058</b>	<b>\$ 12,014,631</b>	<b>\$ 12,014,631</b>
<i>Offsetting Revenues</i>	<i>(2,798,678)</i>	<i>(2,631,632)</i>	<i>(2,731,169)</i>	<i>(2,724,762)</i>	<i>(2,777,103)</i>	<i>(2,777,103)</i>
<b>County Costs (net)</b>	<b>\$ 8,096,059</b>	<b>\$ 8,225,280</b>	<b>\$ 8,967,543</b>	<b>\$ 8,434,296</b>	<b>\$ 9,237,528</b>	<b>\$ 9,237,528</b>
<b>Total Sheriff and Related Expenditures</b>	<b>\$ 10,894,738</b>	<b>\$ 10,856,912</b>	<b>\$ 11,698,712</b>	<b>\$ 11,159,058</b>	<b>\$ 12,014,631</b>	<b>\$ 12,014,631</b>

## Mission Statement

The mission of the Orange County Sheriff's Office can best be stated as: "Community peace through competent law enforcement." This motto summarizes the goal of our department: to protect the rights of all persons to be free from crime and to live in peace. Every person regardless of his or her respective background is guaranteed certain rights and privileges that this department is bound to protect.

Our mission can be further exemplified into certain ongoing objectives that we in law enforcement must continually strive to achieve as we seek to fulfill the goals of this Sheriff's Office:

1. The protection of life, property, and Constitutional guarantees.
2. The enforcement of the General Statutes of the State of North Carolina.
3. The apprehension of law violators and the repression of crime.
4. The preservation of social tranquility, safety, and well being of all citizens.
5. The recovery and safe keeping of property.
6. The prevention of civil disorder.
7. To provide service to the courts and the criminal justice system.
8. To provide humane safe keeping of all persons confined in the Orange County Detention Center.

## Major Services

- Provide continuous 24-hour routine patrol services to the entire county.
- Respond to crimes in progress, citizen complaints and incident investigations.
- Seek out wanted persons and serve criminal process. Serve civil process as mandated by the court.
- Provide school/community resource deputies for Orange County's high and middle schools, to prevent violence and work with at risk students in the community.

## ***Sheriff's Office – continued***

- Operate the County Jail Facility. Transport inmates to court and maintain custody of same during court trials, transport inmates to and from other jail facilities and state prisons. Provide courtroom security for courts and courthouse property.
- Continue Community watch and crime stoppers programs conduct the D.A.R.E./GREAT programs in the county schools. Provide assistance to domestic violence victims, child abuse, elderly and handicapped and aid crisis victims.

### **FY 2013-14 Outcomes**

- Reduce the number of property and larcenies crimes.
- To continue our school resource deputy program to reduce crime and incidents of violence in our schools,
- Provide safe housing and security for housed state and federal inmates.
- Staff will continue screening all reports from the OCSO and initiate contact with victims of domestic violence.
- Respond to 100% of citizens concerns regarding neighborhood drug and crime problems.
- Involve more citizens in our efforts to reduce and prevent crime. Continue high visibility and aggressive patrol coverage through out the county to deter and prevent crime.

<b>Outcome Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Estimate</b>	<b>2014-15 Projected</b>
Number of OCSO Break-ins	417	456	465	271	325
Number of OCSO Larcenies	403	480	450	500	469
Number reported domestic violence contacts/incidents	2,934	3,828	3,500	3,900	3,942
Number of juvenile contacts by deputies (state law requires juvenile contacts be reported)	40,100	44,595	47,500	50,000	50,550
Number of child abuse cases	185	197	150	175	175
Average number of inmates per month	153	167	167	130	145

### **FY 2014-15 Fiscal Year Objectives**

- Involving more citizens in our efforts to reduce and prevent crime. Continue high visibility and aggressive patrol coverage through out the county to deter and prevent crime. Increase daily e-mail to Community Watch Groups for crime in their community.
- Work in cooperation with other community agencies to empower victims of domestic violence and provide them with the resources available to prevent and remove themselves from domestic violence.
- Continue to involve citizens, especially parents of school age children in our drug awareness prevention programs. Encourage citizen participation in solving community problems and decrease overall incidents of crime.
- Meet federal and state jail standards as mandates.

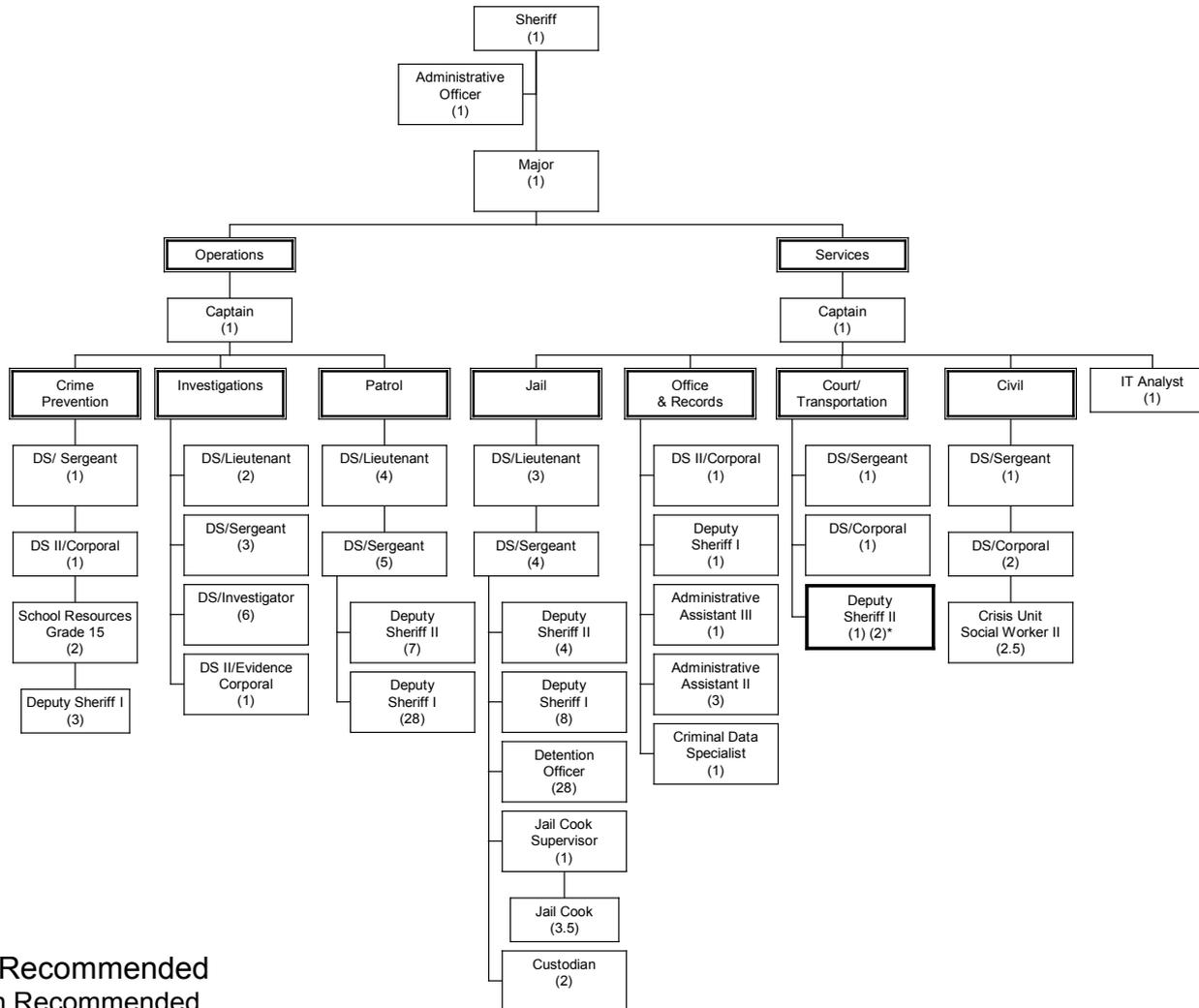
## ***Sheriff's Office – continued***

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### **Budget Highlights**

- The increase in Operations in FY 2014-15 is due to a \$.03/mile increase in the Motor Pool surcharge (from \$.05/mile to \$.08/mile), and increases in Contract Services to cover the costs of in-car camera and server maintenance, and fingerprinting technology maintenance.
- The FY 2014-15 Manager Recommended budget includes two (2) additional Deputy Sheriff I positions for transport operations. The number of involuntary commitments has increased over the past several years, and this requires two deputies for each transport, with most trips taking approximately 5-8 hours per patient. Transports are mandated by the State, which require taking patients from the location of the incident to the hospital, and then to a facility for treatment that is designated by the hospital. Note: During FY 2009-10, the Sheriff's Office voluntarily relinquished two vacant Deputy Sheriff positions to help cut costs during the economic recession.
- The Capital Outlay of \$101,858 in the 12-month Estimate for FY 2013-14 includes the purchase of three (3) patrol vehicles, one paid from the receipt of ABC Board funds, and the purchase of four (4) portable radios.
- The increase in Revenue projected for FY 2014-15 includes additional revenue anticipated for out of county transports.

# Sheriff's Department



# Social Services

Phone Number: (919) 245 - 2800

Website: <http://orangecountync.gov/socsvcs>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Category (General Fund)</b>						
Personnel Services	9,157,777	9,224,399	10,045,588	9,482,958	10,270,022	10,270,022
Operations	9,501,171	10,644,691	6,904,831	11,065,106	6,801,792	6,801,792
Capital Outlay	10,875	109,288	70,000	137,370	60,000	60,000
<b>Total Expenditures</b>	<b>\$ 18,669,823</b>	<b>\$ 19,978,378</b>	<b>\$ 17,020,419</b>	<b>\$ 20,685,434</b>	<b>\$ 17,131,814</b>	<b>\$ 17,131,814</b>
Offsetting Revenues	(12,426,549)	(12,972,763)	(9,166,946)	(13,337,323)	(8,897,231)	(8,897,231)
<b>County Costs (net)</b>	<b>\$ 6,243,274</b>	<b>\$ 7,005,615</b>	<b>\$ 7,853,473</b>	<b>\$ 7,348,111</b>	<b>\$ 8,234,583</b>	<b>\$ 8,234,583</b>
<b>Other Related Programs (Grant Fund)</b>						
Personnel Services	53,953	56,048	243,188	234,496	271,809	271,809
Operations	171,849	63,613	292,064	267,627	214,916	214,916
Capital Outlay	0	0	2,800	5,065	0	0
<b>Total Expenditures</b>	<b>\$ 225,801</b>	<b>\$ 119,661</b>	<b>\$ 538,052</b>	<b>\$ 507,188</b>	<b>\$ 486,725</b>	<b>\$ 486,725</b>
Offsetting Revenues	(188,940)	(67,598)	(538,052)	(538,052)	(486,725)	(486,725)
<b>County Costs (net)</b>	<b>\$ 36,861</b>	<b>\$ 52,063</b>	<b>\$ 0</b>	<b>\$ (30,864)</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Department of Social Services and Related Expenditures</b>	<b>\$ 18,895,625</b>	<b>\$ 20,098,040</b>	<b>\$ 17,558,471</b>	<b>\$ 21,192,622</b>	<b>\$ 17,618,539</b>	<b>\$ 17,618,539</b>

## Division Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Program (General Fund)</b>						
Administration	2,617,754	2,818,104	3,259,537	3,145,415	3,116,553	3,116,553
Children/Family Services	4,367,586	4,418,927	4,892,243	4,475,754	5,226,536	5,226,536
Economic Services	4,207,376	4,209,622	4,497,902	4,662,408	4,527,399	4,527,399
Public Assistance	1,543,524	1,709,683	1,485,233	1,876,406	1,446,041	1,446,041
Skills Development Center	9,168	5,020	0	0	0	0
Subsidy	5,856,478	6,817,023	2,885,504	6,525,451	2,815,285	2,815,285
Veterans' Services	67,937	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 18,669,823</b>	<b>\$ 19,978,378</b>	<b>\$ 17,020,419</b>	<b>\$ 20,685,434</b>	<b>\$ 17,131,814</b>	<b>\$ 17,131,814</b>
Offsetting Revenue	(12,426,549)	(12,972,763)	(9,166,946)	(13,337,323)	(8,897,231)	(8,897,231)
<b>County Costs (net)</b>	<b>\$ 6,243,274</b>	<b>\$ 7,005,615</b>	<b>\$ 7,853,473</b>	<b>\$ 7,348,111</b>	<b>\$ 8,234,583</b>	<b>\$ 8,234,583</b>
<b>Total Expenditures</b>	<b>\$ 18,669,823</b>	<b>\$ 19,978,378</b>	<b>\$ 17,020,419</b>	<b>\$ 20,685,434</b>	<b>\$ 17,131,814</b>	<b>\$ 17,131,814</b>
<b>Other Related Programs (Grant Fund)</b>						
Criminal Justice Partnership Progr.	225,801	63,793	0	406	0	0
Community Response Program	-	-	67,774	59,082	68,903	68,903
Emergency Solutions Program	-	55,869	168,467	145,889	116,011	116,011
WIA-Building Futures Program	-	-	301,811	301,811	301,811	301,811
<b>Total Expenditures</b>	<b>\$ 225,801</b>	<b>\$ 119,661</b>	<b>\$ 538,052</b>	<b>\$ 507,188</b>	<b>\$ 486,725</b>	<b>\$ 486,725</b>
Offsetting Revenue	(188,940)	(67,598)	(538,052)	(538,052)	(486,725)	(486,725)
<b>County Costs (net)</b>	<b>\$ 36,861</b>	<b>\$ 52,063</b>	<b>\$ 0</b>	<b>\$ (30,864)</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Expenditures</b>	<b>\$ 18,895,625</b>	<b>\$ 20,098,040</b>	<b>\$ 17,558,471</b>	<b>\$ 21,192,622</b>	<b>\$ 17,618,539</b>	<b>\$ 17,618,539</b>

## **Department of Social Services – continued**

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### **Mission Statement**

The Orange County Department of Social Services shall meet with clients at their point of need to provide preventive, supportive, and restorative services delivered with competence and compassion while striving to protect vulnerable children, the at-risk elderly, persons with disabilities and the economically disadvantaged in our community.

### **Social Services: Administration**

#### **Major Services**

- Administration and fiscal support for Department divisions and the Social Services Board
- Management of accounts payable and receivable

#### **FY 2013-14 Outcomes**

- Maintained expenditures within approved county budget
- Assured compliance with fiscal audit requirements

#### **FY 2014-15 Objectives**

- Maximize state and federal funds available to Orange County for Social Services
- Ensure compliance with fiscal and program audit requirements

#### **Budget Highlights**

- Personnel Cost Reductions: Next year's budget realigns several permanent staff and overtime resources to other department divisions (\$131,148).
- IT Improvements: Budgeted funds for automated systems implementation, throughout the agency. Computers will also be used at the Skills Development Center to increase public access to training and job search activities. Project costs total \$35,000.
- Building Improvements: Skills Development Center improvements will increase security and provide better access, for persons with disabilities. Broken furnishings will also be replaced. Project costs total \$25,000.
- The contracts for Drug Treatment Court (\$67,000) and Pretrial Services (\$95,000) are included in this section.

### **Social Services: Child and Family Services**

#### **Major Services**

- Provide protective services and substitute care for at-risk Orange County children
- Provide safe, permanent homes for children in DSS custody
- Conduct Adult Protective Services intake and investigations
- Provide supportive services to adults in their homes

## ***Department of Social Services – continued***

- Coordinate adult out-of-home placement
- Act as guardian and protective payee for incompetent or disabled adults

### **FY 2013-14 Outcomes**

- Ensured there were no instances of maltreatment of a child in foster care, exceeding national standard (Target:  $\leq 0.57\%$ )
- Provided CPS/APS coverage 24 hours per day, year round
- Completed CPS/APS screenings and conducted investigations/assessments where appropriate
- Assured availability of appropriate, prepared foster and adoptive families for children in DSS custody
- Assured elderly and disabled adults were able to remain safely in their own homes whenever possible
- Provided guardianship services and acted as protective payee for individuals when no other resource could be identified in the community

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Provide protective services and substitute care for at-risk Orange County children</b>					
Number of children in households reported for abuse and neglect	1,156	1,203	1,250	1,220	1,250
Number of children in DSS legal custody	152	146	160	145	150
Percentage of children with a finding of abuse or neglect who had a second finding within the following six months (Target: $\leq 6.1\%$ )	3.6%	2.4%	3%	3%	3%
Percentage of children who re-entered foster care within twelve months of exit (Target: $\leq 8.6\%$ )	4.3%	3.8%	4%	4%	4%
<b>Service: Provide safe, permanent homes for children in DSS custody</b>					
Number of children adopted	16	14	20	16	15
Number of children who achieved permanence	55	49	70	50	50
<b>Service: Conduct Adult Protective Services intake and investigations</b>					
Number of Adult Protective Services investigations	41	35	50	40	50
<b>Service: Provide supportive services to adults in their homes</b>					
Number of adults receiving Community Alternatives Program (CAP)/in-home services	91	105	150	115	120
<b>Service: Act as guardian and protective payee for incompetent or disabled adults</b>					
Number of guardianship cases	32	39	50	42	45

## **Department of Social Services – continued**

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### **FY 2014-15 Objectives**

- Protect children by responding to referrals made alleging abuse, neglect, and/or dependency; providing services; preventing unnecessary removal; and achieving permanence expeditiously
- Protect elderly and disabled adults by responding to referrals alleging abuse, neglect, and/or exploitation
- Help maintain elderly and disabled adults in their own homes when possible
- Assist elderly and disabled adults by facilitating appropriate placements and/or providing payee or guardianship services as appropriate

### **Budget Highlights**

- Although there have been some reduction in the number of children in legal custody in the past few years, all projections of payments and services are requested at the same level. Many counties in the state have seen increases in their numbers and this trend may now be reversing.
- Personnel Changes: Recommended Budget includes funding for the seven county social workers (\$439,669), who would have been displaced by the loss of Orange County Schools' Revenue. The department has secured Supportive Case Management revenue (\$123,600) and eliminated two vacant positions (\$101,049) to offset the increase in County Costs (\$211,421). Please refer to the Budget Highlights within the Economic Services division for more details.
- Revenue Increase: An additional Medicaid program, Supportive Case Management, will begin in 2014 but this program is directly related to services provided by Medicaid and will not be appropriate for the activities provided in the schools. Social Services will be able to use the funds in other areas such as adult services and prevention (\$123,600).
- Revenue Reduction: Based on state projections and federal regulations, there are reductions in the IV-E CPS, IV-E Administrative, and TANF funds for child welfare staff. The state began providing some state dollars to offset some of these costs by the county but there is still a net loss of approximately \$100,000.

### **Social Services: Economic Services**

#### **Major Services**

- Provide funding for staff administering various Public Assistance programs, the Work First and Adolescent Parenting programs (Actual costs for Public Assistance payments as well as related performance measures are found in the Public Assistance division)
- Provide case management services to adolescent parents to delay future pregnancies
- Provide cash payments, case management, and other supportive services to Work First families to allow them to obtain employment
- Assist Orange County Veterans in accessing benefits
- Enable Orange County residents to acquire skills, obtain employment, and/or increase income at the Skills Development Center

## Department of Social Services – continued

### FY 2013-14 Outcomes

- Prepared and trained Work First staff on NC FAST in anticipation of Phase 2 and 6 rollout
- Enabled teen parents to finish school and avoid a second pregnancy
- Implemented Employment and Training Program for Food and Nutrition Services recipients, began job club, and sponsored job fairs

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
<b>Service: Provide Work First cash payments and case management services to low-income or unemployed families</b>					
Number of households receiving Work First cash assistance (monthly average)	227	231	250	250	235
Number of participants who gained employment	95	111	95	105	100
County all families work participation rate (Target: ≥ 50%)	44%	51%	53%	50%	52%
Number of participants who received SSI	3	2	10	5	7
Percentage of employed participants who retained employment for at least twelve months after exiting the program	71%	80%	75%	75%	75%
<b>Service: Provide case management services to adolescent parents to delay future pregnancies</b>					
Number of adolescent parents participating in the Adolescent Pregnancy Prevention Program	37	39	38	40	38
Percentage of participating teens who avoided a second pregnancy	97%	98%	100%	98%	100%
Percentage of participating teens who successfully completed high school or equivalency	100%	100%	100%	100%	100%
<b>Service: Assist Veterans in accessing benefits</b>					
Number of Veterans receiving assistance in applying for needed services	240	48*	200	198	250
<b>Service: Enable Orange County residents to obtain employment or increase income</b>					
Number of people who received basic skills training including English as a Second Language and high school equivalency	702	756	730	777	785
Number of people who received educational and vocational training	3,252	3,282	3,200	3,314	3,455
Number of people who obtained employment or increased income	452	515	570	575	585

\* The Veterans Affairs Social Worker position was vacant for most of FY12-13 and was filled in August, 2013

## **Department of Social Services – continued**

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### **FY 2014-15 Objectives**

- Move public assistance families into employment and toward self-sufficiency and personal responsibility
- Delay second pregnancies for adolescent parents and support continued school attendance for program participants
- Help low-income families and special populations (including Veterans) access relevant benefits and services

### **Budget Highlights**

- Work First Program: The FY 2014-15 Budget includes additional nonpermanent funds to subsidize employment for Work First clients (\$90,000); the increase is partially offset by other expenditure reductions (\$40,000). The department also maintained funds for Work First vehicles and transportation. Staff is developing a plan to fund vehicle maintenance or to re-establish Wheels to Work program. Finally, after the budget approval last year, TANF funds for child welfare services were cut. This reduction of \$91,000 is included in the budget.
- NC FAST: Personnel Costs include four, 1.0 FTE Time-Limited Human Service Specialist positions, who will address NC FAST needs, through June 30, 2015. The FY 2013-14 Original Budget included funding for three FTEs; one additional FTE was approved mid-year (\$49,651).
- Revenue Increase: Since North Carolina is implementing NC FAST, which will interface with the federal health insurance marketplace, enhanced administrative funding is available for Medicaid eligibility activities (+\$500,000). Previously these costs were reimbursed at 50% but will now be reimbursed at 75% federal funds. There is also additional Food and Nutrition Services reimbursement reflecting the federal share of time-limited staff and overtime.
- Revenue Reduction: Medicaid case management will sunset as a North Carolina program, before July 2014. These funds have helped support the eight family specialists in the Orange County Schools. Orange County Schools paid the nonfederal costs for these positions to Social Services. Please refer to the Child and Family Services Budget Highlights, for more details.

### **Social Services: Public Assistance**

#### **Major Services**

- Determine eligibility and process benefits for Food and Nutrition Services (FNS)
- Provide medical assistance to low-income families meeting eligibility guidelines for Medicaid programs
- Determine eligibility for Special Assistance for domiciliary patients
- Provide Emergency Assistance to families in crisis

#### **FY 2013-14 Outcomes**

- Managed implementation of Phases 1, 2 and 6 of NC FAST
- Managed Medicaid caseload that has increased more than 3% over the last year

## Department of Social Services – continued

- Managed Food and Nutrition Services caseload that has increased more than 5% over the last year
- Continued alignment of certification periods for Food and Nutrition Services and Medicaid and implemented other Work Support Strategies

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
<b>Service: Determine eligibility and process benefits for Food and Nutrition Services</b>					
Average number of households receiving food and nutrition services monthly	6,074	6,385	6,600	6,500	6,600
Percentage of potentially eligible families receiving food assistance (Target: ≥ 75%)	60%	58%	75%	60%	65%
Percentage of procedural denials (Target: ≤ 50%)	67%	67%	50%	67%	65%
Average processing time in days (Target: ≤ 13)	15.1	12.3	13	12	11
<b>Service: Provide medical assistance to low-income families meeting eligibility guidelines for Medicaid programs</b>					
Average number of households receiving Medicaid monthly	9,318	9,640	9,600	10,118	10,200
Average number of households receiving Health Choice monthly	848	928	900	536*	600

\*Numbers for NCHC reflect changes related to the Affordable Care Act. More of these families are now receiving coverage under Medicaid instead of Health Choice

### FY 2014-15 Objectives

- Assist low-income families and individuals with meeting nutritional, medical, and other basic needs
- Redesign business processes through Work Support Strategies to manage increasing demand in public assistance
- Continue to implement NC FAST phases 2, 6, and 7
- Work toward integrating work support programs across the agency
- Continue to develop mechanisms and evaluate progress to manage the ongoing demand for Emergency Assistance

### Budget Highlights

- Public assistance programs continue to provide over \$120 million in benefits to low-income families in Orange County. These services are essential and prevent many families from experiencing abject poverty.
- There is a \$35,000 reduction in federal funds, for utility payments, for families in crisis.
- Orange County has experienced some delays in issuing benefits, during the rollout of NC FAST.
- Demand for public assistance remains high and continues to challenge the staff's ability to meet deadlines and expectations. Staffing issues are addressed in the Economic Services Division.

## ***Department of Social Services – continued***

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### **Social Services: Subsidy**

#### **Major Services**

- Provide child day care subsidy and social casework services for families, including information and referral services to help parents determine appropriate child care placements
- Provide payments for foster and adoptive parents (performance measures for these services are found in the Child and Family Services division)
- Provide county-funded emergency utility, housing, food, and medication assistance for eligible families (performance measures for these services are found in the Public Assistance division)

#### **FY 2013-14 Outcomes**

- 100% of preschool children served through child care subsidy were in regulated care
- 90% of children receiving child care subsidy were in high quality (4- or 5-star) child care centers or homes
- 60% of families receiving child care subsidy were employed families
- Assured that 40 foster children received child care services when foster parents work outside the home
- Provided a safe, stimulating, learning environment for children in Child Protective Services, Work First Family Assistance and Adolescent Parenting Program

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Improve family functioning by providing child care subsidy and casework support services</b>					
Average number of children served per month in child care subsidy program	650	810	755	780	780
Unduplicated count of children receiving child care subsidy during the fiscal year	1,088	1,202	1,050	1,175	1,175
Average monthly payment per child	\$544	\$571	\$560	\$551	\$551

#### **FY 2014-15 Objectives**

- Ensure families receive quality child care in order for parents to maintain employment
- Provide information and resources to families seeking quality child care
- Ensure safety and health of children in child care

#### **Budget Highlights**

- General Assistance: During FY2013-14, Orange County Social Services requested \$100,000 in additional funds from the Social Justice Fund to support county general assistance. The funds are used to pay rent, utilities, and other expenses for families in financial crisis. The FY 2014-15 Manager's Recommended Budget includes an additional \$100,000 to assist these families.

## **Department of Social Services – continued**

- Day Care Revenue: The FY 2014-15 February budget estimate, for State Child Care Subsidy funds shows a reduction of \$476,000 for Orange County. Although the agency’s allocation has historically been higher than the estimate, the exact amount will not be known until after the short session of the General Assembly. The FY 2014-15 Budget includes a County funds increase of \$188,579 to offset the State’s reduction and to help working families become more self-sufficient. In addition, the department may also request Social Justice Funds for child care needs, next fiscal year. During FY 2013-14, Social Services requested \$150,000 in additional funds from the Social Justice Fund to support county general assistance.
- Social Services will again be requesting to administer the Smart Start subsidy program.

### **Social Services: Juvenile Crime Prevention Council (JCPC)**

#### **Major Services**

- Provide local programs targeting juvenile offenders including: Victim/Offender Mediation; Alternative-to-Suspension Program; Emergency Youth Shelter; Parent/Family Counseling; Case Management; Psychological Services; Community Service and Restitution; Teen Court; and Interpersonal Skill Building

#### **FY 2013-14 Outcomes**

- 88% of all youth served in JCPC programs received no new complaints or adjudications while participating in programs.
- 98% of youth in the Community Service and Restitution Program had no new adjudications and 92% of youth had no new complaints during program participation.
- 72% of youth served showed improvement in targeted skills using individual service plans
- 84% of youth in the Teen Court program completed it successfully
- Administrative responsibilities have successfully transitioned to existing staff.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Provide local programs and community-based alternatives to youth detention centers</b>					
Percentage of youth that completed community service and restitution through the JCPC	90%	90%	85%	90%	92%
Number of youth receiving services through the Juvenile Justice Program	615	595	710	640	640

#### **FY 2014-15 Objectives**

- Develop community-based alternatives to youth detention centers
- Provide community-based delinquency and substance abuse prevention strategies and programs
- Provide non-institutional dispositional alternatives that will protect the community and the juveniles
- At least 70% of youth will successfully complete the court ordered program

## **Department of Social Services – continued**

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- At least 70% of youth will have no new court complaints while participating in programs

### **Budget Highlights**

- A listing of JCPC agencies and funding amounts can be found in the Public Safety Non-Departmental Section.

### **Grant Project Fund: Orange Community Response Program (Multi-Year Project)**

- Address a gap in the continuum of child maltreatment services by reaching out to families with children birth to five years who have been reported to and investigated or received a family assessment by Orange County Child Protective Services, but whose cases have been closed with findings of 1) no services needed, 2) services recommended, or 3) unsubstantiated.
- Engages families in increasing protective factors, leading to enhanced family functioning and better developmental outcome for the children.
- Provides family-centered services, with active implementation of the Principles of Family Support.
- Assessment of child and family needs will be informed by the five factors in the Protective Factor Framework. Collaborate with a range of local community services that encompass all five protective factors.
- The Orange County Department of Social Services currently has an unfunded, time-limited position that will serve as the Community Response Worker through June 30, 2015.
- The program will provide services to 60 children and 40 caregivers, each year.

### **Budget Highlights**

- The Orange County Partnership for Children will reimburse position costs.
- No significant budget changes, in FY 2014-15.

### **Grant Project Fund: Emergency Solutions Program (Multi-Year Project)**

- The grants funds are to assist with emergency shelter operations costs; and to provide case management and financial assistance to rapidly rehouse persons who are homeless.
- Reduce the number of homeless individuals and families in Orange County by providing rapid rehousing services.
- Eligible rapid rehousing participants must meet the homeless definition as defined by HUD, which includes living in an emergency shelter; sleeping in a place not meant for human habitation; fleeing or attempting to flee a domestic violence situation and would become homeless as a result.
- During calendar year 2013, the Orange County ESG program served 71 people which represents 19 households and 8 individuals

## ***Department of Social Services – continued***

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- Of the 71 served, 3 were veterans; 32 were victims of Domestic Violence; 2 were elderly and 4 were chronically homeless individuals

### **Budget Highlights**

- The County serves as the fiscal sponsor of the grant: it provides rapid rehousing services, and contracts with the Inter-Faith Council for Social Service, which provides emergency shelter services, as funded by the grant.
- Revenue Reduction: The FY 2014-15 includes a State revenue reduction of \$52,456. Revenue allocations change annually based funding formula revisions or reductions in available funds from the Department of Housing Urban and Human Development (HUD).

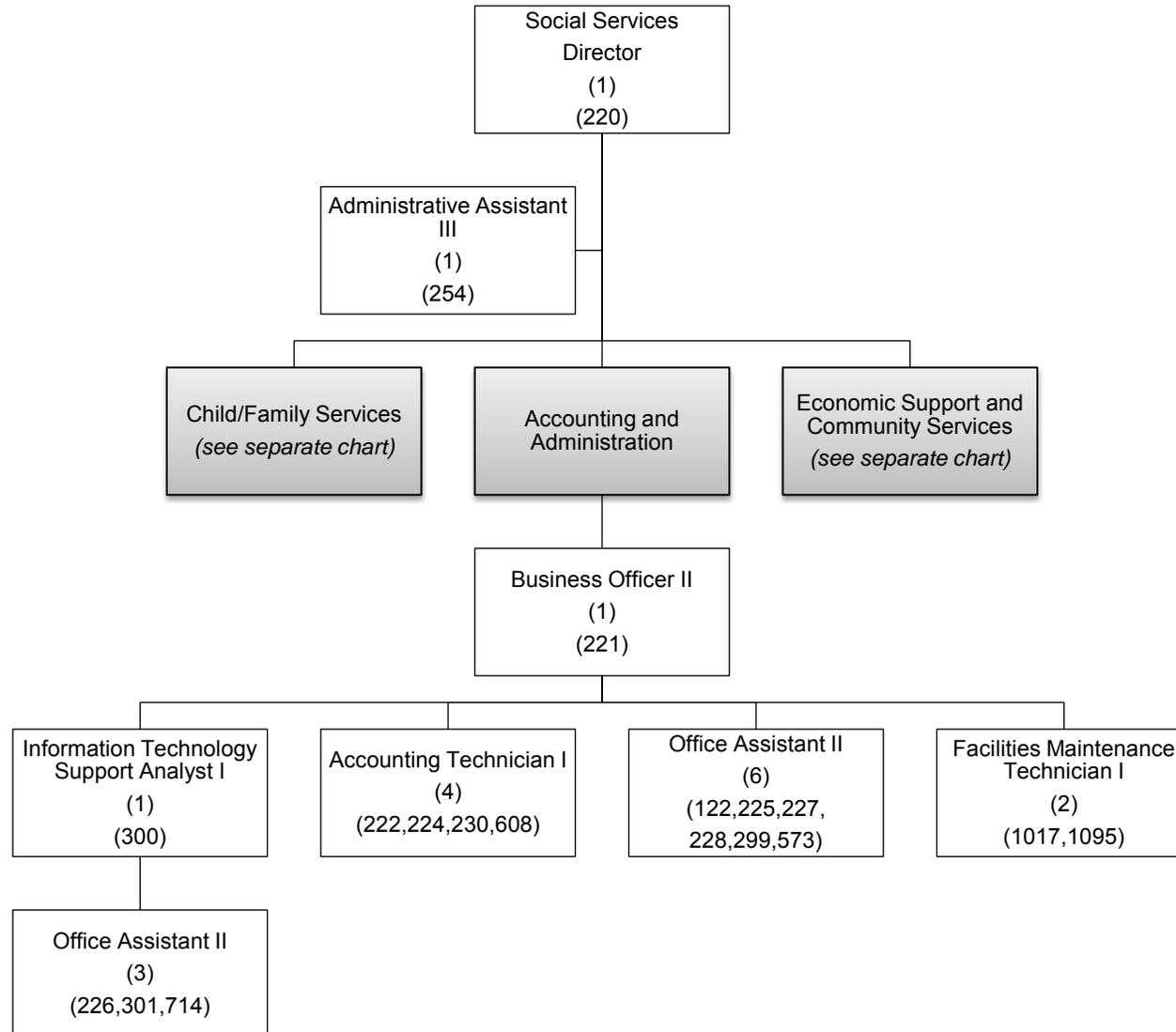
### **Grant Project Fund: Building Futures Program (Multi-Year Project)**

- A Workforce Investment Act (WIA) Youth Employment & Training Program. The program provides participants with opportunities for career exploration, education, and skill development.
- The grant will provide academic, occupational activities and work experience (paid & unpaid), for eligible Orange County youth. An anticipated 15 participants will have paid work experiences.
- The grant funds two, time-limited Social Worker II positions (2.0 FTE), approved through June 30, 2015.

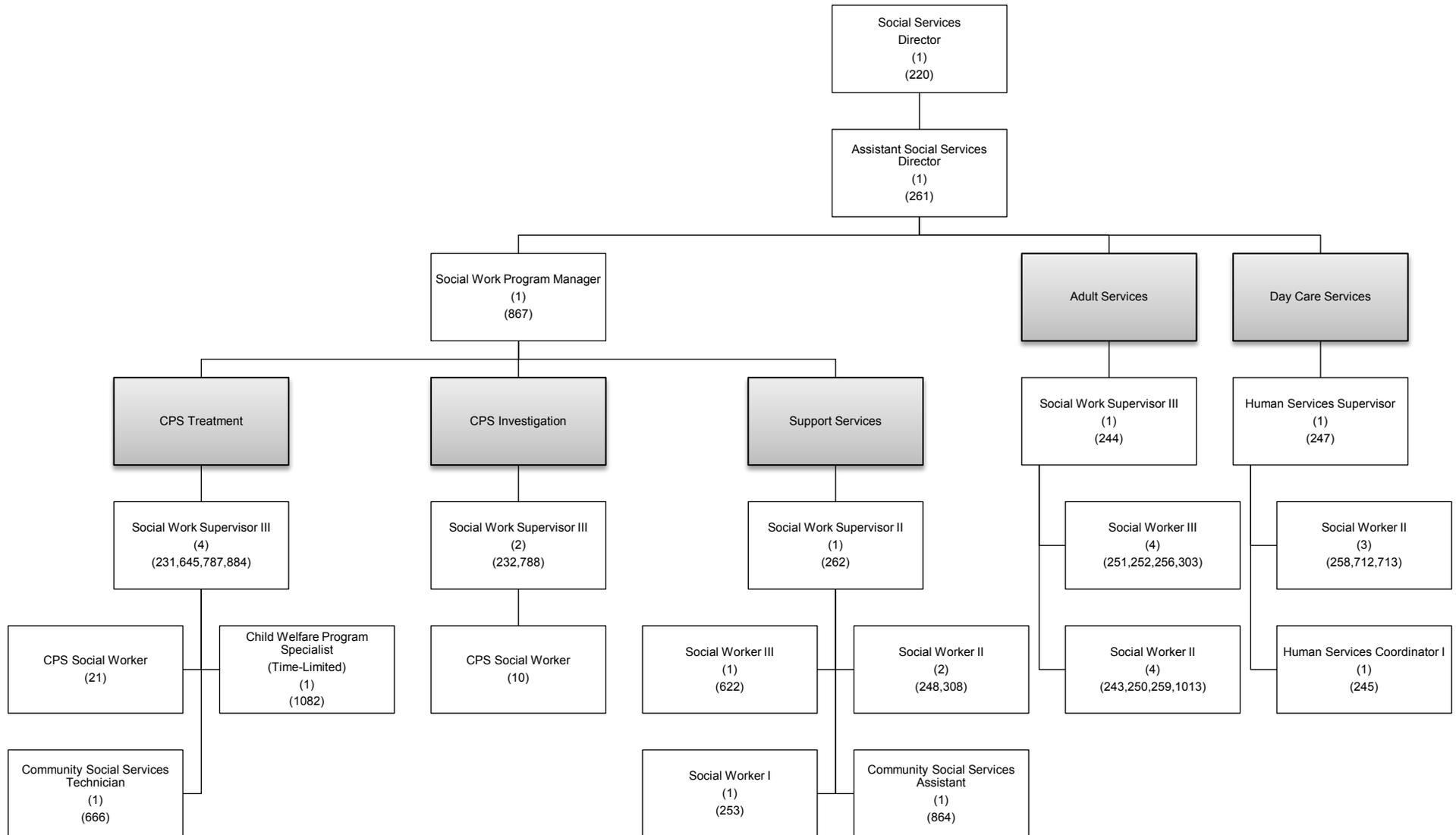
### **Budget Highlights**

- No County match is required for the program and grant funds will completely offset all program expenditures.
- There are no budget changes, in FY 2014-15.

# Department of Social Services – Administration



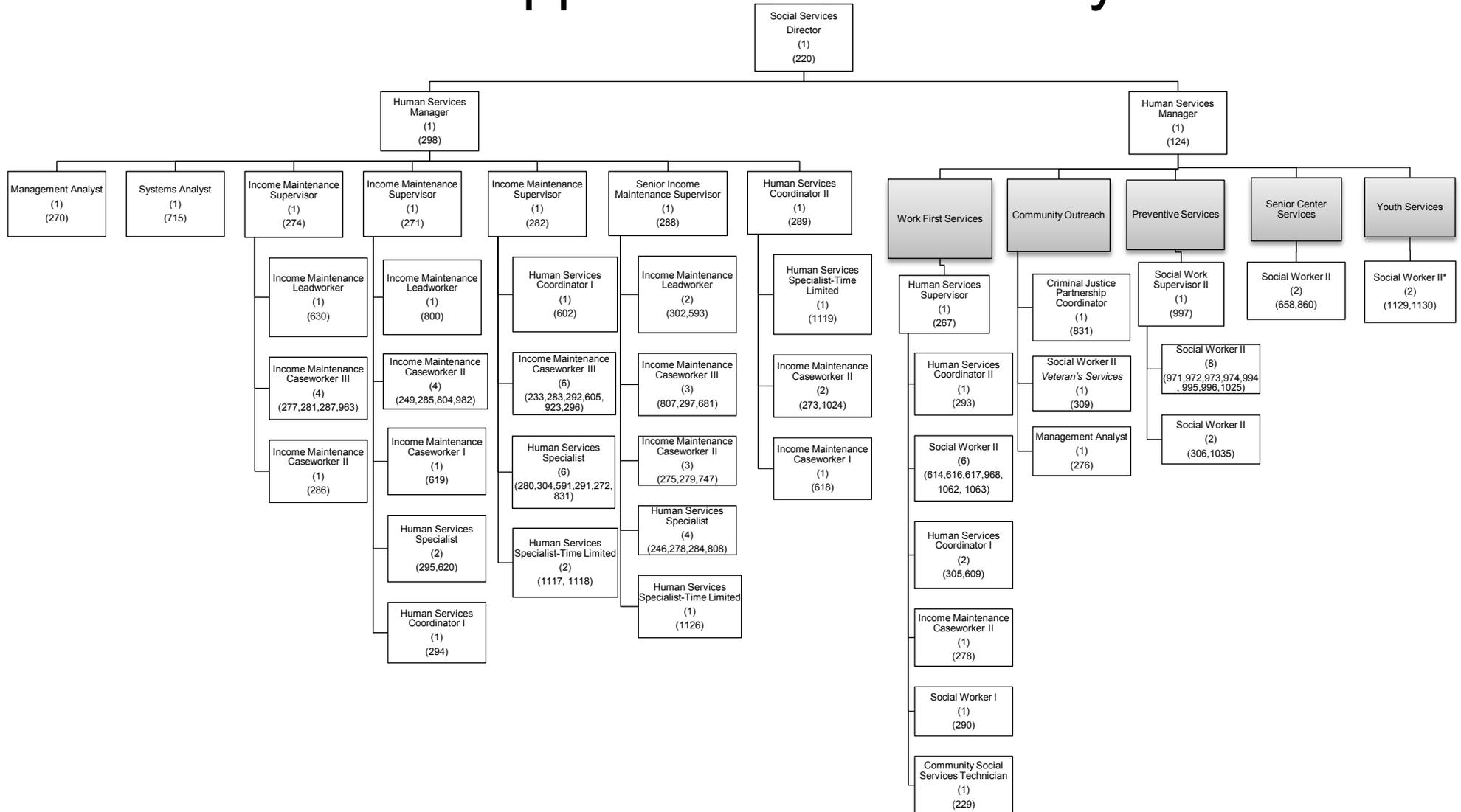
# Department of Social Services – Children/Family Services



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# Department of Social Services

## – Economic Support and Community Services



# Solid Waste

Phone Number (919) 968 - 2788

Website: <http://orangecountync.gov/recycling>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (Solid Waste Enterprise Fund)</i></b>						
Overhead	0	0	685,970	509,804	963,999	963,999
Personnel Services	3,604,271	3,463,188	3,499,502	3,428,330	3,558,815	3,558,815
Operations	5,613,433	4,920,713	5,604,580	5,800,468	5,231,847	5,231,847
Capital Outlay	752,002	2,115,894	3,566,419	5,959,614	3,268,389	3,268,389
Others	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 9,969,707</b>	<b>10,499,794</b>	<b>\$ 13,356,471</b>	<b>\$ 15,698,216</b>	<b>\$ 13,023,050</b>	<b>\$ 13,023,050</b>
<i>Offsetting Revenues</i>	<i>(11,014,005)</i>	<i>(10,806,327)</i>	<i>(13,356,471)</i>	<i>(16,272,196)</i>	<i>(13,023,050)</i>	<i>(13,023,050)</i>
<b>County Costs (net)</b>	<b>\$ (1,044,299)</b>	<b>\$ (306,533)</b>	<b>\$ 0</b>	<b>\$ (573,980)</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Solid Waste Fund and Related Expenditures</b>	<b>\$ 9,969,707</b>	<b>\$ 10,499,794</b>	<b>\$ 13,356,471</b>	<b>\$ 15,698,216</b>	<b>\$ 13,023,050</b>	<b>\$ 13,023,050</b>

## Division Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>Solid Waste Enterprise Fund</i></b>						
Environmental Support	1,974,209	1,854,272	1,937,139	2,022,703	2,019,730	2,019,730
Landfill	2,495,260	2,084,943	4,673,223	5,394,257	1,010,368	1,010,368
Recycling	3,567,560	3,366,185	4,027,504	5,655,523	4,869,794	4,869,794
Sanitation	1,932,678	3,194,395	2,718,605	2,625,733	5,123,158	5,123,158
<b>Total Expenditures</b>	<b>\$ 9,969,707</b>	<b>\$ 10,499,794</b>	<b>\$ 13,356,471</b>	<b>\$ 15,698,216</b>	<b>\$ 13,023,050</b>	<b>\$ 13,023,050</b>
<i>Offsetting Revenue</i>	<i>(11,014,005)</i>	<i>(10,806,327)</i>	<i>(13,356,471)</i>	<i>(16,272,196)</i>	<i>(13,023,050)</i>	<i>(13,023,050)</i>
<b>County Costs (net)</b>	<b>\$ (1,044,299)</b>	<b>\$ (306,533)</b>	<b>\$ 0</b>	<b>\$ (573,980)</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Expenditures</b>	<b>\$ 9,969,707</b>	<b>\$ 10,499,794</b>	<b>\$ 13,356,471</b>	<b>\$ 15,698,216</b>	<b>\$ 13,023,050</b>	<b>\$ 13,023,050</b>

Note: Appropriated Fund Balance amounts from the Solid Waste Enterprise Fund, as well as a General Fund contribution for Sanitation operations are included in the Offsetting Revenue amounts above. For FY 2014-15, the Appropriated Fund Balance amount from the Solid Waste Enterprise Fund is \$4,553,436, and the General Fund contribution for Sanitation operations is \$1,856,543.

## Mission Statement

To operate public facilities receiving and processing various types of materials including Municipal Solid Waste, Construction and Demolition Waste, yard waste, hazardous wastes and recyclables to provide high quality, reliable, cost-effective containment and management of these materials ensuring the protection of the environment, health and safety of the citizens of Orange County.

## ***Solid Waste – continued***

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### **Division: Environmental Support**

#### **Major Services**

- Provide integrated departmental support services including utilities, ordinance enforcement, communications, safety training, janitorial services, Charges by General Fund, Workers Compensation, education & outreach, equipment and vehicle maintenance, etc.
- Provide clerical, administrative and managerial support for the department including reception, financial, accounting, recordkeeping, planning, etc.
- Conduct solid waste planning, prepare financial analysis, and develop ordinances and policies to improve and sustain solid waste management and further reduce the waste destined for landfilling.
- Review project applications and plans for all new construction in Orange County, including the Towns, with respect to minimizing construction and/or demolition waste during construction and effectively accommodating waste and recyclable collections once the development is completed. Advise design professionals, builders/developers and contractors with regard to waste reduction, deconstruction, collection vehicle access, type and quantity of receptacles, etc.
- Enforce all Orange County Solid Waste ordinances, including Regulated Recyclable Materials Ordinance, littering and illegal waste disposal or burning. Issue related permits, licenses and citations. Assist in development of regional C&D recycling infrastructure for banned materials. Educate contractors and builders about ordinances and C&D recycling, waste reduction and deconstruction.
- Provide public outreach and education for proper use of C&D landfill, recycling, composting and other solid waste services through a variety of media. Provide general publicity and education regarding Department programs, disposal and waste diversion services for public, business, builders and contractors, government entities, educators and at special events. Provide waste reduction consulting services such as waste audits for government, schools, businesses & other non-residential entities in Orange County.
- Apply for all relevant State, Federal or private grants on solid waste management.

#### **FY 2013-14 Outcomes**

- Conducted 138 plan reviews, 1,878 construction site inspections, issued/renewed 207 haulers licenses, issued 2,762 regulated recyclable materials permits (all jurisdictions), issued 16 citations/notices of violation for illegal dumping/burning, and placed 678 verification tags on construction/demolition roll-off containers.
- Conducted 135 program promotion, landfill tours, training and presentations.
- Sold 160 compost bins and 50 kitchen collectors on an ongoing basis from the Solid Waste Administrative Office and conducted composting demonstration workshops at that site and Chapel Hill Community Center site.
- Placed print and radio advertisements and provide a full year of correlated on-line advertisements in appropriate local media. Published 24 newspaper articles and broadcast 12 radio programs. Expanded distribution of e-newsletter “Orange County Solid Waste and Recycling News” by sending seven editions to 2800 residents.
- Provided annual newsletter and other publications for solid waste education, particularly in support of the transition to single stream recycling. Postcard mailing of new single stream

## ***Solid Waste – continued***

information and calendar for all rural households eligible for recycling on ten routes and single-stream info postcard to all households on urban routes.

- Continued to update website and participated in Council of Webmasters initiative to modernize site under PIO direction.
- Assisted new sustainability director in further improving City schools recycling programs and supported completion of conversion to compostable trays and expanded food waste collection. Continued supporting and mentoring UNC Environmental Capstone projects focused on solid waste with new project annually over past five years.
- Staffed major local festivals and other events with recycling and composting services and consultation on waste reduction and/or provision of bins and carts for smaller events.
- Draft new Interlocal Agreement for solid waste with Towns.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<ul style="list-style-type: none"> <li>• Development Plan Reviews</li> <li>• Construction Site inspections</li> <li>• RRMO Permits Issued (All Jurisdictions)</li> </ul>	149	186	195	138	148
<ul style="list-style-type: none"> <li>• Issue Hauler Licenses</li> <li>• Issue Citations/NOV's</li> <li>• Place Verification Tags on C&amp;D Waste Containers</li> </ul>	520	2,325	2,418	1,878*	1,934
<ul style="list-style-type: none"> <li>• Issue Hauler Licenses</li> <li>• Issue Citations/NOV's</li> <li>• Place Verification Tags on C&amp;D Waste Containers</li> </ul>	3,910	4,000	4,160	2,762	2,900
Publish print and radio advertisements	48	56	58	207	213
	66	55	58	16*	50
	368	1,023	1,064	678*	1,000
Publish print and radio advertisements	613	505	600	600	600
Conduct landfill tours, workshops , lectures and presentations	137	154	125	135	135
Sell backyard compost bins & kitchen counter top collectors for food waste	199	214	300	160	300**

Note: \*Staff level was down by ½ for a quarter of the year due to the resignation of 1 employee and the time needed to fill the position.

\*\*300 compost bins will be purchased but project selling 150. Buying in bulk to cover 2 more years saves shipping costs.

### **FY 2014-15 Objectives**

- Public information support for communications related to modernization construction of Eubanks Road SWCC,
- Provide public information regarding changes to solid waste financing. Provide necessary education and outreach for implementation of rural and urban rollcarts and for implementation of solid waste service district.
- Continue education and outreach toward meeting BOCC waste reduction goals.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes \$10,800 in Tower Fees revenue; this is a new revenue source for the Solid Waste Department and represents revenues earned from lease fees from a tower located on Solid Waste's site.
- The FY14-15 Manager Recommended Budget includes an increase in the Debt Interest account of \$69,317 and a decrease in the Debt Principal account of \$80,292.

**Solid Waste – continued**

- The FY14-15 Manager Recommended Budget includes an increase in the Charges by General Fund account; this increase is due to 3-R Fee collections charges within the Tax Administration Department.
- Continue to fund the planning, education and preparation for ongoing improvements at remaining convenience centers, landfill closure and long-term maintenance and other programmatic changes per BOCC.
- Continue to conduct enforcement of littering, illegal dumping, licensing and other county solid waste ordinance.

**Division: Landfill**

**Major Services**

- Maintain and operate an active Construction and Demolition (C&D) landfill; maintain and monitor three closed landfills. Maintain emergency storm debris response capabilities. Manage white goods, scrap metal, scrap tires, organics processing and other associated operations in compliance with all regulations and according to industry best management practices.
- Operate within State and County ordinances and policies with regard to materials banned from disposal by providing close oversight and enforcement. Provide all environmental monitoring and compliance activities as required by the State including gas and water well testing.
- Maintain high level of customer service for all landfill customers.

**FY 2013-14 Outcomes**

- Manage and maintain C&D landfill and other ancillary facilities in compliance with all federal, state, and local rules and regulations. Continued to establish and maintain permitted Storm Debris Management Areas within in County.
- Continued to enforce the County ordinance and State rules pertaining to waste disposal and recycling; Completed planning for permitted closure of MSW landfill and incorporating this disposal unit with post-closure oversight that includes other previously closed disposal units.
- Conduct quarterly sampling of landfill gas wells to comply with State regulations. Conduct semi-annual sampling from landfill water wells with testing and analysis to comply with State regulations.

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
<b>Tonnage</b>					
C&D	7,492	8,117	8,500	6019	6020
Yardwaste	7,276	8,716	8,250	8,200	8,050

**FY 2014-15 Objectives**

- Manage and maintain Construction & Demolition landfill utilizing industry best management practices.
- Complete construction for permitted closure of MSW landfill.

## ***Solid Waste – continued***

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- Provide all environmental monitoring and compliance activities as required by the State including gas and water well testing.
- Maintain Countywide Storm Debris Management Plan in conjunction with State Department of Transportation, County Emergency Management Team, to ensure maximum reimbursements from the Federal Emergency Management Agency. Maintain emergency storm debris response capabilities.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes the transfer of a 1.0 FTE Heavy Equipment Operator, which will be transferred to the Recycling Division, effective July 1, 2014. This position will be assigned to the area of Recycling Operations where organics processing, tires, white goods, clean metal, and clean wood are processed for resale.
- Completion of Municipal Solid Waste Landfill closure in the fall of 2014 to meet North Carolina's environmental rules and regulations. Closure of the MSW Landfill has resulted in decreases in many Operating accounts in the FY14-15 Manager Recommended Budget.
- The FY14-15 Manager Recommended Budget includes \$143,987 in Contributions from Solid Waste Reserves for Post Closure care.

### **Division: Recycling**

#### **Major Services**

- Urban Curbside - Provide weekly contracted single-stream curbside recycling collection to all eligible households and businesses in the municipalities of Carrboro, Chapel Hill, and Hillsborough.
- Rural Curbside Recycling – Provide biweekly collection of curbside single-stream recycling to all eligible households and businesses throughout approximately 65 percent of unincorporated Orange County.
- Multifamily Recycling – Provide weekly recycling collection services to all eligible multifamily properties throughout Orange County.
- Commercial and Organics Recycling Programs – Operate County-provided collection of recyclables from bars, restaurants, and other eligible businesses throughout Orange County. Operate and oversee contractor-approved collection and composting of pre and post-consumer organic materials including food waste from eligible food-service establishments, grocery stores, convenience centers, and schools.
- Schools Recycling – Collect bottle, cans, and paper recycling at all 30 school locations k-12 for both Chapel Hill Carrboro City School System and Orange County Public School System.
- Toxicity Reduction Programs – Operate programs intended to reclaim useful resources and keep hazardous materials out of the environment while minimizing the toxicity of the municipal solid waste stream. Toxicity Reduction programs include oil, oil filter, and antifreeze recycling programs., dry cell battery recycling program, lead acid battery recycling program, lights containing mercury program, household hazardous waste program, conditionally exempt commercial hazardous waste program, and electronics recycling program.

**Solid Waste – continued**

- Drop-off recycling program and other programs – operate and collect recyclable materials from five staffed solid waste convenience centers and five unstaffed 24-hour drop-off recycling sites. Operate other collection programs including programs to collect recyclables from all local government buildings and facilities in Orange County and collection of recyclables from the Orange County and Chapel Hill Carrboro School system facilities.

**FY 2013-14 Outcomes**

- Curbside Recycling – provided recycling service to all eligible homes. Deployed 19,500 95-gallon roll carts for the urban recycling program. Conducted audit of rural roadside recycling collection routes. Planned and coordinated issues relating to establishment of new solid waste service tax district to fund rural recycling program.
- Multi-Family – Continued to provide service to all eligible multi-family units. Expanded service to presently un-served properties.
- Commercial Recycling – Continued service to all presently served units. Added businesses to recycling program, including those that could share existing sites (i.e. businesses in strip malls). Continued to work with new ABC permit holders to set up successful recycling programs.
- Drop-off Recycling – Maintained high level of service at all drop-off sites, maximized collection efficiency and prevented overflow. Strived to keep sites clean to reduce contamination.
- Toxicity Reduction Programs – Continued all currently provided services with emphasis on increasing collection of targeted materials such as electronics and eligible commercial hazardous wastes. Diverted all lights containing mercury from household hazardous waste program and worked directly with light bulb recycling vender to decrease the overall cost.

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
<b>Service: Collect Curbside Recycling within each of the three towns and 65% of unincorporated area.</b>					
Percent increase/(decrease) from previous year	(6.6%)	.55%	9.6%	10.3%	1.6%
Tons collected	5,264	5,293	5,800	6,400	6,500
<b>Service: Collect Multi-Family Recycling at all apartments, townhomes, and condominiums throughout County</b>					
Percent increase/(decrease)	(9.5%)	11.6%	3.5%	(4.8%)	.81%
Tons collected	1,125	1,255	1,300	1,240	1,250
<b>Service: Collect Commercial Recycling for over 300 businesses within incorporated and unincorporated Orange County</b>					
Percent increase/(decrease)	9.3%	(4.5%)	(.38%)	2.7%	2.2%
Tons collected	1,089	1,040	1,000	1,027	1,100
<b>Service: Collect Recycling at 10 drop-off sites throughout County</b>					
Percent increase/(decrease)	(5.5%)	1.1%	10.4%	1.1%	.62%
Tons collected	5,107	5,165	5,700	5,764	5,800

## ***Solid Waste – continued***

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Collect Organics from eligible food-service establishments, grocery stores, convenience Center, and schools</b>					
Percent increase/(decrease)	(5.6%)	(26%)	2.5%	(3.9%)	3.4%
Tons collected	1,985	1,463	1,500	1,441	1,490
<b>Service: Responsibly collect and process Household Hazardous, electronics, oil, oil filters, antifreeze, propane tanks, waste vegetable oil, batteries, and lights containing mercury</b>					
Percent increase/ (decrease)	2.4%	(2.1%)	.13%	.26%	.4%
Tons collected	760	744	745	747	750
<b>Service: Collect bottles, cans, and paper recycling from all 30 public school locations k-12 for both Chapel Hill Carrboro City Schools and Orange County Public Schools</b>					
Percent increase/ (decrease)	*NA	128%	(8.5%)	2.1%	1.3%
Tons collected	139	317	290	296	300

### **FY 2014-2015 Objectives**

- Plan and coordinate all issues relating to deployment of 95-gallon roll carts for the urban curbside and rural roadside recycling collection program.
- Expand foodwaste collection from commercial properties to divert from the waste stream.
- Finalize landfill/recycling reorganization – recycling division to manage white goods, scrap metal, scrap tires, mattresses, clean wood, organics processing and other associated operations.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes a decrease of \$99,090 in the Miscellaneous Contract Services account; this is due to a decrease in the Urban Curbside Recycling contract, there are minor increases to the Household Waste and Food Waste Programs expenses within this account.
- The FY14-15 Manager Recommended Budget includes \$1,362,266 in Urban Curbside/Multi-Family Fees to fund the cost of recycling programs and operations for urban curbside collections. This is a new contract for urban curbside recycling, with a fee rate of \$59/unit. The program will transition from 18 gallon bins to 95 gallon roll carts.
- The FY14-15 Manager Recommended Budget includes \$840,106 in Capital Outlay for the Recycling Division; \$462,106 of those funds are in the Vehicles account and are for the replacement of vehicles based on the replacement schedule, the remaining \$378,000 is in the Equipment account and will be used to purchase 7,000 roll carts for the rural roadside recycling program.
- Deploy approximately 7,000 roll carts in rural roadside recycling program and service with two new collection vehicles.

**Solid Waste – continued**

**Division: Sanitation**

**Major Services**

- Operate and maintain five (5) staffed solid waste convenience centers (SWCCs) to serve Orange County residents while maintain a high level of customer service.
- Provide municipal solid waste (MSW) collection services for solid waste convenience centers, Orange County government buildings, Orange County schools.
- Provide bulky material collection services for SWCCs and Chapel Hill-Carrboro schools with hook-lift collection vehicles.
- Administer Sanitation Division, including collection operations, data collection and analysis, employee supervision and coordination of vehicle and facility maintenance.

**FY 2013-14 Outcomes**

- Increased the household fee (Multi-family from \$2 to \$4, Urban from \$10 to \$20 and Rural from \$20 to \$40) to partially fund SWCC improvements, hauling to the City of Durham’s Transfer Station and the expanded hours on Thursdays at the Walnut Grove and Eubanks Road SWCCs.
- Expanded operational hours at the Walnut Grove and Eubanks Road SWCCs by opening on Thursdays from 7 a.m. to 6 p.m. effective Thursday, September 5, 2013.
- Transported municipal solid waste (MSW) and bulky waste for disposal to the City of Durham’s Transfer Station due to the closure of the County’s MSW landfill on June 30, 2013.
- Provide collection services for SWCCs (compactor, dumpster and roll-off service), Orange County government buildings (dumpster service), Orange County schools (dumpster service) and Chapel Hill-Carrboro schools (roll-off service).
- Tonnages increased for all waste/recyclable types primarily as a result of the closure of the Orange County Municipal Solid Waste (MSW) landfill.

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Collections</b>					
Municipal Solid Waste (MSW) collected from convenience centers, Orange County schools and Orange County government buildings	7,800	7,479	8,961	8,263	8,676
Construction and Demolition, Misc. Bulky Waste (furniture), Vegetative Waste, Metal, White Goods and Clean Wood	4,202	3,865	4,864	5,618	6,167
<b>Total Tons</b>	<b>12,002</b>	<b>11,344</b>	<b>13,825</b>	<b>13,880</b>	<b>14,843</b>

**FY 2014-15 Objectives**

- Maintain collection services for SWCCs, Orange County government buildings, Orange County schools and Chapel Hill-Carrboro schools.

## ***Solid Waste – continued***

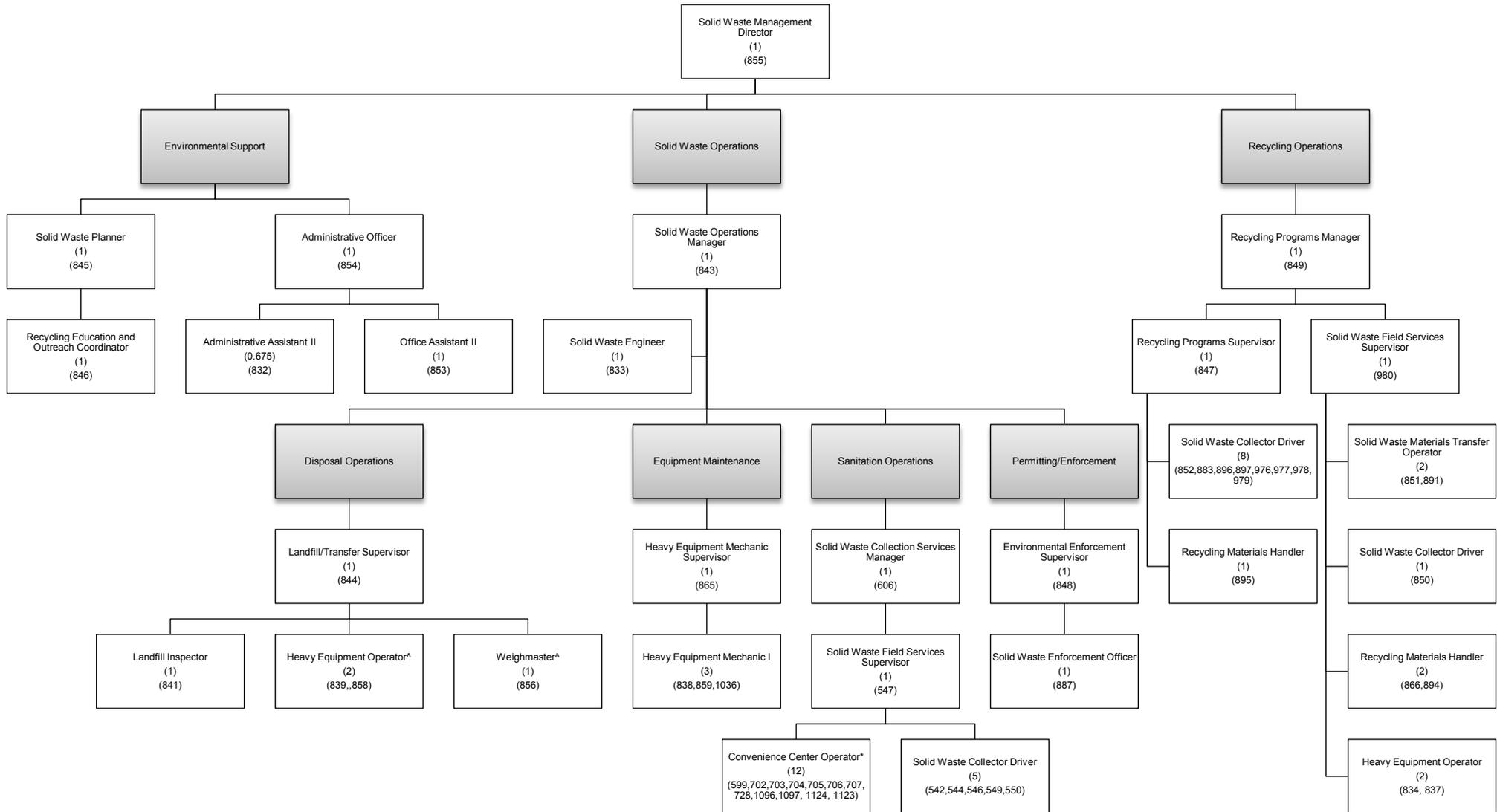
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- Administer Sanitation Division, including collection operations and scheduling, data collection and analysis, employee supervision and coordination of vehicle and facility maintenance.
- Proceed with the permitting, design and construction of the Eubanks Road SWCC improvements.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes an increase in Vehicle Supplies of \$31,093; this increase is due to an increase in the cost of petroleum products and due to the fact that actual miles driven are greater than projected.
- The FY14-15 Manager Recommended Budget includes an increase in the Landfill Fees account of \$59,217; this increase is due to both an increase in tonnage and a \$2 increase (from \$42.50 to \$44.50) in the City of Durham's tipping fees.
- The FY14-15 Manager Recommended Budget includes \$2,428,283 in Capital Outlay. These funds are in the Construction account and will be used for the construction of an improved Eubanks Road Solid Waste Convenience Center.
- Continuation of the SWCC Improvements Project by implementing Phase II of the Solid Waste Convenience Center Improvements at the Eubanks Road Center.
- The FY14-15 Manager Recommended Budget does not include an increase in the household fee, which is used to fund the Solid Waste Convenience Centers.
- The General Fund contribution to Sanitation in the FY14-15 Manager Recommended Budget is \$1,856,543; this is a decrease of \$12,593 from FY 2013-14.

# Solid Waste Management



# Sportsplex Fund

Phone Number (919) 644 - 0339

Website: <http://www.oc-sportsplex.com>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (Other Funds)</i></b>						
Personnel Services	1,036,899	1,114,060	1,188,305	1,050,440	1,147,706	1,147,706
Operations	1,871,850	1,886,119	1,710,355	1,901,164	2,041,480	2,041,480
Capital Outlay	0	20,446	360,000	790,500	420,000	420,000
<b>Total Expenditures</b>	<b>\$ 2,908,748</b>	<b>\$ 3,020,625</b>	<b>\$ 3,258,660</b>	<b>\$ 3,742,104</b>	<b>\$ 3,609,186</b>	<b>\$ 3,609,186</b>
<i>Offsetting Revenues</i>	<i>(3,434,981)</i>	<i>(3,544,247)</i>	<i>(3,258,660)</i>	<i>(4,242,104)</i>	<i>(3,609,186)</i>	<i>(3,609,186)</i>
<b>Total Cost (net)</b>	<b>\$ (526,232)</b>	<b>\$ (523,622)</b>	<b>\$ 0</b>	<b>\$ (500,000)</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Sportsplex and Related Expenditures</b>	<b>\$ 2,908,748</b>	<b>\$ 3,020,625</b>	<b>\$ 3,258,660</b>	<b>\$ 3,742,104</b>	<b>\$ 3,609,186</b>	<b>\$ 3,609,186</b>

## Mission Statement

To provide a clean, safe and healthy environment for the citizens of Orange County to exercise and participate in recreational programs.

## Major Services

- Provide programs for the use of the ice rink such as Learn to Skate, Hockey and related tournaments, plus entertaining open skating sessions.
- Manage the Aquatics Programs for instructional learning and swim team competition.
- Provide children programs through Kidsplex, including after school programs and summer camps.
- Provide exercise, aerobic, strength, training and total health programs for the citizens of Orange County.

## FY 2013-14 Outcomes

- More than doubled the number of Silver Sneakers participants from 300 to 655 (fully subsidized).
- Fitness Membership grew 11% from 4,350 to 4,900. Personal training revenues up 50%.
- Swim lesson participation doubled from 380 to 760.
- Learn to skate classes increased from 700 to 950 youth skaters.
- Adult hockey league participation increased by 20% mostly at the beginner levels.
- Public skating visitors grew by 2,500 (15%).

## ***Sportsplex Fund - continued***

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### **FY 2014-15 Objectives**

- Manage and operate the Sportsplex with an operating profit.
- Continue to provide a safe, clean and fun facility for the citizens of Orange County to maintain a healthy lifestyle.
- Grow beginner swim, skate, hockey, and exercise programs.
- Continue membership growth and coordinate more programs with the Senior Center.

### **Budget Highlights**

- Budgeted program revenues for FY 2014-15 are projected at a 5.1% increase over budgeted FY 2013-14 revenues, and program expenditures are budgeted at a 3.5% increase when compared with the FY 2013-14 budget.
- Capital Outlay reflected in the 12-month Estimate for FY 2013-14 includes several building improvements and equipment replacements, as well as the purchase of three (3) properties adjacent to the Sportsplex. Offsetting revenues in the 12-month Estimate includes the transfer of funds from the General Fund for the purchase of the three (3) properties, as well as funds to cover the annual debt service on the building.
- A detailed list of Capital improvements to the Sportsplex is included in the Manager Recommended FY 2014-19 Capital Investment Plan (See the Capital Investment Plan section of the document).
- The \$420,000 reflected in Capital Outlay in the FY 2014-15 represents anticipated surplus revenue that will be held in a reserve account for future repairs/replacement.
- Offsetting revenues in FY 2014-15 include the Transfer from the General Fund to cover the annual debt service on the building. The Transfer from the General Fund for FY 2014-15 is \$376,450.

# Tax Administration

Phone Number: (919) 245 - 2726

Website: <http://orangecountync.gov/revenue/taxadministration>

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Category (General Fund)</i></b>						<b>Account: 330</b>
Personnel Services	1,607,438	1,848,299	2,361,884	2,158,012	2,652,319	2,649,519
Operations	410,349	424,333	609,978	539,146	707,811	707,811
Capital Outlay	0	3,016	0	1,510	7,800	4,300
<b>Total Expenditures</b>	<b>\$ 2,017,787</b>	<b>\$ 2,275,648</b>	<b>\$ 2,971,862</b>	<b>\$ 2,698,668</b>	<b>\$ 3,367,930</b>	<b>\$ 3,361,630</b>
<i>Offsetting Revenues</i>	<i>(342,156)</i>	<i>(362,724)</i>	<i>(439,899)</i>	<i>(388,939)</i>	<i>(381,401)</i>	<i>(381,401)</i>
<b>County Costs (net)</b>	<b>\$ 1,675,631</b>	<b>\$ 1,912,925</b>	<b>\$ 2,531,963</b>	<b>\$ 2,309,729</b>	<b>\$ 2,986,529</b>	<b>\$ 2,980,229</b>
<b><i>Other Related Programs (Revaluation Fund)</i></b>						<b>Account: 3301</b>
Personnel Services	37,791	154,390	159,844	223,591	0	0
Operations	54,906	12,275	31,600	8,978	0	0
Capital Outlay	0	0	0	7,465	0	0
<b>Total Expenditures</b>	<b>\$ 92,698</b>	<b>\$ 166,665</b>	<b>\$ 191,444</b>	<b>\$ 240,034</b>	<b>\$ 0</b>	<b>\$ 0</b>
<i>Offsetting Revenues</i>	<i>(90)</i>	<i>(63)</i>	<i>(66,444)</i>	<i>(10)</i>	<i>0</i>	<i>0</i>
<b>County Costs (net)</b>	<b>\$ 92,608</b>	<b>\$ 166,602</b>	<b>\$ 125,000</b>	<b>\$ 240,024</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Tax Administration and Related Expenditures</b>	<b>\$ 2,110,485</b>	<b>\$ 2,442,313</b>	<b>\$ 3,163,306</b>	<b>\$ 2,938,702</b>	<b>\$ 3,367,930</b>	<b>\$ 3,361,630</b>

## Division Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b><i>By Program (General Fund)</i></b>						
Land Records	286,834	297,824	677,738	585,099	676,839	676,839
Revenue	990,712	1,170,744	1,048,654	1,053,180	1,086,013	1,082,513
Tax Assessor	740,241	807,080	1,245,470	1,060,389	1,355,910	1,353,110
<b>Total Expenditures</b>	<b>\$ 2,017,787</b>	<b>\$ 2,275,648</b>	<b>\$ 2,971,862</b>	<b>\$ 2,698,668</b>	<b>\$ 3,118,762</b>	<b>\$ 3,112,462</b>
<i>Offsetting Revenue</i>	<i>(342,156)</i>	<i>(362,724)</i>	<i>(439,899)</i>	<i>(388,939)</i>	<i>(381,401)</i>	<i>(381,401)</i>
<b>County Costs (net)</b>	<b>\$ 1,675,631</b>	<b>\$ 1,912,925</b>	<b>\$ 2,531,963</b>	<b>\$ 2,309,729</b>	<b>\$ 2,737,361</b>	<b>\$ 2,731,061</b>
<b>Total Expenditures</b>	<b>\$ 2,017,787</b>	<b>\$ 2,275,648</b>	<b>\$ 2,971,862</b>	<b>\$ 2,698,668</b>	<b>\$ 3,118,762</b>	<b>\$ 3,112,462</b>
<b><i>Other Related Programs (Revaluation Fund)</i></b>						
Tax Assessor	92,698	166,665	191,444	240,034	0	0
<b>Total Expenditures</b>	<b>\$ 92,698</b>	<b>\$ 166,665</b>	<b>\$ 191,444</b>	<b>\$ 240,034</b>	<b>\$ 0</b>	<b>\$ 0</b>
<i>Offsetting Revenue</i>	<i>(90)</i>	<i>(63)</i>	<i>(66,444)</i>	<i>(10)</i>	<i>0</i>	<i>0</i>
<b>County Costs (net)</b>	<b>\$ 92,608</b>	<b>\$ 166,602</b>	<b>\$ 125,000</b>	<b>\$ 240,024</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Expenditures</b>	<b>\$ 2,110,485</b>	<b>\$ 2,442,313</b>	<b>\$ 3,163,306</b>	<b>\$ 2,938,702</b>	<b>\$ 3,118,762</b>	<b>\$ 3,112,462</b>

## Mission Statement

To ensure all residents are provided a fair and equitable Ad Valorem taxation process.

## ***Tax Administration – continued***

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### **Major Services**

- Administer the property tax in Orange County assessing a \$15 billion tax base and collecting over \$210 million in revenues.
- Identify, review and approve deeds and land-related documents prior to being recorded by the Register of Deeds.
- Implement and administer Road Naming and Addressing Ordinance.
- Maintain Tax Maps and the PIN Application, which records changes to land and ownership.
- List, appraise and assess all taxable property. Bill and collect property taxes in accordance with North Carolina law and appraisal standards.
- Bill, collect and account for other fees and taxes including 3R and CC Solid Waste Fees, Chapel Hill Stormwater Management Fees, Room Occupancy Taxes, Emergency Management fees, Gross Receipts Taxes, and others.
- Administer statewide and local tax relief programs.
- Administer Present-Use Value Programs, which grant about \$7 million in tax relief annually.
- Review for qualification applications for tax relief.
- Appraise development and improvements to real property every year in accordance with the adopted schedule of values, and conduct periodic countywide reappraisal of real property.
- Manage the review and appeal process for taxpayers who believe their property is not properly valued. These processes include informal review, the Orange Board of Equalization and Review, the State Property Tax Commission and appeals to higher courts.
- Collect and account for all current and delinquent taxes for the County, special districts, and the towns of Carrboro, Chapel Hill and Hillsborough.
- Administer assistance programs: the EMS Ambulance Assistance Program and the 3R Assistance Program.
- Ensure that records are current and available to the public while meeting the requirements of State and Federal privacy law.

### **FY 2013-14 Outcomes**

- Practiced Orange County's highest level of customer service by taking ownership of customers' requests and needs, providing cross-training to staff, and increasing our exposure through Twitter and other communication outlets.
- Continued to improve tax forms and offerings.
- Continued preliminary work on the 2017 countywide revaluation.
- Maintained existing services and programs currently provided by the Tax Office while maintaining a high level of efficient and pleasant customer service.
- Continued implementation of the Property Information Management System.
- Continued monitoring and managing the outsourced EMS Ambulance Billing process to ensure continued strong revenues and continued positive customer service.
- Resolved the remaining Property Tax Commission appeals from the 2009 countywide Reappraisal.

## ***Tax Administration – continued***

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- Started implementation of Road Naming and Addressing Ordinance.
- Implemented document scanning process. Documents have been removed and scanned. The space has been made into office space for two new appraisers.

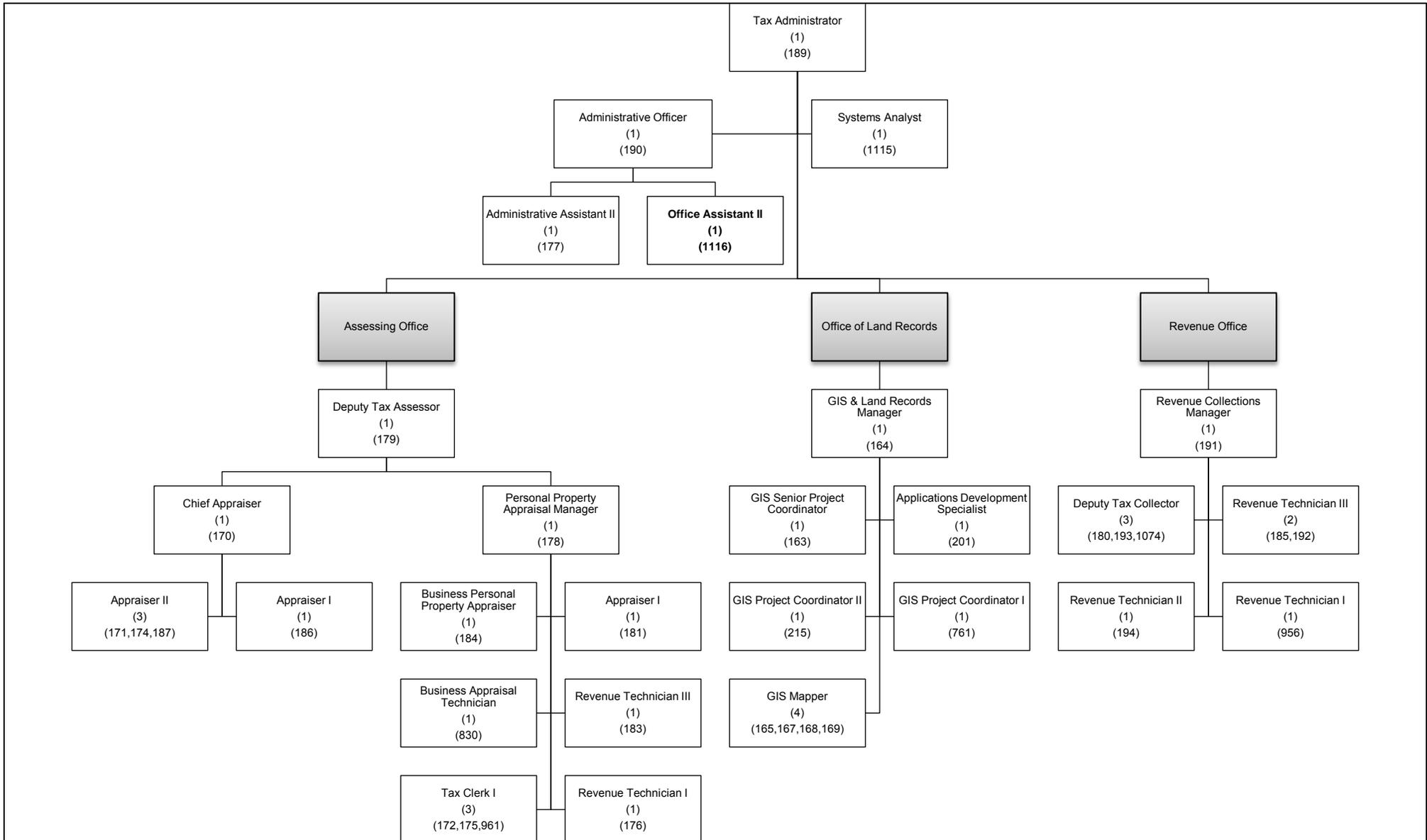
### **FY 2014-15 Objectives**

- Continue to prepare for the 2017 countywide revaluation.
- Continue all existing services and programs currently provided by the Tax Office while maintaining a high level of efficient and pleasant customer service.
- Improve the value and utility of our website adding new low-cost payment options.
- Consider other technology for outreach and improved customer service, such as live chat, email distributions and social media
- Continue to monitor and manage the outsourced EMS Ambulance Billing process to improve efficiency and increase revenues.
- Establish Hotel/Motel Room Occupancy collections within the Tax Office and ensure a consistent and verified revenue stream.

### **Budget Highlights**

- The FY14-15 Manager Recommended Budget includes funding to extend a time-limited position for an additional two year term (effective end date 6/30/16), this position will be moved to the Land Records division and will primarily assist with the Road Naming and Addressing Ordinance.
- The FY14-15 Manager Recommended Budget makes the Revaluation Fund a division of the Tax Administration Department within the General Fund. The auditors consider revaluation a responsibility of the General Fund; this change simply eliminates a separate (non-General) fund location for Revaluation funded activities.
- The FY14-15 Manager Recommended Budget budgets revenues from Tax Collection Charges and Collection Fees at significantly lower than the FY13-14 Commissioner Approved Budget; this decrease is due to the changes in RMV billing due to HB1779. While overall revenues have decreased, the collection percentage for RMV billing has increased, which helps to offset some of the loss from the billing process change.
- The FY13-14 Manager Recommended Budget includes a decrease of \$29,000 in the Postage account within the Collector/Revenue division; the decrease is due to changes in the RMV billing process due to HB1779.
- The Tax Administration Department requested two workgroup printer replacements in the FY14-15 budget process; however only one of these is recommended, with the other deferred one year.

# Tax Administrator's Office



# Transfers to Other Funds

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>Transfers to Other Funds (General Fund)</b>						
Transfer to Affordable Housing Fund	315,434	296,399	324,854	473,293	420,300	420,300
Transfer to County Capital Projects	448,349	2,368,474	620,000	697,400	1,218,810	464,800
Transfer to Dental Fund	10,000	0	0	0	0	0
Transfer to E911 Fund	0	904,367	0	0	0	0
Transfer to Efland Sewer Fund	88,500	99,050	103,050	103,050	143,750	143,750
Transfer to Grant Projects	41,604	41,604	37,863	37,863	49,120	49,120
Transfer to OC Justice Partnership	29,610	29,610	0	0	0	0
Transfer to OPEB Trust Fund	0	3,000,000	0	3,000,000	0	0
Transfer to Revaluation Fund	185,000	125,000	125,000	125,000	0	0
Transfer to School Capital Projects	5,453,620	5,120,984	3,724,849	4,366,725	3,724,849	3,724,849
Transfer to Sportsplex Fund	649,279	618,619	376,450	758,450	376,450	376,450
<b>Total Transfer to Other Funds</b>	<b>\$ 7,221,396</b>	<b>\$ 12,604,107</b>	<b>\$ 5,312,066</b>	<b>\$ 9,561,781</b>	<b>\$ 5,933,279</b>	<b>\$ 5,179,269</b>

\*These transfers represent contributions from the General Fund to Other Funds.

## Transfer to Affordable Housing Initiatives

**\$420,300**

This transfer reserves funds to address long-term housing needs for decent and affordable housing in Orange County, provides funds for the Urgent Repair Program, the County match to the HOME Program and the Homelessness Partnership Program, and provides General Fund support of 70% of the Housing and Community Director's salary and benefits due to increased non-Section 8 housing duties related to the County's involvement in affordable housing programs. (See the *Housing, Human Rights and Community Development Fund budget section of this document for more information*).

## Transfer to School Capital Transfer to County Capital

**\$3,724,849**  
**\$464,800**

These transfers provide pay-as-you-go funds for School and County capital projects identified in the Capital Investment Plan (CIP).

## Transfer to Efland Sewer Enterprise Fund

**\$143,750**

This transfer provides funds to supplement money received from sewer charges. (See the *Efland Sewer Fund budget in the Planning and Inspections section of this document for more information*).

## Transfer to Grant Projects

**\$ 49,120**

This transfer allocates general fund dollars to the Senior Health Coordination-Wellness and Historic Preservation Commission's Historic Resources Inventory grant projects.

## ***Transfers to Other Funds - continued***

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### **Transfer to Orange-Chatham Justice Program \$0**

*Criminal Justice Partnership Program* – These funds provide the County match for the Criminal Justice Partnership Program. This match, along with grant funding from the Criminal Justice Partnership Program and the State Office of Juvenile Justice finance the County's Criminal Justice Program Coordinator position. When the State eliminated the grant-funded portion of the position's support in FY 2012-13, the Department of Social Services located another funding source to cover the costs. The CJPP Coordinator position moved into the General Fund, which will no longer require a transfer to the Grant Project Fund. The change incurred no additional County costs.

### **Transfer to Revaluation Fund \$0**

This transfer allocates funds to the Revaluation fund to pay for the revaluation of real property in the County. State Statutes require a revaluation of real property to be completed at least every eight years. The most recent revaluation took effect on January 1, 2009. The next revaluation is scheduled effective January 1, 2017. Since funding to cover the costs of Revaluation is a General Fund obligation, the FY 2014-15 Manager Recommended budget includes Revaluation as a separate budgeted division within the Tax Administration's operating budget.

### **Transfer to Sportsplex Fund \$376,450**

In December 2005, the County purchased the Sportsplex located in Hillsborough. Under a current contractual arrangement, a third party, Recreation Factory Partners, manages and operates the facility for a fee. This transfer provides sufficient funds to pay the annual debt service (principal and interest) associated with the building purchase.

# Visitors Bureau Fund

Visitors Bureau: (919) 245 - 4320  
 Arts Commission: (919) 968 - 2011

Website: [www.visitchapelhill.org](http://www.visitchapelhill.org)  
 Website: [www.artsorange.org](http://www.artsorange.org)

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Category (General Fund)</b>						
	<b>Account: 600</b>					
Personnel Services	0	0	0	0	0	0
Operations	2,812	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 2,812</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
Offsetting Revenues	0	0	0	0	0	0
<b>County Costs (net)</b>	<b>\$ 2,812</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Visitors Bureau Fund</b>						
	<b>Account: 6005</b>					
Overhead	51,611	51,611	51,611	51,611	51,611	51,611
Personnel Services	384,766	403,187	405,215	414,410	480,387	480,387
Operations	659,123	875,031	793,560	840,087	957,501	957,501
Capital Outlay	0	2,528	4,341	2,900	21,602	13,602
<b>Total Expenditures</b>	<b>\$ 1,095,499</b>	<b>\$ 1,332,357</b>	<b>\$ 1,254,727</b>	<b>\$ 1,309,008</b>	<b>\$ 1,511,101</b>	<b>\$ 1,503,101</b>
Offsetting Revenues	(1,219,650)	(1,257,179)	(1,254,727)	(1,442,919)	(1,511,101)	(1,503,101)
<b>County Costs (net)</b>	<b>\$ (124,151)</b>	<b>\$ 75,178</b>	<b>\$ 0</b>	<b>\$ (133,911)</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Visitors Bureau Fund and Related Expenditures</b>	<b>\$ 1,098,312</b>	<b>\$ 1,332,357</b>	<b>\$ 1,254,727</b>	<b>\$ 1,309,008</b>	<b>\$ 1,511,101</b>	<b>\$ 1,503,101</b>

## Division Summary

	2011-12 Actual Expenditures	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12-Month Estimate	2014-15 Department Requested	2014-15 Manager Recommended
<b>By Program (General Fund)</b>						
Arts Commission	2,812	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 2,812</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
Offsetting Revenue	0	0	0	0	0	0
<b>County Costs (net)</b>	<b>\$ 2,812</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Expenditures</b>	<b>\$ 2,812</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Visitors Bureau Fund</b>						
Arts Commission	125,390	134,313	136,190	137,390	148,698	140,698
Visitors Bureau	970,109	1,198,043	1,118,537	1,171,618	1,362,403	1,362,403
<b>Total Expenditures</b>	<b>\$ 1,095,499</b>	<b>\$ 1,332,357</b>	<b>\$ 1,254,727</b>	<b>\$ 1,309,008</b>	<b>\$ 1,511,101</b>	<b>\$ 1,503,101</b>
Offsetting Revenue	(1,219,650)	(1,257,179)	(1,254,727)	(1,442,919)	(1,511,101)	(1,503,101)
<b>County Costs (net)</b>	<b>\$ (124,151)</b>	<b>\$ 75,178</b>	<b>\$ 0</b>	<b>\$ (133,911)</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Expenditures</b>	<b>\$ 1,098,312</b>	<b>\$ 1,332,357</b>	<b>\$ 1,254,727</b>	<b>\$ 1,309,008</b>	<b>\$ 1,511,101</b>	<b>\$ 1,503,101</b>

## Mission Statement

To position Orange County as a desirable destination for conferences, general tourism, arts and special events through a tourism strategic marketing plan that increases spending by our visitors, in turn creating jobs, and increasing retail sales and occupancy tax revenue.

## ***Visitors Bureau Fund – continued***

### **Visitors Bureau Fund: Chapel Hill/Orange County Visitors Bureau**

#### **Major Services**

- Position Orange County as a desirable visitor, conference, & events destination.
- Encourage longer stays; increased spending and repeat visits to Orange County
- Implement a comprehensive marketing plan
- Contribute to economic development and quality of life that comprise Orange County
- Operate the County's Visitor Center, six days a week, providing walk-in services to 9,000 visitors annually.

#### **FY 2013-14 Outcomes**

- Anticipate a 7% increase in visitor spending; a 3% increase in conference and Bureau-initiated meeting bookings; and a 5% increase in qualified sales leads distributed to hotels and meeting facilities.
- Advertising: continued collaboration with Clean Design marketing agency on marketing efforts. Tasks included increasing visitor inquiries, demand to website and social media sites, referrals to county establishments and events, and event attendance. Agency also gauged the ability of ads to compute to positive editorials in media vehicles and gathered hotel feedback on how frequently guest had mentioned the advertising campaign.
- Municipal efforts: Developed marketing programs for each town which resulted in an additional \$1.2 million for Chapel Hill; \$200,000 for Hillsborough events and restaurants; and \$300,000 for Carrboro events and community programs. Chapel Hill contributed \$175,000 to the Visitors Bureau marketing plan; the Bureau increased its funding from Town of Chapel Hill by more than \$13,000 through performance-measured services.
- Contributed to attendance increases for special events in Orange County, including farm events, town events that bring in day-trips and overnight guests who contribute to restaurant, hotel and retail revenue.
- Positioned the amenities in Orange County, on-line, through growing mobile and social marketing users.
- Increased website visits month-to-month, consistently. Annual web visitors total 160,000, with an increase of 18% monthly since the introduction of search engine optimization (SEO) and search engine marketing (SEM).

<b>Performance Measures</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget<sup>1</sup></b>
<b>Service: Position Orange County as a desirable visitor, conference, events destination</b>					
Conference, meeting bookings	70	43	88	55	75
Generate sales leads for hotels	88	66	100	68	96
Build and Maintain attraction visitations (in millions)	2.0	1.9	2.5	2.0	2.1
<b>Service: Encourage longer stays; contribute to Orange County economic development.</b>					
Room nights generated from Bureau	4,200	3,723	4,500	4,050	5,000

## Visitors Bureau Fund – continued

Performance Measures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget <sup>1</sup>
Media stories on Orange County	260	261	280	265	270
Annual tourism impact <sup>2</sup> (in millions)	156.8	161.6	162.0	162.0	166.00

1. FY 2014-15 Budget includes outcomes produced by the proposed Sales Manager Position.

2. Information reported by NC Department of Commerce.

### FY 2014-15 Objectives

- Maximize tourism growth through strategic marketing initiatives focusing on proven regional and Atlantic coast markets.
- Increase marketing efforts in Agri-Tourism and cultural heritage events to lure daytrippers.
- Continued emphasis on growing mid-week occupancy with rising number of meeting space and sleeping rooms. Orange County now has 1650 sleeping rooms.
- Continue focus on building group business to fill mid-week overnight occupancy gap.
- Add full-time senior conventional sales manager to capitalize on new inventory and in the pipeline.
- Implement Visitor Center marketing plan to increase local, regional and national visitors to downtown Chapel Hill, Carrboro and Hillsborough.

### Budget Highlights

- **Occupancy Tax Rates and Revenue:** Occupancy Tax revenues continue to increase due to strong travel economy and the addition of Hampton Carrboro as well as completed construction at Carolina Inn. In FY 2013-14, Orange County's 3% Occupancy Tax collections have increased an average of 8% each month; year-end revenues are expected to exceed the original budget by 12% (\$123,360).
- **Fund Balance Appropriation:** Available fund balance totals \$400,000. In FY 2014-15, the Visitors Bureau will appropriate \$192,000 from fund balance, an increase of \$145,000 from the current year. Next year's appropriation will fund several marketing initiatives including an Accessibility Guide, for people with disabilities (also to be published in Braille); a new program that spotlights farms and food; and a proposed GLBT tourism campaign to reach a market segment that is a good tourism match for much of Orange County's hotels. These proposed initiatives have received support from the Visitors Bureau Advisory Board.
- **Town Contributions:** The Town of Chapel Hill's contribution will remain the same at \$175,000; the Bureau had requested a \$25,000 increase, for FY 2014-15.
- **New Position Request:** The FY 2014-15 Manager Recommended Budget includes a new Sales Manager position (1.0) FTE, effective July 1, 2014 (\$66,129). A reduction in contracted sales services (\$14,194) will offset a portion of the position's costs. The new position will generate an increase in leads, which will result in increased bookings of hotel and meeting facilities. A sales department of one has functioned since 1995. For the first time in fifteen years, the Visitors Bureau will add to its full-time employee count.
- **Recurring Capital:** The FY 2014-15 Budget includes funds for equipment and furnishings for the new Sales Manager position and Visitor Center building improvements (\$13,602).

## **Visitors Bureau Fund – continued**

### **Visitors Bureau Fund: Arts Commission**

#### **Major Services**

- Write grants primarily to NC Arts Council for funding and distribute arts grants to nonprofit organizations, schools & individuals via two OCAC grant cycles per year.
- Provide information to the public on local arts resources via website, email, e-newsletter, online arts calendar, telephone contacts, personal consultations, group workshops, meetings, etc.
- Manage comprehensive database of Orange County artists and arts organizations, including its online component.
- Offer free workshops RE: professional/skills development for artists & arts administrators (Artists' Salons, Grants Information Sessions, training for use of online arts calendar, etc.).
- Administer Orange County component of Triangle-wide arts programs (Congressional High School Arts Competition, Emerging Artists Program, Piedmont Laureate Program, etc.).

#### **FY 2013-14 Outcomes**

- Increased public awareness of local arts events, programs & individual artists' work primarily by online arts calendar. Created and distributed 12 monthly e-newsletters to our current (as of 2/25/14) database of 2,987 records. Distributed 8,000 Artists' Salon postcards annually to area artists, non-profit and for-profit arts organizations and area libraries and 600 press releases to area media, artists, and non-profit & for-profit arts organizations. Fielded approx. 1,000 information and referral requests.
- Increased Average Visit Duration (up 23.23%), increased Percent of New Visits (up 12.65%) and increased Number of Pages Per Visit (up 2.04%) for [www.artsorange.org](http://www.artsorange.org).
- Increased Pages Per Visit to 5.89, increased Average Visit Duration to 8.11 minutes, and increased Percent of New Visits to 71.94% for [www.ExploreChapelHillARTS.com](http://www.ExploreChapelHillARTS.com).
- Increased quality of grant applications (to increase likeliness of funding) from artists and arts organizations by conducting 2 grant-writing sessions annually and consulting with potential grant applicants as needed.
- Increased quality of professional/skills development workshops for artists and arts organizations by securing excellent presenters with expertise in art-related topics.
- Increased arts audiences through collaborations with arts, cultural & community groups: North Carolina Arts Council, Town of Chapel Hill Public Art & Cultural Arts Office, Town of Chapel Hill Recreation and Parks Department, Chapel Hill Downtown Partnership, The ArtsCenter, Durham Arts Council, Raleigh Arts Commission, United Arts Council of Raleigh/Wake County, Alamance County Arts Council, Chatham Arts, Cumberland County Arts Council, Person County Arts Council, Granville County Arts Council.

<b>Performance Measures<sup>1</sup></b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Budget</b>	<b>2013-14 Projected</b>	<b>2014-15 Budget</b>
<b>Service: Communication Efforts</b>					
E-Newsletter (monthly) emailed to database	Not Available	Not Available	Not Available	16,328	24,500

## Visitors Bureau Fund – continued

Performance Measures <sup>1</sup>	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
Visits to Online Arts Calendar (Clicks to ExploreChapelHillARTS.com & clicks to our content on entire EverWondr Network)	Not Available	71,394	Not Available	71,394	90,000
Impressions on Entire EverWondr Network ( # of times content displayed on a page but not clicked)	Not Available	1,588,359	Not Available	1,588,359	1,750,000
Unique Visitors to EverWondr Network	Not Available	65,454	Not Available	65,454	70,000
Visits to OCAC Website <sup>2</sup>	707,786	2,152	900,000	1,504	2,000
<b>Service: Grant Administration</b>					
# of Grant Applications Received	49	70	68	69	70
# of Grant Applications Funded	39	42	35	36	42

1. FY 2013-14 Projected statistics are through February 25, 2014.

2. The department changed web statistic providers (from AWStats to Google Analytics), in FY 2012-13. Prior year data reflects page view visits, which includes multiple visits by the same visitors.

### FY 2014-15 Objectives

- Strengthen the OCAC's role as an informational source for the arts (online arts calendar, new responsive WordPress website design for OCAC's website, increased advertising).
- Expand opportunities for participation in and support of the arts in economic development in Orange County, including collaborative marketing efforts.
- Increase collaboration with arts agencies in additional counties via online arts calendar expanding to include additional artists and arts organizations, etc.
- Increase County funds to local arts grants. This would allow OCAC to fund more grant applications.

### Budget Highlights

- No significant budget changes, in FY 2014-15.

# Employee Pay and Benefits

Appendix A

# ***Employee Pay and Benefits***

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## **Background**

For the last six years, employee pay and benefits recommendations have been heavily influenced by the need to retain and recruit skilled, dedicated employees without increasing property taxes. Substantial increases in health insurance costs, particularly the liability for retiree health, and increased costs of the Affordable Care Act and the desire to provide added compensation for current employees drive the Manager's recommendations for funding employee pay and benefits in FY 2014-15.

After several years (FY 2009-10, 2010-11 and 2011-12) without any salary increases and other actions limiting employee compensation, the County began restoring components of the total compensation package beginning in FY 2012-13. In FY 2013-14, the Board approved actions:

- Provided a Cost of Living Adjustment (COLA) of 2.0% for all permanent employees hired on or before June 30, 2013;
- Provided an Employee Performance Award in the amount of \$500 (proficient performance) or \$1,000 (exceptional performance), effective with WPPR Review Dates from July 1, 2013 to June 30, 2014;
- Increased the contribution to the health savings account from \$1,237.20 to \$1,416 for employees in the high deductible health insurance plan effective January 1, 2014;
- Maintained the living wage at \$10.97 per hour;
- Implemented recommendations of the County's FY 2012-13 internal Classification and Pay Study;
- Extended the six-month hiring delay;
- Extended the voluntary furlough program;
- Continued the \$27.50 per pay period County contribution to non-law enforcement employees' supplemental retirement accounts and continued the mandated Law Enforcement Officer contribution and increased the County's contribution to the Local Governmental Employees' Retirement System (LGERS) for all permanent employees.
- Initiated a County match up to \$1,200/year to the supplemental retirement plan of an employee's choice effective July 1, 2013.

Throughout the difficult economic times, County employees worked together to embrace and drive change throughout the organization. Employees have continued to demonstrate an outstanding spirit of dedication to serving the residents of Orange County.

Since 2011-12, the number of Full Time Equivalent employees (FTEs) has been increasing. The County faces challenges in competing for talent when hiring new employees and in its efforts to retain highly skilled current staff. With this in mind, the desire to maintain strong health insurance and other benefits in the face of ever-increasing health insurance costs and to provide added compensation for current

## ***Employee Pay and Benefits - Continued***

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employees once again drives the Manager's recommendations for funding employee pay and benefits. This year's recommendations closely mirror those of last year.

### **Recommended FY 2014-15 Employee Pay and Benefits Plan (detail provided below)**

- A Cost of Living Adjustment (COLA) of 1.75% for all permanent employees hired on or before June 30, 2013, effective July 1, 2014;
- Increase the salary ranges by 1.75%
- An Employee Performance Award in the amount of \$500 (proficient performance) or \$1,000 (exceptional performance), effective with WPPR review dates from July 1, 2014 to June 30, 2015;
- Continue the \$27.50 per pay period County contribution to non-law enforcement employees' supplemental retirement accounts and increase the County match up to \$1,500 per year based on employee contribution; continue the mandated Law Enforcement Officer contribution of 5.0% of salary; and continue the County's contribution to the Local Governmental Employees' Retirement System (LGERS) for all permanent employees;
- Fund an increase in health insurance up to 14.35% over current costs, effective January 1, 2015;
- Increase the living wage from \$10.97 to \$11.21 per hour;
- Extend the six-month hiring delay; and
- Extend the voluntary furlough program.

#### **1. Position Classification and Pay Plans**

The Manager recommends the Board approve a 1.75% Cost of Living Adjustment (COLA) for permanent employees hired on or before June 30, 2014, effective July 1, 2014, and making a 1.75% adjustment to the salary ranges beginning July 1, 2014. The Manager recommends continuing the Employee Performance Awards of \$500 for proficient performance or \$1,000 for exceptional performance, effective with WPPR review dates from July 1, 2014 to June 30, 2015. The FY 2014-15 projected budgetary increase for the COLA and Performance Awards is approximately \$1.675 million.

#### **2. County Contribution to Retirement Benefits**

Both employer and employees contribute to the Local Governmental Employees' Retirement System based on employee base salary. The County contribution rates have varied over the past four years, with the most recent increase to 7.07% effective July 1, 2013 until June 30, 2015. The employee contribution has remained the same at 6.0% of salary.

The Manager recommends continuing the 5.0% employer contribution to the Local Governmental Employees' Retirement System 401(k) program for sworn law enforcement officers. The Manager further recommends keeping the \$27.50 per pay period County minimum contribution to the employee's choice of supplemental

## ***Employee Pay and Benefits - Continued***

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retirement plan(s) and matching employees' contributions up to \$62.50 semi-monthly (for a maximum annual County contribution of \$1,500) for all general (non-sworn law enforcement officer) employees. Assuming that all employees currently contributing increase their contributions to the \$62.50 contribution level, an additional \$325,000 will be required. Because of the outstanding response by employees in FY 2013-14, the match amount was under budgeted by \$475,000. An additional \$800,000 is budgeted for FY 2014-15 to cover the projected needs.

### **3. Employee Health Insurance**

Based on early claims data, the County's benefits consultant, Mark III, has projected a 14.35% increase in premiums for a renewal of the same benefits beginning January 1, 2015. Because the FY 2013-14 health care budget was based on last year's projection, the projected budgetary increase for FY 2014-15 is approximately \$423,446 (January through June, general fund only). Changing the funding from premium-based (fully-insured) to self-insured resulted in a 0% increase for FY 2013-14. While the funding change decreased the County's tax liability, higher claims and increases in costs of health care services result in a 14.35% projected increase effective January 1, 2015. The actual cost of the County's health insurance will be determined in September 2014 through the annual renewal process.

### **4. Orange County Living Wage**

The Manager recommends increasing the Living Wage from \$10.97 to \$11.21 per hour based on the Federal poverty level for a family of four as adjusted for the Orange County Region, for a financial impact of \$10,140.

### **5. Six-Month Hiring Delay**

As a cost savings measure, the Manager recommends extending the six-month hiring delay, first implemented in FY 2010-11. Between July 1, 2013 and January 31, 2014, over \$2.25 million was saved because of hiring delays. Total savings from the hiring delay in the next fiscal year is projected to be more than \$2 million.

### **6. Voluntary Furlough**

Employees taking a voluntary unpaid leave of absence will yield approximately \$30,000 in payroll savings for FY 2013-14. Staff anticipates that cost savings attributed to extending the option to allow employees to reduce their workweek and take a voluntary furlough throughout all or a portion of FY 2014-15 will result in similar savings. Requests for a voluntary furlough will be pre-approved by an employee's Department Director.

### **7. Retiree Healthcare Benefits**

To fulfill its obligations to new and existing retirees, general fund costs are projected to be \$1.813 million. There are over 304 retirees receiving health benefits.

## Proposed Orange County Salary Schedule

Effective July 1, 2014

Grade	Minimum-Proposed	Quarter 1-Proposed	Midpoint-Proposed	Quarter 3-Proposed	Maximum Proposed
1	19,106	22,156	25,206	28,256	31,306
2	20,074	23,279	26,483	29,688	32,893
3	21,090	24,457	27,824	31,191	34,557
4	22,158	25,695	29,232	32,769	36,306
5	23,280	26,996	30,712	34,428	38,145
6	24,456	28,361	32,266	36,171	40,075
7	25,696	29,798	33,900	38,002	42,104
8	26,996	31,306	35,616	39,927	44,237
9	28,365	32,893	37,420	41,948	46,476
10	29,799	34,556	39,313	44,071	48,828
11	31,307	36,305	41,304	46,303	51,302
12	32,893	38,144	43,395	48,646	53,897
13	34,557	40,074	45,591	51,107	56,624
14	36,308	42,104	47,900	53,696	59,492
15	38,145	44,235	50,325	56,414	62,504
16	40,076	46,474	52,872	59,270	65,669
17	42,105	48,827	55,548	62,270	68,992
18	44,235	51,298	58,360	65,423	72,485
19	46,476	53,896	61,316	68,736	76,155
20	48,829	56,624	64,419	72,214	80,009
21	51,301	59,491	67,681	75,871	84,061
22	53,896	62,501	71,106	79,711	88,316
23	56,626	65,666	74,707	83,747	92,788
24	59,493	68,991	78,488	87,986	97,484
25	62,505	72,483	82,462	92,440	102,419
26	65,667	76,151	86,635	97,119	107,603
27	68,993	80,008	91,022	102,037	113,051
28	72,485	84,058	95,630	107,202	118,775
29	76,154	88,312	100,470	112,629	124,787
30	80,010	92,784	105,558	118,332	131,105
31	84,060	97,480	110,901	124,321	137,742
32	88,316	102,416	116,516	130,615	144,715
33	92,787	107,601	122,414	137,228	152,041
34	97,485	113,049	128,612	144,175	159,739
35	102,419	118,771	135,122	151,474	167,826
36	107,605	124,784	141,964	159,143	176,322
37	113,051	131,100	149,149	167,198	185,247

NOTE: For reference in looking at the relative position of salaries in the salary range, the Salary Schedule shows three reference points: A Midpoint and markers for Quarter 1 and Quarter 3. The Midpoint is the mathematical midpoint between the salary range Minimum and Maximum. Quarter 1 marks the halfway point between the Minimum and the Midpoint. Quarter 3 marks the halfway point between the Midpoint and the Maximum.

**FY 2014-15 Classification and Pay Plan  
Classes by Salary Grades**

<b>Class Code</b>	<b>Class Title</b>	<b>Salary Grade</b>	<b>FLSA Status</b>
0802	Convenience Center Operator	08	Non-Exempt
0805	Facilities Maintenance Technician I	08	Non-Exempt
0806	Jail Cook	08	Non-Exempt
0807	Animal Care Technician	08	Non-Exempt
0902	Community Social Services Assistant	09	Non-Exempt
0903	Dental Office Assistant	09	Non-Exempt
0904	Library Assistant I	09	Non-Exempt
0905	Medical Office Assistant	09	Non-Exempt
0906	Nursing Assistant	09	Non-Exempt
0907	Office Assistant I	09	Non-Exempt
1001	Facilities Maintenance Technician II	10	Non-Exempt
1003	Community Social Services Technician	10	Non-Exempt
1005	Jail Cook Supervisor	10	Non-Exempt
1006	Library Assistant II	10	Non-Exempt
1007	Office Assistant II	10	Non-Exempt
1008	Permit Technician	10	Non-Exempt
1009	Public Transportation Driver	10	Non-Exempt
1011	Recycling Materials Handler	10	Non-Exempt
1012	Weighmaster	10	Non-Exempt
1013	Landscape Technician I	10	Non-Exempt
1014	Veterinary Health Care Technician	10	Non-Exempt
1015	Community Health Aide	10	Non-Exempt
1101	Administrative Assistant I	11	Non-Exempt
1103	Dental Assistant	11	Non-Exempt
1104	Deputy Register Of Deeds II	11	Non-Exempt
1105	Emergency Medical Technician - Basic	11	Non-Exempt
1107	Facility Operator	11	Non-Exempt
1108	Revenue Technician I	11	Non-Exempt
1109	Solid Waste Collector Driver	11	Non-Exempt
1110	Tax Clerk I	11	Non-Exempt
1111	Vehicle Appraisal Technician I	11	Non-Exempt
1201	Accounting Technician I	12	Non-Exempt

**FY 2014-15 Classification and Pay Plan  
Classes by Salary Grades**

<b>Class Code</b>	<b>Class Title</b>	<b>Salary Grade</b>	<b>FLSA Status</b>
1202	Administrative Assistant II	12	Non-Exempt
1203	Animal Control Officer	12	Non-Exempt
1205	Assistant To The Clerk	12	Non-Exempt
1207	Criminal Data Specialist	12	Non-Exempt
1208	Deputy Elections Director	12	Non-Exempt
1209	Detention Officer	12	Non-Exempt
1211	Housing Technician	12	Non-Exempt
1212	Income Maintenance Caseworker I	12	Non-Exempt
1213	Heavy Equipment Operator	12	Non-Exempt
1215	Revenue Technician II	12	Non-Exempt
1217	Facilities Maintenance Technician III	12	Non-Exempt
1218	Solid Waste Materials Transfer Operator	12	Non-Exempt
1221	Parks Conservation Technician I	12	Non-Exempt
1222	Licensed Practical Nurse	12	Non-Exempt
1301	Accounting Technician II	13	Non-Exempt
1302	Landfill Inspector	13	Non-Exempt
1303	Medical Laboratory Technician	13	Non-Exempt
1304	Telecommunicator	13	Non-Exempt
1306	Revenue Technician III	13	Non-Exempt
1307	Food Services Coordinator	13	Non-Exempt
1308	Building & Services Maintenance Coordinator	13	Non-Exempt
1309	Property Development Technician	13	Non-Exempt
1310	Vehicle Appraisal Technician II	13	Non-Exempt
1311	Library Associate	13	Non-Exempt
1401	Administrative Assistant III	14	Non-Exempt
1403	Recreation Program Coordinator	14	Non-Exempt
1404	Automotive Mechanic	14	Non-Exempt
1408	Deputy Sheriff I	14	Non-Exempt
1409	Deputy Tax Collector	14	Non-Exempt
1410	Facilities Maintenance Technician IV	14	Non-Exempt
1411	Foreign Language Coordinator	14	Non-Exempt
1412	GIS Mapper	14	Non-Exempt
1413	Heavy Equipment Mechanic I	14	Non-Exempt
1414	Housing Specialist	14	Non-Exempt

**FY 2014-15 Classification and Pay Plan  
Classes by Salary Grades**

<b>Class Code</b>	<b>Class Title</b>	<b>Salary Grade</b>	<b>FLSA Status</b>
1415	Human Resources Technician	14	Non-Exempt
1417	Income Maintenance Caseworker II	14	Non-Exempt
1419	IT Support Specialist	14	Non-Exempt
1420	Intake Specialist	14	Non-Exempt
1422	Paramedic	14	Non-Exempt
1426	Social Worker I	14	Non-Exempt
1427	Telecommunications Assistant Supervisor	14	Non-Exempt
1430	Parks Conservation Technician II	14	Non-Exempt
1431	Wireless Communications Coordinator	14	Non-Exempt
1432	Environmental Health Technician	14	Non-Exempt
1435	Planning Technician	14	Non-Exempt
1436	Imaging Coordinator	14	Non-Exempt
1437	Asset Management Coordinator	14	Non-Exempt
1438	Business Appraisal Technician	14	Non-Exempt
1439	RSVP Assistant Administrator	14	Non-Exempt
1440	Human Services Specialist	14	Non-Exempt
1502	Deputy Sheriff II	15	Non-Exempt
1504	Income Maintenance Caseworker III	15	Non-Exempt
1505	Office Supervisor	15	Exempt
1506	Executive Assistant	15	Non-Exempt
1508	Communications Specialist	15	Non-Exempt
1509	Solid Waste Field Service Supervisor	15	Exempt
1510	Circulation Supervisor	15	Exempt
1511	Property Development Specialist I	15	Non-Exempt
1512	Emergency Services Systems Technician	15	Non-Exempt
1513	Patient Account Representative Supervisor	15	Exempt
1514	Training and Lead Animal Control Officer	15	Non-Exempt
1602	Appraiser I	16	Non-Exempt
1603	Arts Commission Coordinator	16	Exempt
1604	Assistant Fire Marshal	16	Non-Exempt
1605	Assistant Register Of Deeds	16	Non-Exempt
1606	Child Support Officer	16	Non-Exempt
1609	Criminal Justice Program Coordinator	16	Non-Exempt
1611	Eldercare Manager	16	Non-Exempt

**FY 2014-15 Classification and Pay Plan  
Classes by Salary Grades**

<b>Class Code</b>	<b>Class Title</b>	<b>Salary Grade</b>	<b>FLSA Status</b>
1612	Staff Officer	16	Non-Exempt
1616	GIS Technician	16	Non-Exempt
1617	Human Services Coordinator I	16	Non-Exempt
1619	Income Maintenance Investigator	16	Exempt
1620	Income Maintenance Leadworker	16	Non-Exempt
1621	Resource & Benefits Specialist	16	Non-Exempt
1622	IT Support Analyst I	16	Non-Exempt
1623	Librarian I	16	Exempt
1625	Recycling Education & Outreach Coordinator	16	Exempt
1626	Housing Rehabilitation Specialist	16	Non-Exempt
1627	Social Worker II	16	Non-Exempt
1629	Telecommunications Supervisor	16	Non-Exempt
1633	Recreation Program Supervisor	16	Non-Exempt
1636	Parks Operations Supervisor	16	Exempt
1637	Solid Waste Enforcement Officer	16	Exempt
1638	Custodial Supervisor	16	Exempt
1639	Program Coordinator	16	Exempt
1640	Senior Center Coordinator	16	Non-Exempt
1641	EMS Assistant Supervisor	16	Non-Exempt
1642	Business Personal Property Appraiser I	16	Non-Exempt
1643	Facilities Maintenance Supervisor	16	Exempt
1644	Public Health Preparedness Coordinator	16	Exempt
1645	Senior Auto Mechanic	16	Exempt
1646	Administrative Services Supervisor-ES	16	Exempt
1701	Budget & Management Analyst I	17	Exempt
1702	Code Compliance Officer III	17	Non-Exempt
1705	Environmental Health Spec	17	Non-Exempt
1706	GIS Project Coordinator I	17	Exempt
1707	Human Resources Analyst	17	Exempt
1708	Deputy Clerk/Information Specialist	17	Exempt
1709	Management Analyst	17	Exempt
1711	Planner I	17	Non-Exempt
1713	RSVP Administrator	17	Exempt
1714	Senior Public Health Educator	17	Exempt
1715	LEP Specialist	17	Non-Exempt

**FY 2014-15 Classification and Pay Plan  
Classes by Salary Grades**

<b>Class Code</b>	<b>Class Title</b>	<b>Salary Grade</b>	<b>FLSA Status</b>
1716	Communications Data Manager	17	Exempt
1718	Housing Programs Coordinator	17	Exempt
1719	Financial Services Coordinator	17	Exempt
1721	Erosion Control Officer I	17	Non-Exempt
1722	Training/Quality Assurance Coordinator	17	Exempt
1801	Deputy Sheriff/Sergeant	18	Non-Exempt
1802	Economic Development Coordinator/Agriculture	18	Exempt
1803	EMS Supervisor	18	Non-Exempt
1805	Erosion Control Officer II	18	Exempt
1807	Recycling Programs Supervisor	18	Exempt
1809	Social Worker III	18	Non-Exempt
1810	Environmental Enforcement Supervisor	18	Exempt
1811	Recreation Manager	18	Exempt
1812	Parks Conservation Specialist	18	Exempt
1813	Deputy Sheriff/Investigator I	18	Non-Exempt
1814	Administrative Officer	18	Exempt
1815	IT Support Analyst II	18	Non-Exempt
1816	Transportation Assistant Administrator	18	Exempt
1817	Registered Dietitian	18	Exempt
1818	Human Services Coordinator II	18	Exempt
1819	Data Systems Manager	18	Exempt
1820	Facility Environments and Support Manager	18	Exempt
1903	Appraiser II	19	Non-Exempt
1906	Budget & Management Analyst II	19	Exempt
1908	Business & Personal Property Appraiser II	19	Non-Exempt
1909	CPS Social Worker	19	Non-Exempt
1910	Child Welfare Program Specialist	19	Non-Exempt
1911	Librarian II	19	Exempt
1912	Civil Rights Specialist	19	Exempt
1915	Emergency Management Specialist	19	Exempt
1917	Environmental Health Program Specialist	19	Non-Exempt
1918	Fleet Maintenance Supervisor	19	Exempt
1919	GIS Project Coordinator II	19	Exempt
1920	Income Maintenance Supervisor	19	Exempt

**FY 2014-15 Classification and Pay Plan  
Classes by Salary Grades**

<b>Class Code</b>	<b>Class Title</b>	<b>Salary Grade</b>	<b>FLSA Status</b>
1921	Legal Specialist	19	Exempt
1922	Library Systems Administrator	19	Exempt
1923	Planner II	19	Exempt
1924	Public Health Nurse I	19	Exempt
1925	Purchasing Agent	19	Exempt
1926	Sales Director	19	Exempt
1928	Social Work Clinical Specialist	19	Exempt
1929	Social Work Supervisor I	19	Exempt
1930	Soil Conservationist	19	Exempt
1932	Solid Waste Planner	19	Exempt
1934	Landfill Transfer Supervisor	19	Exempt
1935	Communications Manager	19	Exempt
1937	Public Health Program Manager	19	Exempt
1938	Child Support Supervisor	19	Exempt
1941	Cultural Resources Coordinator	19	Exempt
1943	Heavy Equipment Mechanic Supervisor	19	Exempt
1946	Deputy Sheriff/Investigator II	19	Non-Exempt
1947	Economic Development Spec	19	Exempt
1948	Registered Dietitian Program Coordinator	19	Exempt
1949	Grants Accountant/Internal Auditor	19	Exempt
2001	Dental Hygienist	20	Non-Exempt
2002	Deputy Sheriff/Lieutenant	20	Non-Exempt
2003	Eldercare Services Administrator	20	Exempt
2004	Landscape Architect	20	Exempt
2005	Applications Development Specialist	20	Exempt
2006	Public Health Nurse II	20	Exempt
2007	Senior Centers Administrator	20	Exempt
2008	Senior Income Maintenance Supervisor	20	Exempt
2009	Social Work Supervisor II	20	Exempt
2011	Homeless Programs Coordinator	20	Exempt
2012	Solid Waste Collection Services Manager	20	Exempt
2013	Business Operations Coordinator	20	Exempt
2015	Human Services Supervisor	20	Exempt
2104	Senior Accountant	21	Exempt

**FY 2014-15 Classification and Pay Plan  
Classes by Salary Grades**

<b>Class Code</b>	<b>Class Title</b>	<b>Salary Grade</b>	<b>FLSA Status</b>
2105	Nutrition Program Manager	21	Exempt
2106	Emergency Management Coordinator	21	Exempt
2201	Animal Control Manager	22	Exempt
2202	Benefits Manager	22	Exempt
2203	Business Officer I	22	Exempt
2206	Deputy Sheriff/Captain	22	Exempt
2210	IT Analyst	22	Exempt
2211	Land Resources Conservation Manager	22	Exempt
2213	Network Analyst	22	Exempt
2214	Superintendent of Parks	22	Exempt
2215	Public Health Nurse III	22	Exempt
2216	Superintendent of Recreation	22	Exempt
2217	Recycling Programs Manager	22	Exempt
2219	Soil Scientist	22	Exempt
2220	Systems Analyst	22	Exempt
2221	Veterinary Health Care Manager	22	Exempt
2224	Water Resources Coordinator	22	Exempt
2227	Transportation Administrator	22	Exempt
2228	Animal Services Operations Manager	22	Exempt
2229	Social Work Supervisor III	22	Exempt
2230	GIS Senior Project Coordinator	22	Exempt
2231	Risk Manager	22	Exempt
2232	Training and Performance Manager	22	Exempt
2233	Library Systems Manager	22	Exempt
2234	Health Informatics Manager	22	Exempt
2235	Human Resources Manager	22	Exempt
2404	Chief Inspector and Plans Examiner	24	Exempt
2407	Fire Marshal	24	Exempt
2409	Environmental Health Supervisor	24	Exempt
2411	Solid Waste Engineer	24	Exempt
2413	Planner III	24	Exempt
2414	IT Operations Manager	24	Exempt
2415	Staff Engineer	24	Exempt
2417	Revenue Collections Manager	24	Exempt

**FY 2014-15 Classification and Pay Plan  
Classes by Salary Grades**

<b>Class Code</b>	<b>Class Title</b>	<b>Salary Grade</b>	<b>FLSA Status</b>
2418	GIS & Land Records Manager	24	Exempt
2419	Chief Appraiser	24	Exempt
2420	Personal Property Appraiser Manager	24	Exempt
2421	Communications Operations Manager	24	Exempt
2422	EMS Operations Manager	24	Exempt
2424	Assistant Library Director	24	Exempt
2425	Engineering & Stormwater Supervisor	24	Exempt
2501	Business Officer II	25	Exempt
2503	Human Services Manager	25	Exempt
2504	Deputy Tax Assessor	25	Exempt
2505	Applications Manager	25	Exempt
2506	Network Engineer	25	Exempt
2601	Deputy Sheriff/Major	26	Exempt
2602	Home Visiting Services Supervisor	26	Exempt
2603	Public Health Education Director	26	Exempt
2604	Public Health Nurse Supervisor	26	Exempt
2605	Social Work Program Manager	26	Exempt
2606	Solid Waste Operations Manager	26	Exempt
2609	Finance & Administrative Operations Director	26	Exempt
2610	Family Nurse Practitioner II	26	Exempt
2611	Assistant Asset Management Director	26	Exempt
2701	Clerk to the Board	27	Exempt
2702	Elections Director	27	Exempt
2703	Environmental Health Director	27	Exempt
2705	Social Services Assistant Director	27	Exempt
2706	Public Health Nursing Director	27	Exempt
2708	Visitor Bureau Director	27	Exempt
2710	Staff Attorney	27	Exempt
2711	Assistant To County Manager - Legislative Affairs	27	Exempt
2713	Deputy Financial Services Director	27	Exempt
2714	Building Inspector Administrator	27	Exempt
2715	Public Affairs Officer	27	Exempt
2901	Aging Director	29	Exempt

**FY 2014-15 Classification and Pay Plan  
Classes by Salary Grades**

<b>Class Code</b>	<b>Class Title</b>	<b>Salary Grade</b>	<b>FLSA Status</b>
2902	Child Support Director	29	Exempt
2904	Environment, Agriculture, Parks & Recreation Director	29	Exempt
2905	Housing, Human Rights & Community Development Dir	29	Exempt
2908	Library Director	29	Exempt
2911	Register of Deeds	29	Exempt
2914	Animal Services Director	29	Exempt
2915	Asset Management Director	29	Exempt
3102	Chief Information Officer	31	Exempt
3103	Emergency Services Director	31	Exempt
3105	Health Director	31	Exempt
3106	Human Resources Director	31	Exempt
3107	Planning Director	31	Exempt
3109	Sheriff	31	Exempt
3110	Social Services Director	31	Exempt
3111	Solid Waste Director	31	Exempt
3112	Tax Administrator	31	Exempt
3114	Economic Development Director	31	Exempt
3301	Assistant County Manager	33	Exempt
3401	Dentist	34	Exempt

**FY 2014-15 Classification and Pay Plan  
Classes by Salary Grades**

<b>Class Code</b>	<b>Class Title</b>	<b>Salary Grade</b>	<b>FLSA Status</b>
3701	County Manager	37	Exempt
3702	County Attorney	37	Exempt
<b><u>Unclassified</u></b>			
0001	County Commissioner		

These positions are subject to the authority of the Board of County Commissioners to establish and change the salaries as limited by N. C. General Statutes 153A-92 (as cited in the Orange County Code of Ordinances, Chapter 28 Personnel, Section 28-13(o)).

**Orange County Approved Employee Pay and Benefits Actions  
(FY 2003-04 - FY 2013-14)**

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
CPI (Consumer Price Index)*	1.90%	3.30%	3.40%	2.50%	4.10%	0.10%	2.70%	1.50%	3.00%	1.70%	
Average Wage Index (AWI)**	2.44%	4.65%	3.66%	4.60%	4.54%	2.30%	-1.51%	2.36%	3.13%	unavailable	
Employment Cost Index***	2.00%	2.10%	3.10%	3.50%	3.50%	3.10%	1.90%	1.20%	1.00%	1.10%	
Cost of Living Increase	0.00%	2.00%	0.00%	4.00%	3.00%	2.25%	0.00%	0.00%	0.00%	2.00%	2.00%
In-Range Increase	0.00%	0.00%	4.00%	0.00%	1.00% (Proficient) 2.00% (Exceptional)	1.00% (Proficient) 2.00% (Exceptional)	0.00%	0.00%	0.00%	0.00%	0.00%
Employee Performance Award								\$500 (prorated for part-time or partial year employment)		\$500 (Proficient) \$1,000 (Exceptional)	\$500 (Proficient) \$1,000 (Exceptional)
Classification and Pay Study	Phase 2: 2.5% if 4 or more years of service. (Effective 12/8/03) Phase 3: 2.5% if 7 or more years service. (Effective 4/26/04)						Implemented first phase of the Archer Classification and Pay Study for employees' salaries most out-of-line with the market.	Implemented recommendations from first annual classification and pay study.	Implemented recommendations from second annual classification and pay study.	Implemented recommendations from third annual classification and pay study.	Individual studies completed; no comprehensive actions
Total Budget for Pay Actions	\$1,576,901	\$947,041	\$613,847	\$1,566,448	\$1,398,674	\$1,095,239	\$60,000	\$550,000	\$60,000	\$1,136,000	\$1,200,920
General Fund Position FTE	704.561	741.986	750.436	773.836	793.200	830.650	838.150	773.600	783.925	801.425	824.96
Major Personnel Transitions	EMS Transport Transition - Added 18 FTE's	Animal Shelter Transition - Added 16 FTE's									Added 19.62 FTEs, including 9 in ES and 6 in IT
Employee-Only Health Insurance Premium	\$4,267	\$4,113	\$4,779	\$4,868	\$5,341	\$5,831	\$5,988	\$6,377	\$6,943	\$7,574	\$7,574
Health Insurance Premium Increase	13.82%	-3.61%	16.19%	1.86%	9.72%	9.17%	2.69%	6.50%	8.88%	9.09%	0.00%

\*Consumer Price Index data from the U.S. Bureau of Labor Statistics

\*\*National Average Wage Index is determined by the U.S. Social Security Administration and shows the percentage increase in average wages as measured by annual wage data tabulated by the Social Security Administration.

\*\*\*Employment Cost Index data from the U.S. Bureau of Labor Statistics. Measures average increase in wages in variety of sectors of the economy. The data shown here is for wages and salaries for state and local government.

# County Contributions to Retirement Benefits

## Background

### Local Governmental Employees' Retirement System (LGERS)

Both employer and employees make contributions based on employee earnings to this retirement plan. While employer contributions have varied over the past few years (see chart below), the employee contribution has consistently been 6.0% of salary.

### History of County Retirement Contributions

Fiscal Year(s)	LGERS		Supplemental Retirement	
	Law Enforcement Officers (LEO's)	General Employees	Law Enforcement Officers (LEO's)	General Employees
	% of Salary	% of Salary	% of Salary	Annual Contribution
2001-2005	4.78	4.88	5.00	\$520
2005-2007	4.78	4.88	5.00	\$650
2007-2009	4.86	4.88	5.00	\$715
2009-2010	4.86	4.88	5.00	Suspended
2010-2011	6.41	6.43	5.00	Suspended until January 2011, then \$715
2011-2012	7.04	6.96	5.00	\$715
2012-2013	6.77	6.74	5.00	\$715
2013-2014	7.28	7.07	5.00	\$715 (added maximum \$1,200 matching contribution)

### Supplemental Retirement Benefits

The Board has set the County's contribution from an initial contribution of \$15.00 per pay period in FY 1998-99 (\$375 annually) to the current \$27.50 per pay period (\$715 annually). Employees receive this contribution without contributing themselves. The County does not pay Social Security or Medicare taxes on the amount contributed.

Employees direct the County to invest its contribution to one of the following:

- Prudential 401(k) plan (pre-tax) administered by the North Carolina Retirement System;
- ICMA-RC 457 plan (pre-tax);
- Nationwide (NACo) 457 (pre-tax).

Employees may elect to contribute an amount, within federal guidelines, to any of plan(s) listed above as well as a post-tax (Roth) Prudential 401(k) plan. The County is required by State law to make a contribution of five percent of salary to the 401(k) plan for each sworn law enforcement officer. The County may determine the amount of its contributions for general County (non-sworn law enforcement) employees.

As of January 1, 2013, of the 54 North Carolina counties that contribute to the NC Supplemental Retirement Plans through Prudential, only McDowell and Orange

## ***County Contributions to Retirement Benefits – continued***

counties contribute a flat dollar amount. An average 3.6% contribution is made by the remaining 52 counties, while an average 4.15% contribution is made by Orange County's neighboring jurisdictions.

The annual County contribution of \$715 is equivalent to 1.57% of the average annual Orange County employee salary of \$45,517. By providing the match, the total possible County contribution of \$1,915 provides 4.2% of the average annual salary.

### **County Costs**

The Manager recommends keeping the \$27.50 pay period County minimum contribution to the employee's choice of supplemental retirement plan(s) and matching employees' contributions up to \$62.50 semi-monthly for all general (non-sworn law enforcement officer) employees. A \$62.50 semi-monthly contribution (\$1,500 annually) is equivalent to 3.3% of the average annual Orange County employee salary. The \$715 contribution plus maximum match equals \$2,215 annually, equal to 4.86% of the average annual salary.

### **Employee Participation in Supplemental Retirement Benefits**

One of the Board's objectives in initiating an employer contribution was to encourage each employee to make a voluntary contribution to build his or her retirement security. The chart below shows employee (law enforcement and general) participation in the supplemental retirement plans. The recent drop in the number of contributors is likely due to increased health care costs and stagnant salaries.

	<b>Employees Contributing</b>	<b>Percentage</b>	<b>Total Annualized Employee Contribution</b>	<b>Average Annual Employee Contribution</b>
May 2009	500	65%	Not available	Not available
May 2010*	433	57%	\$386,436	\$892.46
May 2011	560	70%	\$451,656	\$806.53
May 2012	533	65%	\$460,320	\$863.64
April 2013	545	66%	\$884,136	\$1,622.27
April 2014	597	69%	\$1,154,196	\$1,933.33

\*This drop occurred during the year the County suspended its contribution to the supplemental retirement benefit.

## **County Contributions to Retirement Benefits – continued**

### **Board of Commissioners' Action as to County Contributions to Retirement Benefits**

Board of Commissioners' Action as to the Supplemental Retirement Contributions:

*The Manager recommends continuing the 5.0% employer contribution to the Local Governmental Employees' Retirement System 401(k) program for sworn law enforcement officers. The Manager further recommends keeping the \$27.50 per pay period County minimum contribution to the employee's choice of supplemental retirement plan(s) and matching employees' contributions up to \$62.50 semi-monthly (for a maximum County contribution of \$1,500) for all general (non-sworn law enforcement officer) employees.*

## ***Employee Health Care***

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### **Background**

Permanent employees are currently eligible for County self-funded health insurance administered by UnitedHealthcare. Two plans are available: a traditional Point of Service (POS) plan with co-pays and co-insurance and a High Deductible Health Plan (HDHP) paired with a Health Savings Account which has no co-pays. Both plans allow out of network services.

The County pays for employee coverage and pays 52.0% of the cost of dependent coverage based on the lower cost plan (currently the HDHP). To offset the difference in the higher priced POS and the HDHP, the County contributes the difference of \$1,416 to a Health Savings Account for each employee enrolled in the HDHP. Employees with dependent coverage will see an increase in their portion of the premiums, particularly those in the POS.

<b>Health Plan</b>	<b>2013 County Cost (Individual Coverage)</b>	<b>Individual Deductible/Maximum Co-Insurance</b>	<b>Co-Pays</b>
HDHP	\$510.15/month + \$1,416/member, which equals \$628.15 county cost/month	\$1,500/\$2,000 (offset by \$1,416 HSA= \$84/\$2,000)	None, all services are subject to deductible, then covered at 80% until maximum co-insurance is reached
POS	\$631.18/month	\$500/\$1,000 (co-pays do not apply to the deductible, but do apply to the maximum co-insurance limit)	\$20/\$40 for Primary/Specialist Office Visits; \$4/\$25/\$45 prescriptions; \$50 Urgent Care and \$150 Emergency Room

In 2013, the County increased its contribution to the Health Savings Account (for employees participating in the High Deductible Plan) and pro-rated the contribution for newly hired employees. New employees who elect the High Deductible Health Plan receive a lump sum of \$118 for each month remaining in the Plan Year. For example, an employee hired in March who enrolled in the HDHP received \$1,062 (9 months x \$118) in their Health Savings Account on April 1.

Since September 2010, the County has retained the services of benefits consultants Mark III to assist with the entire benefits package, including health insurance. The cost to the County for Mark III's services is \$2.00 per employee per month until December 31, 2014. The renewal for 2015 will continue at the same rate.

Based on early claims data, Mark III has projected up to a 14.35% increase in premiums for a renewal of the same benefits beginning January 1, 2015. The projected budgetary increase for FY 2014-15 is \$423,446 (January through June).

## ***Employee Health Care – Continued***

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Effective January 1, 2014, the County changed the employee health insurance funding from premium-based (fully-insured) to self-insured. The County pays UnitedHealthcare an administrative fee, including stop-loss coverage, and pays the claims costs. The County does not pay a per member premium. This change saved the County approximately \$667,000 for FY 2013-14, because some fees related to health care reform are not imposed on a self-insured plan.

The anticipated increase enables the County to assume the full cost of any increase in premiums for individual coverage, and continue its contribution for dependent cost. .

### **Employee Health Care Recommendation**

The Manager's Recommended Budget includes funds for up to a 14.35% premium increase effective January 1, 2015.

### **Board of Commissioners' Action as to the Employee Health Care**

*The Manager recommends funding for an increase in employee health insurance premiums of up to 14.35% (\$423,446), effective with the January 1, 2015 renewal.*

## County Health Plan History 2003 – 2014

### Participants in Health Plans as of April 2014

Health Plan	Active Employees		Retirees	
	# Enrolled	% Enrolled	# Enrolled	% Enrolled
Traditional Point of Service (POS)	630	75.8%	145	97.3%
High Deductible Health Plan (HDHP)	201	24.2%	4	2.7%
<b>Total</b> (includes Commissioners)	<b>831</b>		<b>149</b>	

### Health Insurance Rates and Benefit Changes

Calendar Year	Total Cost Percentage Increase	Cost to County of Employee Only Coverage (monthly premium)	Difference (per month per employee)	Changes to the Plan Design
2014	0.0%	\$631.18 (POS) \$628.15 (HDP)	0 (POS) \$14.90 (HDP)	Increased contribution to Health Savings Account to more closely match County cost of POS; co-pays applied to out-of-pocket maximum for POS
2013	8.51%	\$631.18 (POS) \$613.25 (HDP)	\$52.59 (POS) \$34.63 (HDP)	Reduced generic Rx co-pay and included minor surgery in office visit (POS only)
2012	8.64%	\$578.59 (POS) \$578.59 (HDP)	\$47.15 compared to HMO \$69.57 compared to PPO	NCACC coverage ended 12/31/11, replaced by UnitedHealthcare: <ul style="list-style-type: none"> <li>High Deductible Plan with \$1,500 deductible/\$2,000 additional co-insurance limit and Health Savings Account with County contribution of \$1,237.20, and</li> <li>Point Of Service with increased co-pays for office visits, prescriptions and urgent care, higher deductible of \$500 and \$1,000 additional co-insurance limit.</li> </ul>
2011	6.5%	\$531.44 (HMO) \$509.02(PPO)	\$32.44 (HMO) \$31.06 (PPO)	100% covered mental health visits, elimination of marital status for dependents to age 26, \$1,000 allowance for hearing aids
2010	2.5%	\$499.00 (HMO) \$477.96 (PPO)	\$13.12 (HMO) \$12.56 (PPO)	Increased the number of PT/OT visits to 30, decreased cost of generic prescriptions to \$0.00, unlimited mental health care visits, elimination of student status for dependents age 19-26
2009	7.9%	\$485.88 (HMO) \$465.40 (PPO)	\$40.82 (HMO) -\$56.68 (PPO)	Added <i>Health Advisor</i> , priced HMO in line with 100% co-insurance benefit
2008	9.7%	\$445.06 (HMO) \$522.08 (PPO)	\$39.42 (HMO) \$46.24 (PPO)	Increased office visit co-pays (\$10/\$20 to \$15/\$30)
2007	1.9%	\$405.64 (HMO) \$475.84 (PPO)	\$7.40 (HMO) \$8.68 (PPO)	Changed administrators in July 2007 from BCBS to CIGNA (NCACC decision)
2006	16.5%	\$398.24 (HMO) \$467.16 (PPO)	\$55.47 (HMO) \$82.96 (PPO)	\$250 deductible added to HMO
2005	-3.6%	\$342.77 (HMO)	-\$12.84 (HMO)	None
2004	13.8%	\$355.61(HMO)	\$43.17 (HMO)	Increase in ER co-pay (\$100 to \$150)
2003	25.0%	\$312.44 (HMO)	\$62.50 (HMO)	

\*2003 – 2005 premium information based on lowest cost plan.

## Orange County Employee Benefits

FY 2013-14 Budget	FY 2014-15 Recommended Budget	Description
<b>Health Care (budgeted in individual departments)</b>		
\$7,716,154	\$7,754,366	Employee health benefits are currently administered by UnitedHealthcare. A renewal of current benefits is projected to cost an additional 14.35% above FY 2013-14 rates. The actual renewal rate will be determined in September 2014 effective January 1, 2015. The Manager recommends funding for up to a 14.35% increase. This amount includes the county's contribution to a Health Savings Account for employees who select the High Deductible Health Plan
<b>Health Insurance Waiver</b>		
\$12,600	\$38,400	Employees with other health insurance may waive county group insurance and receive payment of \$100 per month.
<b>Dental Care (budgeted in individual departments)</b>		
\$260,887	\$265,283	The County dental fund is decreasing but is still adequate for the remainder of FY 2014-15.
<b>Local Governmental Employees' Retirement System (budgeted in individual departments)</b>		
\$2,755,354	\$2,998,386	Mandatory retirement program with the NC Retirement System. Effective July 1, 2014, the County's contribution will remain at 7.07% for general (non-law enforcement) employees. The County's contribution will be 7.41% for sworn law enforcement officers. All employees continue to contribute 6.00% of annual salary.
<b>Supplemental Retirement Plans (budgeted in individual departments)</b>		
\$558,431	\$800,000	For non-law enforcement employees, the County contributes \$27.50 per pay period to one of the following supplemental retirement benefit plans: Nationwide 457, ICMA-RC 457, or Prudential 401(k). Additionally the County makes a matching contribution up to \$1,200/year for employees who contribute, with a recommendation to increase to \$1500/year.
<b>401(k) Sworn Law Enforcement Officers (budgeted in Sheriff's Department only)</b>		
\$201,970	\$194,734	401(k) program with NC Retirement system, administered by Prudential. Mandatory employer 401(k) contribution of 5.00% of annual salary for Law Enforcement Officers. \$715/year (annualized) provided to general employees.
<b>Retiree Health Insurance (group health insurance and Medicare Supplement/Part D) (budgeted as a non-departmental line item)</b>		
\$1,632,490	\$1,813,180	Retiree health plan provided by UnitedHealthcare (pre-65 retirees) Available for retirees with at least 10 years County service. Same plan and coverage levels as for active employees. At age 65, retirees' coverage under UnitedHealthCare ends, and they enroll in County-funded Medicare supplements (Plan F) and Part D (prescriptions).
<b>Life Insurance (budgeted in individual departments)</b>		
\$99,584	\$102,219	The County funds term life insurance up to \$50,000 of employee salary. Additional employee-paid options are available.
<b>Discounts (Sportsplex) (budgeted as a non-departmental line item)</b>		
\$41,000	\$39,932	The County provides a 75% discount for employees on individual or family memberships. Approximately 210 employees receive this discount.
<b>Tuition Refund (budgeted as a non-departmental line item)</b>		
\$15,000	\$15,000	The County provides a tuition refund program allowing for reimbursement up to \$1900 per year for eligible courses. Currently, 20 employees are participating in this program.
<b>Flexible Compensation Plan (budgeted as a non-departmental line item)</b>		
\$0	\$0	Benefit allows employees to pay for health and dependent care expenses on a pre-tax basis. The cost of vendor fees for administration of the program is covered through a contract with Mark III.
<b>Employee Assistance Program (budgeted within the contract services line item in the Human Resources Department)</b>		
\$15,264	\$15,264-\$20,279	Employee counseling benefit available at no cost to employees. Cost is for vendor fees for administration of the program. Beginning January 1, 2015 the rate per employee per month may increase to \$2. from \$1.59 if the vendor changes because of limited local providers with the current vendor.
<b>Longevity Pay (budgeted in individual departments)</b>		
\$451,899	\$414,322	The Longevity program (starting at 10 years of service) provides a graduated lump sum payment that increases based on years of service with Orange County.

## Orange County Employee Benefits

FY 2013-14 Budget	FY 2014-15 Recommended Budget	Description
<b>Annual Leave (value not budgeted)</b>		
County liability fluctuates based upon usage of available leave and number of employees leaving employment.		County provides paid annual leave to permanent employees based on years of service, starting at 125.9 hours/year and increasing to 260.3 hours/year at 20 or more years. Maximum accrual carryover is 240.0 hours as of January 31 of each year. Employee is paid for unused leave (up to 240.0 hours) only at end of employment. Total annual leave available to 860 employees is approximately 143,000 hours as of April 2014.
<b>Sick Leave (value not budgeted)</b>		
County liability fluctuates based upon usage of available leave.		County provides paid sick leave of 96.2 hours per year to permanent employees. There is no limit for employee accrual, and sick leave accruals can be used as service credit with NC Retirement System. Total available sick leave for 860 employees as of April 2013 is 473,000 hours.
<b>Holidays (value not budgeted)</b>		
\$1,595,264	\$1,656,242	County provides 11 paid County holidays per year.
<b>Administrative Leave (value not budgeted)</b>		
Varies by year		County provides administrative leave when the County officially delays openings and/or closes early for inclement weather.
<b>Funeral Leave (value not budgeted)</b>		
Varies by year		County provides funeral leave of 3 days maximum for any one occurrence for family members (as defined by ordinance).
<b>Civil Leave (value not budgeted)</b>		
Varies by year		County provides civil leave for Jury Duty and Witness Duty (not work-related or when employee is plaintiff or defendant). If the employee receives witness fees, they remit those fees to the County.
<b>Family Leave (value not budgeted)</b>		
Varies by year		County provides three consecutive paid days during a newborn's first week of life, or after an adoption has been finalized during the first week an adopted child is in the home.
<b>Military Leave (value not budgeted)</b>		
Varies by year		County provides short term leave with pay to reservists and guardsmen and women.

# *Living Wage*

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## Background

The Board of County Commissioners has established a living wage for County employees. When the Board established the Living Wage in 1998, it set the amount of that wage at \$8.00 per hour. Since that date the Living Wage has been updated as follows:

Date	Living Wage
July 1998	\$8.00 an hour
November 1999	\$8.20 an hour
July 2000	\$8.45 an hour
July 2001	\$9.11 an hour
July 2005	\$9.34 an hour
July 2007	\$10.12 an hour
July 2011	\$10.81 an hour
July 2012	\$10.97 an hour
July 2013	\$10.97 an hour

The Board considers Living Wage updates annually during the budget process.

## Method for Establishing the Living Wage

The Board has based its determination of the Living Wage on the Federal poverty level for a family of four as adjusted for the Raleigh-Durham Region based on the American Chamber of Commerce Research Association's (ACCRA) cost of living index. When the Board initially determined the method for establishing the living wage, the ACCRA cost of living index for the Raleigh-Durham Region included Raleigh, Durham and Chapel Hill. In 2004, the cost of living index for Raleigh-Durham was split into two indexes: Raleigh-Cary and Durham (which included Chapel Hill). Since 2004, data was obtained for each city (Raleigh, Durham and Chapel Hill) and averaged to obtain the cost of living index for the Raleigh-Durham Region.

Over time, the demographics of the County workforce have shifted to include more employees who live in and/or engage in activities, such as shopping and recreation, in Alamance County. The following chart provides the county of residence for current employees, both permanent and temporary:

County of Residence	Permanent Employees		Temporary Employees		All Employees	
	Number	Percentage	Number	Percentage	Number	Percentage
Orange	449	51.97%	140	72.2%	586	55.8%
Alamance	132	15.28%	15	7.7%	149	14.2%
Durham	130	15.05%	16	8.2%	147	14.0%
Wake	65	7.52%	12	6.2%	76	7.2%
Other	88	10.19%	11	5.7%	92	8.8%
<b>Total</b>	<b>864</b>		<b>194</b>		<b>1,050</b>	

## **Living Wage – continued**

Based on the demographics of the County workforce, the living wage calculation was updated in FY 2011-12 to determine a cost of living index for the Orange County Region, including Orange, Durham, Alamance and Wake Counties. Data was obtained from each city (Chapel Hill, Durham, Burlington and Raleigh) and averaged to obtain the cost of living index for the Orange County Region.

For information, Chart 1 below shows the unadjusted Federal poverty guidelines. These establish the annual earnings needed for a family of a specific size to meet the threshold, assuming a single wage earner and 2,080 working hours (40 hour work schedule) annually.

**Chart 1 – Health and Human Services Poverty Guidelines Minimum Hourly Wage**

<b>Number in Family</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
1	\$5.21	\$5.24	\$5.37	\$5.52	\$5.61
2	\$7.00	\$7.07	\$7.27	\$7.46	\$7.56
3	\$8.80	\$8.91	\$9.18	\$9.39	\$9.51
4	\$10.60	\$10.75	\$11.08	\$11.32	\$11.47
5	\$12.40	\$12.58	\$12.99	\$13.25	\$13.42

**Chart 2 – Cost of Living Index**

Chart 2 below shows the Raleigh-Durham Region cost of living for 2009 and the Orange County Region cost of living for 2010 through 2013. For 2013, data was obtained through the Orange County Economic Development Department which reported the cost of living indexes for the following areas: Chapel Hill (111.6), Durham (92.3), Burlington (93.5) and Raleigh (93.3). The index shown below for 2010 through 2013 is the average of the four cities. Cost of living data is not yet available for 2014.

<b>Calendar Year</b>	<b>Cost of Living Index</b>
2010	100.6%
2011	99.0%
2012	96.2%
2013	97.7%
2014	unavailable

Chart 3 below shows the Federal poverty levels, adjusted for the Raleigh-Durham Region cost of living for 2009 and the Orange County Region cost of living for 2010 through 2013. The 2014 wage per hour relies upon the 2013 cost of living index in the absence of available data for 2014.

## ***Living Wage – continued***

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**Chart 3 – Health and Human Services Poverty Guidelines Adjusted for Orange County Region Cost of Living (Wage per Hour)**

<b>Number in Family</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
1	\$5.24	\$5.18	\$5.32	\$5.31	\$5.48
2	\$7.05	\$7.07	\$7.27	\$7.17	\$7.39
3	\$8.86	\$8.82	\$9.09	\$9.03	\$9.29
<b>4</b>	<b>\$10.66</b>	<b>\$10.64</b>	<b>\$10.97</b>	<b>\$10.89</b>	<b>\$11.21</b>
5	\$12.47	\$12.46	\$12.86	\$12.75	\$13.11

As noted above, the Board has based the living wage on the Federal poverty level for a family of four as adjusted for the Orange County Region based on the American Chamber of Commerce Research Association's cost of living index. Based on the formula, updated in 2013, the Living Wage would have decreased from \$10.97 per hour to \$10.89 per hour. The County kept the \$10.97 living wage for 2013. For FY 2013-14, the Manager recommended the Living Wage remain at \$10.97 per hour.

### **2014-15 Living Wage Update Recommendation**

For FY 2014-15, without the ACCRA cost of living index for 2014, the Manager recommends an increase to the Living Wage from \$10.97 per hour to \$11.21 per hour. This would impact 75 temporary employees that are making \$10.97 per hour. No permanent employees are affected because the lowest paid permanent employee (grade 8) earns \$12.76 an hour ( $\$26,532/2080 \text{ hours} = \$12.76 \text{ per hour}$ ).

### **Board of Commissioners' Action as to the Living Wage**

*The Manager recommends the Living Wage increase to \$11.21 an hour in FY 2014-15.*

# ***Hiring Delay***

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## **Background**

Beginning in FY 2009-10, the County implemented a twelve-month hiring freeze for all non-critical vacancies as one of several options to prevent a reduction in workforce. That year, the Board of County Commissioners approved the elimination of 21 vacant positions to assist with addressing the County's financial crisis. The Board also approved a review process to allow critical positions to be filled with the approval of the County Manager. Through this process, positions continued to be eliminated and personnel services costs are saved.

In FY 2010-11, the Board of County Commissioners approved the elimination of 18 positions, generating a cost savings of \$768,986. In addition, the twelve-month was reduced to a six-month hiring freeze and achieved a cost savings of more than \$1.6 million in the general fund for FY 2010-11.

The Board approved the continuation of the hiring freeze for FY 2011-12, creating net savings of \$2,172,744 in all funds.

For FY 2012-13, the Board continued the six-month hiring delay; and as of February 28, 2013, the hiring delay had yielded net savings of \$2,135,508 for all fund.

For FY 2013-14 the Board approved the continuation of a six-month hiring delay and as of January 31, 2014, the hiring delay has yielded a net savings \$2,250,174.

The Manager recommends the Board continue the six-month hiring delay for any positions already vacant and for positions that become vacant during FY 2014-15. The process of delaying recruitment and reviewing positions as vacancies occur has been an effective means of ensuring personnel cost savings for the County.

## **Six-Month Hiring Delay Elements**

Listed below are elements that would be included in extending the hiring delay.

- A six-month hiring delay would be in effect from July 1, 2014 through June 30, 2015. It would apply to positions already vacant as of July 1, 2014 and positions that become vacant at any time during FY 2014-15.
- The hiring delay would apply to all vacant positions, whether they are funded from the County general fund (Fund 10) or funded from non-County sources.
- When a vacancy occurs, each position will be thoroughly evaluated to determine the appropriate action. Positions not approved to be filled are subject to elimination and/or used to fund position reassignments, as necessary.

## ***Hiring Delay – continued***

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- The cost savings (salaries and benefits) generated by the vacant position may not be used for temporary employment, overtime pay or other purpose without approval by the County Manager.
- Essential services such as public safety, health, protective services and emergency services will be given priority consideration. This would include positions in classifications designated as critical and other specific openings as designated by the County Manager.
- Newly created positions approved as part of the budget process may be filled as designated in the budget without additional review.

### **Board of Commissioners' Action as to the Hiring Delay**

*The Manager recommends the Board continue the six-month hiring delay.*

Hiring Delay Cost Savings Report thru February 28, 2014.xls

<b>General Fund Only</b>												
Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2013-14	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2013-14	Savings from Delay in FY 2013-14 (less any Employee Payout)	New Hire's Salary and Benefits	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Animal Services	Animal Control Officer	716	1.00	51,793	1,953	0.5	976	45,756	3,971	<b>3,971</b>	0	<b>3,971</b>
Animal Services	Animal Control Officer	1125	1.00	45,756	1,753	6.0	10,519	46,499	10,248	<b>14,219</b>	(3,273)	<b>10,946</b>
Animal Services	Animal Shelter Manager	955	1.00	69,288	2,655	1.0	2,655	69,493	2,541	<b>16,760</b>	0	<b>13,487</b>
Animal Services	Administrative Assistant	1132	1.00	21,981	1,628	0.3	488	43,994	374	<b>17,133</b>	0	<b>13,860</b>
Animal Services	Animal Control Officer	379	1.00	54,688	2,064	9.3	14,996	0	14,996	<b>32,129</b>	0	<b>28,482</b>
Asset Management & Purc	Facilities Maintenance Tech IV	762	1.00	49,614	1,901	6.5	12,356	70,447	5,172	<b>37,301</b>	0	<b>33,655</b>
Asset Management & Purc	Administrative Assistant II	522	1.00	39,091	1,498	0.0	0	69,566	(18,098)	<b>19,203</b>	0	<b>15,556</b>
Asset Management & Purc	Fleet Maintenance Supervisor	537	1.00	69,566	2,665	15.5	41,313	0	41,313	<b>60,516</b>	0	<b>56,869</b>
Asset Management & Purc	Facilities Maintenance Tech IV	516	1.00	67,456	2,585	9.0	23,261	0	23,261	<b>83,777</b>	0	<b>80,130</b>
Asset Management & Purc	Senior Automotive Mechanic	539	1.00	61,572	2,334	10.9	25,439	0	25,439	<b>109,216</b>	0	<b>105,569</b>
Asset Management & Purc	Automotive Mechanic	545	1.00	64,240	2,420	0.0	(5,571)	0	(5,571)	<b>103,645</b>	0	<b>99,998</b>
Child Support	Administrative Assistant II	414	1.00	51,775	1,952	15.5	30,256	0	30,256	<b>133,902</b>	0	<b>135,826</b>
County Commissioners	Assistant to Clerk	795	1.00	45,755	1,753	9.0	15,778	50,803	14,520	<b>148,422</b>	0	<b>150,346</b>
County Manager	Assistant County Manager	121	1.00	150,926	5,713	2.0	11,426	128,640	22,014	<b>170,436</b>	0	<b>172,360</b>
County Manager	County Manager	118	1.00	201,119	7,706	9.0	7,646	0	7,646	<b>178,082</b>	0	<b>180,007</b>
DEAPR	Administrative Assist II	811	1.00	49,472	1,895	7.0	13,268	63,742	8,621	<b>186,703</b>	0	<b>188,628</b>
DEAPR	Recreation Program Manager	394	1.00	55,383	2,122	8.0	16,976	0	16,976	<b>203,679</b>	0	<b>205,603</b>
Dept on Aging	Social Worker I-Bilingual-TL	1,149	0.80	45,375	1,739	3.8	6,606	45,375	6,606	<b>210,285</b>	0	<b>212,210</b>
Dept on Aging	Administrative Assistant I	659	1.00	34,904	1,337	0.0	(1,278)	0	(1,278)	<b>209,007</b>	0	<b>210,932</b>
Dept on Aging	Human Services Coordinator I TL	1,150	1.00	59,966	2,298	4.3	9,879	59,966	9,879	<b>218,887</b>	0	<b>222,089</b>
Economic Development	Economic Development Specialist	637	1.00	79,637	3,051	1.0	3,051	84,434	386	<b>219,273</b>	0	<b>222,475</b>
Economic Development	Economic Development Coordinator/Agriculture	880	0.50	43,667	1,673	14.5	17,757	0	17,757	<b>237,030</b>	0	<b>240,233</b>
Emergency Services	Telecommunicator Asst Sup	690	1.00	49,829	1,909	13.4	25,583	64,412	24,465	<b>261,496</b>	0	<b>264,698</b>
Emergency Services	Telecommunicator	589	1.00	47,671	1,826	9.5	17,352	0	17,352	<b>278,847</b>	0	<b>282,049</b>

Hiring Delay Cost Savings Report thru February 28, 2014.xls

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2013-14	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2013-14	Savings from Delay in FY 2013-14 (less any Employee Payout)	New Hire's Salary and Benefits	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Emergency Services	Paramedic	497	1.00	43,246	1,657	1.8	212	52,274	(479)	278,368	0	281,570
Emergency Services	Paramedic	492	1.00	55,768	2,137	1.5	1,643	51,586	1,964	280,331	0	283,534
Emergency Services	Emergency Management Specialist	882	1.00	75,819	2,905	6.3	16,536	0	16,536	296,868	0	300,070
Emergency Services	Paramedic	494	1.00	57,763	2,189	2.1	4,597	0	4,597	301,464	0	304,667
Emergency Services	Telecommunications Assistant Supervisor	504	1.00	49,615	1,901	1.9	3,612	0	3,612	305,076	0	308,278
Emergency Services	Telecommunications Assistant Supervisor	582	1.00	83,357	3,095	5.4	16,714	0	16,714	321,790	0	324,993
Emergency Services	EMT-Basic	909	1.00	43,963	1,684	3.0	5,053	43,994	5,050	326,841	0	330,043
Emergency Services	Wireless Communications	922	1.00	55,772	2,112	5.4	11,406	0	11,406	338,246	0	341,449
Emergency Services	EMT-Basic	1089	1.00	43,963	1,684	15.5	26,108	0	26,108	364,355	0	308,158
Emergency Services	EMT-Basic	925	1.00	37,589	1,440	7.0	10,081	43,962	7,517	371,872	0	315,675
Emergency Services	EMT-Basic	928	1.00	43,963	1,684	2.6	4,110	47,990	2,490	374,363	0	318,166
Emergency Services	EMT -Basic	910	1.00	43,963	1,684	2.2	3,706	45,638	2,968	377,330	0	321,133
Emergency Services	EMT -Basic	1076	1.00	43,963	1,684	4.2	6,789	43,963	6,789	384,119	0	327,922
Emergency Services	Paramedic	985	1.00	49,615	1,901	15.5	29,465	0	29,465	413,584	0	357,387
Emergency Services	Paramedic	816	1.00	49,615	1,901	15.5	29,465	0	29,465	443,049	0	386,852
Emergency Services	Paramedic	1,093	1.00	49,615	1,901	3.5	6,653	61,108	1,854	444,902	0	388,705
Emergency Services	Telecommunicator	635	1.00	48,287	1,850	12.0	18,137	0	18,137	463,039	0	406,842
Emergency Services	Telecommunicator	579	1.00	47,637	1,825	15.5	28,290	0	28,290	491,329	0	435,132
Emergency Services	Telecommunicator	577	1.00	47,637	1,825	13.0	23,412	0	23,412	514,741	0	458,544
Emergency Services	Telecommun Assist Supervisor	583	1.00	51,990	1,992	15.5	30,875	0	30,875	545,617	0	489,420
Emergency Services	Telecommunicator	634	1.00	47,883	1,835	15.5	28,436	0	28,436	574,053	0	517,856
Emergency Services	Telecommunicator	1133	1.00	23,819	1,818	2.3	4,182	0	4,182	578,235	0	522,038
Emergency Services	Telecommunicator	1134	1.00	23,819	1,818	2.3	4,182	0	4,182	582,417	0	526,220
Emergency Services	Telecommunicator	1135	1.00	23,819	1,818	2.3	4,182	0	4,182	586,599	0	530,402
Emergency Services	Telecommunicator	1136	1.00	23,819	1,818	2.3	4,182	0	4,182	590,781	0	534,584

Hiring Delay Cost Savings Report thru February 28, 2014.xls

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2013-14	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2013-14	Savings from Delay in FY 2013-14 (less any Employee Payout)	New Hire's Salary and Benefits	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Emergency Services	EMS Assistant Supervisor	1137	1.00	26,929	2,056	0.0	0	57,333	(324)	590,457	0	534,259
Emergency Services	Paramedic	491	1.00	51,176	1,941	15.5	30,080	0	30,080	620,537	0	547,936
Emergency Services	Telecommunicator	1102	1.00	23,065	1,761	0	0	49,419	(2,058)	618,479	0	545,878
Emergency Services	Telecommunicator	1103	1.00	47,637	1,825	13.5	24,640	43,762	24,937	643,416	0	570,815
Emergency Services	Paramedic	911	1.00	44,434	2,267	4.6	10,428	49,615	14,419	657,834	0	585,234
Emergency Services	Paramedic	1109	1.00	48,811	2,490	1.0	2,490	50,785	6,792	664,627	0	592,026
Emergency Services	Telecommunicator	1088	1.00	47,637	1,825	13.5	24,640	43,726	24,940	689,566	0	616,966
Emergency Services	EMS Assistant Supervisor	1138	1.00	26,929	2,056	0.0	0	62,511	(781)	688,786	0	616,185
Emergency Services	EMS Assistant Supervisor	1139	1.00	26,929	2,056	0.0	0	69,380	(1,386)	687,400	0	614,799
Emergency Services	EMS Assistant Supervisor	1140	1.00	26,929	2,056	0.0	0	56,180	(223)	687,177	0	614,576
Emergency Services	Paramedic	1044	1.00	49,617	1,901	2.3	4,372	0	4,372	691,549	0	618,949
Emergency Services	Office Assistant II	166	1.00	42,762	1,619	3.5	5,667	42,258	5,667	697,216	0	622,633
Emergency Services	Data Systems Manager	1120	1.00	51,692	1,981	15.5	30,698	0	30,698	727,914	0	653,331
Emergency Services	Telecommunicator	1087	1.00	47,637	1,825	15.5	28,290	0	28,290	756,205	0	681,621
Emergency Services	EMS Supervisor	506	1.00	72,684	2,756	5.0	13,781	66,388	14,738	770,943	0	696,359
Emergency Services	Telecommunicator	588	1.00	47,637	1,825	15.5	28,290	0	28,290	799,233	0	724,650
Emergency Services	Telecommunications Supervisor	576	1.00	85,731	3,174	3.6	4,142	92,488	2,109	801,342	0	726,759
Emergency Services	Data Systems Manager	663	1.00	84,763	3,125	3.5	3,074	66,311	6,285	807,628	(6,285)	726,759
Emergency Services	Paramedic	495	1.00	51,379	1,969	3.3	2,412	45,541	3,642	811,270	0	730,401
Emergency Services	Emergency Services Systems Tech	1120	1.00	51,692	1,981	15.5	30,698	0	30,698	841,969	0	761,100
Emergency Services	Public Health Preparedness	1152	1.00	53,874	2,064	15.5	31,994	0	31,994	873,963	0	793,094
Emergency Services	Paramedic	1042	1.00	51,373	1,968	4.6	9,054	49,615	9,788	883,751	0	802,882
Financial Services	Risk Manager	1,111	1.00	89,023	3,411	3.5	11,938	90,228	11,384	895,135	0	814,266
Financial Services	Grant Accountant/Internal	1,110	1.00	64,880	2,486	15.5	38,530	0	38,530	933,665	0	852,796
Health	Dental Assistant	964	1.00	49,957	1,914	1.5	2,871	48,814	3,484	937,149	0	856,280

Hiring Delay Cost Savings Report thru February 28, 2014.xls

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2013-14	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2013-14	Savings from Delay in FY 2013-14 (less any Employee Payout)	New Hire's Salary and Benefits	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Health	Medical Laboratory Technician	357	1.00	57,224	2,157	11.0	22,951	0	22,951	<b>960,101</b>	0	<b>879,231</b>
Health	Public Health Nurse Supv	328	1.00	96,480	3,697	15.5	57,297	0	57,297	<b>1,017,397</b>	0	<b>936,528</b>
Health	Environment Health Specialist	365	1.00	80,467	2,980	2.5	7,450	56,166	18,212	<b>1,035,609</b>	0	<b>954,740</b>
Health	Dental Hygienist	1113	0.80	68,795	2,636	0	0	68,795	0	<b>1,035,609</b>	0	<b>954,740</b>
Health	Office Supervisor	330	1.00	54,579	2,091	3.0	6,273	51,692	7,656	<b>1,043,265</b>	0	<b>962,396</b>
Health	Family Nurse Practitioner II	1047	0.50	51,478	1,972	6.3	3,842	40,139	6,231	<b>1,049,497</b>	0	<b>968,628</b>
Health	Administrative Assistant II	311	1.00	43,365	1,661	4.0	6,551	49,650	5,949	<b>1,055,446</b>	0	<b>974,576</b>
Health	Environmental Health Director	362	1.00	112,766	4,171	0.1	(8,453)	117,658	(9,195)	<b>1,046,251</b>	0	<b>965,382</b>
Health	Accounting Technician I	967	1.00	56,211	2,154	0.7	856	0	856	<b>1,047,107</b>	0	<b>966,238</b>
Health	Administrative Assistant II	311	1.00	43,365	1,661	0.5	831	49,980	(2,971)	<b>1,044,136</b>	0	<b>965,657</b>
Health	Accounting Technician I	967	1.00	56,211	2,154	3.5	7,538	43,606	13,333	<b>1,057,469</b>	0	<b>978,990</b>
Health	Environmental Health Specialist	364	1.00	52,846	2,025	4.5	8,206	67,229	2,420	<b>1,059,889</b>	0	<b>981,410</b>
Health	Senior Public Health Educator	1122	1.00	58,360	2,236	0.5	1,118	60,329	(14)	<b>1,059,875</b>	0	<b>981,396</b>
Health	Senior Public Health Educator	825	1.00	57,123	2,189	6.5	13,724	60,329	13,417	<b>1,073,292</b>	0	<b>994,813</b>
Health	Registered Dietician	876	1.00	58,577	2,244	3.0	5,909	61,073	5,861	<b>1,079,154</b>	0	<b>1,000,674</b>
Health	Licensed Practical Nurse	939	1.00	47,414	1,817	9.0	15,317	0	15,317	<b>1,094,470</b>	0	<b>1,010,130</b>
Health	Nursing Assistant	342	1.00	42,080	1,612	9.4	15,155	0	15,155	<b>1,109,625</b>	0	<b>1,025,285</b>
Housing , Human Rights & Community Srv	Administrative Assistant I	572	1.00	43,962	1,684	15.5	26,108	0	26,108	<b>1,135,733</b>	0	<b>1,051,393</b>
Housing , Human Rights & Community Srv	Grant Compliance Specialist	820	1.00	81,187	3,111	15.5	48,215	0	48,215	<b>1,183,948</b>	0	<b>1,099,607</b>
Human Resources	Training and Performance Manager	133	1.00	79,931	3,028	13.0	32,347	0	32,347	<b>1,216,294</b>	0	<b>1,131,954</b>
Human Resources	Human Resources Director	128	1.00	133,342	5,109	8.5	40,888	0	40,888	<b>1,257,182</b>	0	<b>1,172,842</b>
Human Resources	Human Resources Manager	131	1.00	81,866	3,137	0.5	(2,536)	0	(2,536)	<b>1,254,646</b>	0	<b>1,170,306</b>
Information Technology	Information Tech Support Analyst II	914	1.00	66,169	2,535	3.5	8,873	75,279	4,685	<b>1,259,331</b>	0	<b>1,177,526</b>
Information Technology	Chief Information Officer	898	1.00	125,762	4,818	1.0	4,818	126,020	4,675	<b>1,264,006</b>	0	<b>1,182,201</b>
Information Technology	IT Operations Manager4	146	1.00	106,515	4,081	6.0	24,486	100,577	26,420	<b>1,290,426</b>	0	<b>1,208,621</b>

Hiring Delay Cost Savings Report thru February 28, 2014.xls

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2013-14	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2013-14	Savings from Delay in FY 2013-14 (less any Employee Payout)	New Hire's Salary and Benefits	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Information Technology	Information Technology Analyst	149	1.00	89,794	3,440	3.5	12,041	82,178	15,310	<b>1,305,736</b>	0	<b>1,223,931</b>
Information Technology	Information Technology Analyst	149	1.00	82,178	3,149	8.5	26,763	90,529	25,643	<b>1,331,379</b>	0	<b>1,249,574</b>
Information Technology	Network Analyst	648	1.00	94,680	3,513	15.5	54,448	0	54,448	<b>1,385,827</b>	0	<b>1,304,022</b>
Library Services	Librarian I	1071	1.00	61,894	2,345	15.5	36,350	0	36,350	<b>1,422,177</b>	0	<b>1,340,373</b>
Library Services	Library Assistant II	1070	1.00	47,289	1,812	7.5	13,044	51,211	12,368	<b>1,434,545</b>	0	<b>1,352,740</b>
Library Services	Library Assistant I	668	1.00	56,220	2,119	11.2	19,768	0	19,768	<b>1,454,312</b>	0	<b>1,372,508</b>
Library Services	Library Assistant II	675	1.00	46,529	1,783	8.6	14,512	0	14,512	<b>1,468,825</b>	0	<b>1,387,020</b>
Planning/OPT	Chief Inspector and Plans Examiner	214	1.00	90,852	3,481	15.5	53,954	0	53,954	<b>1,522,779</b>	0	<b>1,440,975</b>
Planning/OPT	Erosion Control Supervisor	204	1.00	90,852	3,426	13.2	44,837	0	44,837	<b>1,567,616</b>		<b>1,485,811</b>
Planning/OPT	OPT Driver	656	1.00	42,258	1,619	15.5	25,096	0	25,096	<b>1,592,712</b>	0	<b>1,510,907</b>
Planning/OPT	Code Compliance Off III	875	1.00	71,169	2,727	4.5	12,271	70,679	12,458	<b>1,605,170</b>	0	<b>1,523,365</b>
Planning/OPT	Planner II	871	1.00	73,510	2,816	15.0	42,247	83,061	42,064	<b>1,647,234</b>	0	<b>1,565,430</b>
Planning/OPT	Transportation Administrator	405	1.00	75,148	2,846	0.0	(6,714)	0	(6,714)	<b>1,640,520</b>	0	<b>1,558,716</b>
Planning/OPT	Administrative Assistant I	654	1.00	52,720	2,020	6.5	13,130	0	13,130	<b>1,653,650</b>	0	<b>1,571,845</b>
Planning/OPT	Code Compliance Off III	936	1.00	79,045	2,995	6.9	20,664	0	20,664	<b>1,674,313</b>	0	<b>1,592,509</b>
Planning/OPT	Erosion Control Officer I	205	1.00	61,048	2,313	4.5	10,409	115,971	-10,892	<b>1,663,421</b>	0	<b>1,554,537</b>
Sheriff	Detention Officer	461	1.00	45,757	1,753	15.5	27,174	0	27,174	<b>1,690,595</b>	0	<b>1,581,711</b>
Sheriff	DS/Sergeant	429	1.00	67,636	2,550	15.5	39,517	0	39,517	<b>1,730,112</b>	0	<b>1,621,228</b>
Sheriff	Administrative Assistant III	188	1.00	55,939	2,112	9.0	19,009	92,590	9,679	<b>1,739,791</b>	0	<b>1,630,907</b>
Sheriff	Administrative Officer	422	1.00	78,742	2,916	0.0	(6,740)	61,344	2,031	<b>1,741,822</b>	0	<b>1,632,939</b>
Sheriff	DS/Investigator	425	1.00	67,749	2,596	7.5	15,150	50,842	18,713	<b>1,760,535</b>	0	<b>1,651,652</b>
Sheriff	Detention Officer	470	1.00	57,275	2,143	0.0	(661)	47,644	(184)	<b>1,760,351</b>	0	<b>1,651,467</b>
Sheriff	DS/Lieutenant	457	1.00	86,798	3,222	2.3	368	0	368	<b>1,760,719</b>	0	<b>1,651,835</b>
Sheriff	Administrative Assistant II	475	1.00	50,954	1,921	0.0	0	52,120	(492)	<b>1,760,226</b>	0	<b>1,651,343</b>
Sheriff	DS/Major	419	1.00	85,340	3,270	15.5	50,681	0	50,681	<b>1,810,907</b>	0	<b>1,702,148</b>

Hiring Delay Cost Savings Report thru February 28, 2014.xls

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2013-14	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2013-14	Savings from Delay in FY 2013-14 (less any Employee Payout)	New Hire's Salary and Benefits	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Sheriff	Detention Officer	776	1.00	53,034	2,032	9.1	18,491	0	18,491	<b>1,829,398</b>	0	<b>1,720,639</b>
Social Services	Human Services Coordinator I	245	1.00	53,874	2,064	7.0	14,449	54,579	14,219	<b>1,843,617</b>	(7,110)	<b>1,727,749</b>
Social Services	Human Services Coordinator I	609	1.00	53,874	2,064	7.5	15,481	48,046	17,267	<b>1,860,885</b>	(8,634)	<b>1,736,382</b>
Social Services	Human Resources Specialist	280	1.00	49,615	1,901	2.0	3,802	49,615	3,802	<b>1,864,686</b>	(1,901)	<b>1,738,283</b>
Social Services	Social Worker II	309	1.00	53,874	2,064	3.5	7,224	56,879	5,843	<b>1,870,529</b>	(2,921)	<b>1,741,205</b>
Social Services	CPS Social Worker	235	1.00	61,108	2,341	13.1	26,054	0	26,054	<b>1,896,583</b>	(13,027)	<b>1,754,232</b>
Social Services	Human Services Specialist	620	1.00	49,615	1,901	8.8	16,728	0	29,465	<b>1,926,048</b>	(14,732)	<b>1,768,964</b>
Social Services	Income Maint Caseworker III	287	1.00	51,692	1,981	15.5	30,698	0	30,698	<b>1,956,747</b>	(15,349)	<b>1,784,313</b>
Social Services	Income Maint Caseworker II	278	1.00	53,787	2,039	6.5	8,693	49,651	9,305	<b>1,966,052</b>	(4,653)	<b>1,788,966</b>
Social Services	Human Services Specialist	272	1.00	48,908	1,844	2.5	4,611	52,279	2,547	<b>1,968,599</b>	(1,274)	<b>1,790,240</b>
Social Services	Human Services Specialist	246	1.00	50,029	1,917	2.5	4,792	51,130	4,244	<b>1,972,843</b>	(2,122)	<b>1,792,362</b>
Social Services	CPS Social Worker	782	1.00	53,678	2,057	15.5	31,878	0	31,878	<b>2,004,721</b>	(15,939)	<b>1,808,300</b>
Social Services	CPS Social Worker	617	1.00	53,874	2,064	2.5	4,600	0	4,600	<b>2,009,321</b>	(2,300)	<b>1,810,601</b>
Social Services	Social Worker II	974	1.00	56,635	2,170	7.5	14,533	64,649	12,998	<b>2,022,319</b>	(6,499)	<b>1,817,100</b>
Social Services	Social Worker II	972	1.00	60,509	2,294	12.0	22,465	0	22,465	<b>2,044,784</b>	(11,232)	<b>1,828,332</b>
Social Services	Income Maintenance II	291	1.00	52,769	2,000	0.0	(4,456)	53,468	(4,674)	<b>2,040,109</b>	0	<b>1,823,658</b>
Social Services	Income Maintenance Worker III	296	1.00	58,402	2,201	3.0	1,616	0	1,616	<b>2,041,726</b>	(808)	<b>1,824,466</b>
Social Services	Income Maintenance Worker II	284	1.00	57,461	2,179	0.3	(3,940)	49,516	(2,812)	<b>2,038,913</b>	0	<b>1,821,653</b>
Social Services	Accounting Technician I	230	1.00	46,188	1,770	6.5	11,503	0	11,503	<b>2,050,416</b>	(5,751)	<b>1,827,405</b>
Social Services	Social Worker III	304	1.00	48,811	1,870	15.5	28,987	0	28,987	<b>2,079,403</b>	(14,494)	<b>1,842,826</b>
Social Services	Community Social Services Tech	229	1.00	76,203	2,823	0.0	(6,495)	48,742	8,309	<b>2,087,712</b>	(4,154)	<b>1,846,980</b>
Social Services	System Analyst	715	1.00	69,485	2,662	15.5	41,265	0	41,265	<b>2,128,977</b>	(20,633)	<b>1,867,613</b>
Social Services	Social Worker II	250	1.00	69,203	2,564	11.0	26,039	0	26,039	<b>2,155,017</b>	(13,020)	<b>1,880,632</b>
Social Services	CPS Social Worker	869	1.00	61,107	2,341	8.5	19,901	62,973	19,400	<b>2,174,417</b>	(9,700)	<b>1,890,333</b>
Social Services	Community Social Services Tech	666	1.00	42,258	1,619	2.0	3,238	50,325	(934)	<b>2,173,483</b>	0	<b>1,889,398</b>

Hiring Delay Cost Savings Report thru February 28, 2014.xls

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2013-14	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2013-14	Savings from Delay in FY 2013-14 (less any Employee Payout)	New Hire's Salary and Benefits	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Tax Administration	GIS Project Coordinator II	215	1.00	94,875	3,516	9.5	25,269	69,574	26,545	2,200,027	0	1,915,943
Tax Administration	Appraiser	187	1.00	71,187	2,608	4.2	10,078	0	10,078	2,210,105	0	1,926,021
Tax Administration	Business Personal Property Appraiser	184	1.00	72,495	2,778	15.5	43,053	0	43,053	2,253,158	0	1,958,996
<b>Total General Fund Only</b>			<b>150.60</b>	<b>\$ 9,034,001</b>	<b>\$ 354,432</b>		<b>\$ 2,266,492</b>	<b>\$ 4,806,113</b>	<b>\$ 2,253,158</b>		<b>\$ (185,812)</b>	
		<b>Current vacancies</b>	<b>70.50</b>				<b>Total General Fund Savings thru January 31, 2014</b>			<b>\$ 2,067,347</b>		
								<b>Interim County Manager Pay as October 1, 2013</b>		<b>(\$12,490)</b>		
									<b>Total Net Savings In General Fund thru January 31, 2014</b>			<b>\$ 2,054,856</b>
<b>Solid Waste Enterprise Fund</b>												
Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2013-14	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2013-14	Savings from Delay in FY 2013-14 (less any Employee Payout)	New Hire's Salary and Benefits	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Solid Waste Management	Solid Waste Enforcement Officer	887	1.00	55,319	2,120	3.5	7,418	60,197	5,175	5,175	0	5,175
Solid Waste Management	Heavy Equipment Mechanics	838	1.00	56,065	2,148	15.5	33,295	0	33,295	38,471	0	38,471
Solid Waste Management	Recycling Materials Handler	894	1.000	42,262	1,619	5.5	8,906	42,665	8,751	47,222	0	47,222
Solid Waste Management	Solid Waste Collector Driver	549	1.000	43,963	1,684	5.0	8,422	45,954	7,621	54,843	0	54,843
Solid Waste Management	Conv Center Operator	702	1.000	27,739	1,063	0.0	0	38,506	0	54,843	0	54,843
Solid Waste Management	Conv Center Operator	706	1.000	42,082	1,612	0.0	0	39,875	0	54,843	0	54,843
Solid Waste Management	Conv Center Operator	705	1.00	32,861	1,259	15.5	19,515	0	19,515	74,358	0	74,358
Solid Waste Management	Solid Waste Collector Driver	977	1.00	43,269	1,658	8.5	14,091	44,671	13,715	88,074	0	88,074
Solid Waste Management	Solid Waste Collector Driver	883	1.00	43,965	1,684	15.5	26,109	0	26,109	114,183	0	114,183
Solid Waste Management	Solid Waste Collector Driver	546	1.00	44,291	1,697	4.5	7,131	45,954	6,654	120,837	0	120,837
Solid Waste Management	Solid Waste Collector Driver	896	1.00	0	0	0.0	0	0	0	120,837	0	120,837
Solid Waste Management	Heavy Equipment Operator	840	1.00	43,269	1,658	8.9	10,273	0	10,273	131,109	0	131,109
Solid Waste Management	Recycling Program Manager	849	1.00	78,927	3,024	13.5	40,824	88,863	40,063	171,172	0	171,172
Solid Waste Management	Conv Center Operator	1123	0.625	27,739	1,063	2.5	2,657	28,123	2,466	173,638	0	173,638
Solid Waste Management	Conv Center Operator	1124	0.625	27,739	1,063	3.0	3,188	28,123	3,004	176,643	0	176,643

Hiring Delay Cost Savings Report thru February 28, 2014.xls

Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2013-14	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2013-14	Savings from Delay in FY 2013-14 (less any Employee Payout)	New Hire's Salary and Benefits	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Solid Waste Management	Land Equipment Operator	835	1.00	8,202	314	15.5	4,871	0	4,871	181,513	0	181,513
<b>Total Solid Waste Enterprise Fund</b>			<b>15.250</b>	<b>\$ 506,308</b>	<b>\$ 19,399</b>		<b>\$ 145,988</b>	<b>\$ 402,734</b>	<b>\$ 181,513</b>		\$ -	
		<b>Current Vacancies</b>	<b>5.00</b>				<b>Total Solid Waste Net Savings thru January 31, 2014</b>			<b>\$ 181,513</b>		
<b>Revaluation Fund</b>												
Department	Position	Pos #	FTE	Budgeted Salary, Benefits & Longevity in FY 2013-14	Salary and Benefits Costs per Pay Period	Pay Periods Position Vacant in FY 2013-14	Savings from Delay in FY 2013-14 (less any Employee Payout)	New Hire's Salary and Benefits	YTD Position Savings/ (Loss)	Cumulative Savings/ (Loss)	Loss of Offsetting Revenues	Net Cumulative Savings/(Loss)
Tax Administration	Appraiser I	1147	1.00	54,583	2,091	3.4	7,110	56,556	6,695	6,695	0	
Tax Administration	Appraiser I	1148	1.00	54,583	2,091	3.4	7,110	54,583	7,110	13,805		
<b>Total Revaluation Fund</b>			<b>0.00</b>	<b>\$ 109,166</b>	<b>\$ 4,183</b>		<b>\$ 14,221</b>	<b>\$ 111,139</b>	<b>\$ 13,805</b>		\$ -	
		<b>Current Vacancies</b>	<b>0.00</b>				<b>Total Revaluation Fund Net Savings</b>			<b>\$ 13,805</b>		
<b>Grant Fund Projects</b>												
Social Services	Human Svc Specialist	1117	1.00	48,064	1,842	2.5	4,604	47,055	5,106	5,106	(5,106)	0
Social Services	Human Svc Specialist	1119	1.00	48,064	1,842	3.4	6,261	51,167	5,607	10,714	(5,607)	0
Social Services	Social Worker II	1129	1.00	54,360	2,083	15.5	32,283	0	32,283	42,996	(32,283)	0
Social Services	Social Worker II	1130	1.00	54,360	2,083	3.5	7,290	53,914	7,384	50,380	(7,384)	0
Health	Registered Dietition Program Coord	1128	1.00	62,647	2,400	6.6	15,842	61,108	16,372	66,753	(16,372)	0
<b>Total Grant Fund</b>			<b>5.00</b>	<b>\$ 267,495</b>	<b>\$ 10,249</b>	<b>\$ 32</b>	<b>\$ 66,279</b>	<b>\$ 213,244</b>	<b>\$ 66,753</b>		<b>\$ (66,753)</b>	<b>\$ -</b>
		<b>Current Vacancies</b>	<b>1.00</b>				<b>Total Grant Fund Savings thru January 31, 2014</b>			<b>\$ -</b>		
		<b>Total Vacancies</b>	<b>76.500</b>									
<b>Grand Total Net Savings thru January 31, 2014</b>										<b>\$ 2,250,174</b>		

# **Voluntary Furlough Program**

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## **Background**

On June 16, 2009, the Board adopted a resolution approving temporary cost saving measures needed to balance the FY 2009-10 budget. Effective July 1, 2009, the County implemented Voluntary Furlough rules and regulations for granting employees time off without pay. The Voluntary Furlough program was extended through June 30, 2014, and will end on June 30, 2014, unless the Board by resolution determines that continued cost savings measures are necessary to balance the budget.

The Voluntary Furlough program offers employees the opportunity to work a reduced schedule or take unpaid time off without losing any benefits or full-time status. Voluntary Furlough requires approval by the department director, who balances the employee's request with the needs of the department.

The chart below summarizes the number of participants and the cost savings for the fiscal years in which the voluntary furlough was available to employees.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14 (approved through 4/30/14)
<b>Participants</b>	31	17	18	14	8
<b>Hours of Unpaid Leave</b>	2,581	1,086	2,182	2,525	1380
<b>Savings</b>	\$50,970	\$23,965	\$40,886	\$53,512	\$27,841

## **Projected Cost Savings of Extending Voluntary Furlough through FY 2014-15**

Staff anticipates that cost savings attributed to offering permanent employees the option to take unpaid leave by reducing their workweek throughout all or a portion of the fiscal year or taking a voluntary unpaid leave of absence will yield approximately \$30,000 in FY 2014-15.

The anticipated cost savings is equivalent to the projected savings in FY 2013-14. The County continues to achieve cost savings from the program, and the opportunity to take voluntary furlough is viewed by employees as a benefit.

Examples of possible cost savings are as follows:

- An Office Assistant II reduces her regular work schedule to 7 hours per day for FY 2009-10. Savings achieved: \$3,800
- An Environmental Health Specialist takes 2.5 months off in the summer to spend time with his children during their summer break. Savings achieved: \$8,300

## **Board of Commissioners' Action as to Voluntary Furlough**

*The Manager recommends the Board approve a resolution determining a reduction in fiscal resources exists and extend the Voluntary Furlough program in FY 2014-15.*

# Retiree Health Care

## Background

Retiree health costs continue to grow as the general population, including Orange County employees and residents, ages and lives longer. The current average age of all of Orange County's 326 retirees is 66.3 years, only 21.3 years older than the County's 820 active employees' average age of 44.6. The cost of retiree health benefits continues to increase as the number of retirees increases, combined with the increasing cost of health coverage.

The County provides health coverage based on the age of the retiree. Retirees who have not yet reached age 65 remain on the County's group health insurance and, if hired before July 1, 2008, are eligible for the dependent subsidy.

At age 65, retirees enroll in Medicare Part A (no cost to the retiree or County) and Part B (premium is deducted from the retiree's Social Security benefit), and the County pays for both a Medicare supplement (Plan F) and Part D. Plan F, is referred to as a "Medigap" plan because it covers the gaps left by Medicare Parts A and B. Part D is prescription drug coverage.

As employee health care costs continue to rise, Orange County faces increasing liability for future retiree health insurance. The County has been paying premiums for both pre-65 and post-65 retirees as the costs are incurred. There are currently 146 pre-65 retirees and 158 post-65 retirees (general fund only).

The chart below shows the County's liability for retiree health care as determined by an independent auditor.

Actuarial Valuation Date	Unfunded Actuarial Accrued Liability (UAAL)	UAAL as a Percentage of Covered Payroll
12/31/2012	\$62,621,989	167.7%
12/31/2011	\$63,716,142	165.2%
12/31/2010	\$62,803,094	163.5%
12/31/2009	\$58,020,674	152.7%
12/31/2007	\$54,382,277	145.6%

## Actions taken to Minimize the Cost and Liability of Retiree Health Care

In 2008, Commissioners approved a revision to the Personnel Ordinance to stop subsidizing the cost of retiree dependent health care for employees hired after July 1, 2008. No retirees have yet been affected by this change.

In 2012, the County further addressed this liability by making changes to the Personnel Ordinance for employees hired on or after July 1, 2012. These changes increased the eligibility requirements for retiree health care for employees; require retirees eligible for Medicare due to disability to enroll in Medicare and receive the same benefit available

## ***Retiree Health Care – continued***

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to retirees eligible for the County's post-65 Medicare benefit; and capped the amount the County pays for Medicare supplements and Part D at 50% of the cost of the individual group health premium. In addition, the Board of County Commissioners has established an Other Post – Employment Benefit (OPEB) Fund to fund the future cost of retirees health insurance. To date, the Board of County Commissioners has set aside \$6 million in this fund specifically for future retiree health care costs.

Over the past few years, staff has reduced the cost of post-65 coverage (Medicare supplements and Part D premiums) without negatively impacting the benefits available. The cost, however, of insurance for pre-65 retirees has increased along with premiums for active employees. Encouraging employees and retirees to improve their health by participating in preventive care, health assessments and health screenings to reduce claims can also be effective in reducing claims.

### **Retiree Health Care Recommendation**

*The Manager recommends funding \$ 1,813,180 for general fund retiree health benefits.*

**Orange County Employee Salaries  
(Grade 27 and above)  
May 2014**

Department	Classification Title	Position Number	Salary Grade	Current Salary	Orange County Employment Date
ANIMAL SERVICES	ANIMAL SERVICES DIRECTOR	975	29	\$91,925	7/11/05
DEPT ON AGING	AGING DIRECTOR	399	29	\$81,442	3/16/87
ASSET MANAGEMENT SERVICES	ASSET MANAGEMENT DIRECTOR	1053	29	\$87,435	11/16/09
BOARD OF ELECTIONS	ELECTIONS DIRECTOR	110	27	\$85,662	1/28/08
CHILD SUPPORT	CHILD SUPPORT DIRECTOR	413	29	\$94,692	1/1/80
COUNTY ATTORNEY	COUNTY ATTORNEY	1064	37	\$140,454	4/23/09
COUNTY ATTORNEY	STAFF ATTORNEY	1073	27	\$87,720	5/20/13
COUNTY ATTORNEY	STAFF ATTORNEY	108	27	\$89,186	2/1/99
COUNTY COMMISSIONERS	CLERK TO THE BOARD	101	27	\$92,745	6/17/02
COUNTY MANAGER	ASSISTANT COUNTY MANAGER	121	33	\$103,000	7/29/13
COUNTY MANAGER	ASSISTANT COUNTY MANAGER	134	33	\$131,911	12/14/09
COUNTY MANAGER	ASSISTANT COUNTY MANAGER/INTERIM COUNTY MANAGER	120	33	\$167,712	9/20/10
COUNTY MANAGER	ASSISTANT TO COUNTY MANAGER FOR LEGISLATIVE AFFAIRS	828	27	\$89,186	1/12/00
ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT DIRECTOR	218	31	\$98,838	9/19/11
EMERGENCY SERVICES	EMERGENCY SERVICES DIRECTOR	490	31	\$107,100	1/22/13
ENVIRONMENT, AGRICULTURE, PARKS & RECREATION (DEAPR)	ENVIRONMENT, AGRICULTURE, PARKS & RECREATION DIRECTOR	212	29	\$96,893	12/27/88
FINANCE AND ADMINISTRATIVE SERVICES	DEPUTY FINANCIAL SRVS DIRECTOR	125	27	\$92,076	10/18/99
HEALTH	DENTIST	904	24	\$141,828	5/5/08
HEALTH	ENVIRONMENTAL HEALTH DIRECTOR	362	27	\$87,649	2/3/97
HEALTH	HEALTH DIRECTOR	310	31	\$121,727	10/31/11
HEALTH	PUBLIC HEALTH NURSING DIRECTOR	340	27	\$89,475	1/9/12
HOUSING, HUMAN RIGHTS & COMMUNITY DEVELOPMENT	HOUSING, HUMAN RIGHTS AND COMMUNITY DEVELOPMENT DIRECTOR	557	29	VACANT	VACANT
HUMAN RESOURCES	HUMAN RESOURCES DIRECTOR	128	31	VACANT	VACANT
INFORMATION TECHNOLOGIES	CHIEF INFORMATION OFFICER	898	31	\$102,250	6/30/06
LIBRARY SERVICES	LIBRARY DIRECTOR	678	29	\$90,882	1/12/09
PLANNING & INSPECTIONS	BUILDING INSPECTOR ADMIN	207	27	\$81,600	7/29/96
PLANNING & INSPECTIONS	PLANNING DIRECTOR	195	31	\$121,877	3/1/99
PUBLIC AFFAIRS	PUBLIC AFFAIRS OFFICER	1098	27	\$87,720	9/17/12
REGISTER OF DEEDS	REGISTER OF DEEDS	150	29	\$76,342	8/9/76
SHERIFF	SHERIFF	418	31	\$126,034	12/1/82
SOCIAL SERVICES	SOCIAL SERVICES ASST DIRECTOR	261	27	\$97,767	6/8/87
SOCIAL SERVICES	SOCIAL SERVICES DIRECTOR	220	31	\$115,867	7/30/01
SOLID WASTE/LANDFILL	SOLID WASTE DIRECTOR	855	31	\$113,178	6/12/89
TAX ADMINISTRATION	TAX ADMINISTRATOR	189	31	\$115,668	8/6/12
VISITORS BUREAU	VISITOR BUREAU DIRECTOR	647	27	\$89,186	10/10/05

# Proposed Fee Schedule

Appendix B

# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
<b>Asset Management</b>				
	Use Fee (except for classification 5 and 6, or as otherwise stipulated in Facilities Use Policy)	Resident \$10/hr, Non-Resident \$20/hr		2011
	Great Hall or Ballroom (Senior Centers), except class 6	Resident \$75, Non-Resident \$ 125		2011
	Class 5 Use Fee; includes use, kitchen fee and on-site personnel fees	Resident \$50/hr, Non-Resident N/A		2011
	Class 6 Use Fee; includes use, kitchen fee and on-site personnel fees	Resident \$125, Non-Resident \$175		2011
	On-site personnel	Resident \$15/hr, Non-Resident \$20/hr		2011
	Kitchen Use, senior centers only	Resident \$25, Non-Resident \$50		2011
	Security Deposit; class 6 only	Resident \$100, Non-Resident \$100		2011
	Cleaning/lock up/utility fee	Resident \$25, Non-Resident \$25		2011
<b>Orange Public Transportation</b>				
	Vehicle lease	\$1.00 per mile (van)		2012
		\$1.00 per mile (van)		2012
		\$1.00 per mile (bus)		2012
	Driver lease	\$20.00/hour Business Hours		2007
		\$22.00/hour Afterhours/Weekends		2007
		\$30.00/hour Holidays		2007
	Public Shuttle	\$2.00 per one way trip in-town		2005
		\$1.00 per one way trip for elderly or disabled		2005
	Medical trips	\$3.00 door to door		2001
<b>Department on Aging</b>				
Senior Programs	Classes	Instructor Cost + 10-25% Admin		Ongoing
	Senior Games	\$15.00 per participant		2010
Senior Center	Room rental (CH center only)	\$15 to \$65/3 hr during bus. hours		1991
		\$10 higher after business hours		1991
		\$250 entire facility after hours		1991
<b>Board of Elections</b>				
Filing Fees	State & County Offices	1% of Annual Salary		Mandated #
	Municipal Offices	CH - \$5.00 Mayor and Council		1980
		Car - \$15.00 Mayor \$10.00 Council		1980
		Hills - \$10.00 Mayor and Council		1980
Municipal Elections	Precinct Officials	CH 50% and Car 50% of Cost		1980
		Hills - 100% of Cost		1980
	Ballots	All municipalities 100% of Cost		1980
	Advertisements	All municipalities 100% of Cost		1980
Other Charges	Computer print-outs	\$ .10 per page		2009
	Special Select	\$ .10 per page		2009
	One-Precinct	\$ .10 per page		2009
	Computer labels	\$ .30 per page		2009
	Computer Tapes/CD's	\$10.00 per CD		2009
	Specialized Programming	\$10.00 per CD		2009
<b>DEAPR</b>				
Natural & Cultural Resources	Local Landmark Program	\$100.00		2010
<b>PARKS &amp; RECREATION</b>				
Athletics	Youth Athletics	100% Recovery Rate		2009
	Adult Athletics	100% Recovery Rate		2005
General Programs	Youth/Teen Programs	100% Recovery Rate		2009
	Adult Programs	100% Recovery Rate		2009
	Trips	100% Recovery Rate		2009
	Gyms- Open play individuals	\$25 annual Facility Use pass		2007
	Gyms- Open play individuals	\$15 semi-annual Facility Use pass		2011
	Gyms- Open play per day	\$3.00		2012
Special Programs	Populations	5% Recovery Rate		2005

\* Any fee changes will be included in this column;  
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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
Other Programs	Concerts	Varies		2009
Facility Rentals	Gyms - Group Rentals	Gov't/School/Non-Profit: \$25/hr half gym;\$35/hr whole gym Profit/Private: \$35/hr half gym; \$45/hr whole gym		2007
	Activity Rms/Rec Centers	\$24/hr for Govt./school/Non-Profit, \$35 for profit/private		2009
	Athletic Fields	\$24/hr for Govt./school/Non-Profit, \$35 for profit/private		2010
	Athletic Fields - Tournaments (1)	N/A	\$35/hr. for resident, \$52.50 for non-resident	New
	Athletic Field Lighting	\$25.00		2010
	Tennis/Basketball Court Rental	\$5.00		2010
	Tennis/Basketball Court Rental w/ lights	\$10.00		2010
	Tournament Vending Permit Fee	\$100 per day		2013
	Special Event Vending (2)	\$15/booth per day		2013
	Non-County Resident Fee	Additional 50% to applied fee		2007
	Picnic Shelter	\$20 per rental		2012
	Group Camping	\$30 per group of 6-30.		2009
	Parks Open Space permit fee (not court, shelter or athletic field)	\$10/hour or \$50/day		2011
	Farmer's Market Pavilion	\$10 per day		2012
Equipment Rentals	Recreational Equipment Rental	\$25 per use		2013
	Fax	\$1.00 per page		1994
<b>Land Records</b>	GIS Property Map - 8 1/2 x 11	\$3.00; additional copy \$2.00		1994
	GIS Ortho - Property Map - 8 1/2 x 11	\$5.00; additional copy \$3.00		1994
	GIS Property Map - 11 x 17 (B-size)	\$5.00		1994
	GIS Ortho - Property Map - 11 x 17 (B-size)	\$10.00		1994
	GIS Property Map - 17 x 22 (C-size)	\$10.00		1994
	GIS Ortho - Property Map - 17 x 22 (C-size)	\$20.00		1994
	GIS Property Map - 22 x 34 (D-size)	\$15.00		1994
	GIS Ortho - Property Map - 22 x 34 (D-size)	\$25.00		1994
	GIS Property Map - 34 x 44 (E-size)	\$25.00		1994
	GIS Ortho - Property Map - 34 x 44 (E-size)	\$35.00		1994
	Custom GIS Map E-size (Original Inventory)	\$30.00		1994
	Custom GIS Map E-size (Original)	\$30.00 per hour		1994
	Computer Report Land Data	\$.02 per item		1994
	Computer Labels - Owners	\$.02 per item		1994
	Plot Land Description	\$20.00 each		1994
<b>Library</b>				
	Fines - overdue children's books	10 cents per day (\$5.00 maximum)		2010
	Fines - overdue adult books	20 cents per day (\$5.00 maximum)		2010
	Fines - overdue Periodicals	\$.20 per day		2013
	Fines - overdue Videos	\$1.00 per day (\$5.00 maximum)		early 1980s
	Fines - overdue CD	\$.20 per day		2013
	Fines - overdue Literacy Bag	\$1 per day		2013
	Photocopies	15 cents per page		2010
	Microfilm copies	15 cents per page		2010
	Fax	\$1.00 per page to send		1989
		50 cents per page to receive		1989

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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
	Printouts (from internet)	15 cents per page		2010
	Inter-library Loan	\$1 plus library charges (\$3)		2013
	Processing Fee	\$5.00		2010
	Out of County Fee (3)	\$25.00	DELETE	
	Kindle Replacement Fee (4)	\$390.00	\$150.00	2011
	Photocopies - Color (5)	N/A	25 cents per page	New
	Fines - overdue Kindle (6)	\$5.00/day	\$1.00/day	2011
<b>Register of Deeds</b>				
	Deeds of Trust or Mortgage	\$56 (up to 15 pgs); \$4 each additional page		10/1/2011
	Deeds	\$26 (up to 15 pgs); \$4 each additional page.		10/1/2011
	Other Instruments	\$26 (up to 15 pgs); \$4 each additional page.		10/1/2011
	Assumed names, POA, etc.	\$26 (up to 15 pgs); \$4 each additional page.		10/1/2011
	Additional subsequent instruments index ref.	\$25 each added to recording fee		10/1/2011
	Multiple documents	\$10 each additional document		2002
	Certified Copies	\$5 (1st pg); \$2 each additional page		2002
	Non-standard document fee	\$25 in addition to regular recording fee		2002
	Notice of Satisfaction	No Fee		2002
	Plats	\$21.00		2002
	Right-of-Way Plans/Highway Maps	21; \$5 each additional		2002
	Plat copy (uncertified)	\$3.00		2002
	Certified copy of plats	\$5		2002
	UCCs	\$38, \$45 if more than 2 pgs +\$2/page over 10 pgs		2001
	UCC searches	\$30 per debtor name + \$1/page for copies		2001
	Excise/Revenue Stamps	\$2 per \$1000 based on purchase price		1992
	Conformed Copy	\$5		2002
	Marriage License	\$60		2009
	Marriage License Corrections	\$10		2002
	Process Delayed Marriages	\$20		2002
	Certified Copies, Births, Deaths, Marriages Certificates	\$10		2002
	Laminated copy of Birth Certificates	\$12		2002
	Process Amendments Births/Deaths	\$10 + \$15 to NC Vitals Records		2002
	Process Legitimation	\$10		2002
	Delayed Birth Registration	\$20		2002
	Notary Public Qualification	\$10		2002
	Notarization per Signature	\$5		2002
	Notary Certification	\$3 per document		2002
	Copy Work	15 cents per page		2010
	Mylar plat copy	\$5		Early 1980s **
	Issuance of Plat Copy Key	\$5		2002
	Duplicate Marriage License	\$10		2000
	Historical Records	\$1		Early 1980s **
	CRT print-out	15 cents per page		2010
	Computer tapes	\$10 per tape		1997
<b>Planning</b>				
	Plan Review	\$300 minimum, \$500 for greater than 1000 linear feet of utility or residential greater than 20		2012
Engineering	Construction Observation	\$1 per linear foot of utility		2012
	Tap Reinspection Fee	\$100.00		2011
<b>Current Planning fees</b>				
	Comprehensive Plan Amendment	\$500.00 staff review fee, \$800.00 Legal advertisement		2011
	Text Change	\$500.00 + \$50.00/acre of impacted property, area staff review fee, \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mail fee for each individual parcel required to be notified of request		2001
	Land Use Map Change			
	Unified Development Ordinance			
	Text Amendments	\$500.00 staff review fee, \$800.00 Legal advertisement		2011
	Zoning Atlas Amendment			
	Rezone to General Use Residential	\$500.00 staff review fee, \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mail fee for each individual parcel required to be notified of request		2011

\* Any fee changes will be included in this column;  
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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
	Rezone to General Use Nonresidential Special Use	\$2000.00 staff review fee including an additional \$100.00 an acre for single tracts or \$50.00 an acre for a petition involving multiple tracts of property, \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel		2011
	Class A	\$1,100.00 staff review fee, \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel		2011
	Class B	\$560.00 staff review fee, \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel		2011
	Rezone to Conditional Use District	\$3000.00 staff review fee (includes rezoning and Class A Special Use Permit Fee), \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel, \$1.00 neighborhood information meeting mailing fee for each individual parcel required to be notified of request. If application proposes a Major Subdivision, then the following additional fees shall be required: \$750.00 additional staff review fee plus \$50.00 an acre fee for projects that do not include an affordable housing component, \$25.00 an acre fee for projects that do include an affordable housing component		2011
	Rezone to Conditional Zoning District	\$2000.00 staff review fee (involves rezoning application only), \$800.00 Legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel, \$1.00 neighborhood information meeting mailing fee for each individual parcel required to be notified of request. If application proposes a Major Subdivision, then the following additional fees shall be required: \$750.00 additional staff review fee plus \$50.00 an acre fee for projects that do not include an affordable housing component, \$25.00 an acre fee for projects that do include an affordable housing component		2011
Board of Adjustment				
	Residential Variance/Appeal	\$340.00 staff review fee, \$800.00 legal advertisement, \$5.00 certified mailing fee for each individual parcel required to be notified of request		2011
	Nonresidential Variance/Appeal	\$540.00 staff review fee, \$800.00 legal advertisement, \$5.00 certified mailing fee for each individual parcel required to be notified of request		2011
	Subdivision			
	Minor Subdivision			
	Concept Plan	\$140.00 staff review fee		2011
	Final Plat	\$140.00 staff review fee		2011
	Re-approval	\$100.00 staff review fee		2011
	Major Subdivision			
	Concept Plan	\$310 staff review fee, \$30.00 sign posting for Neighborhood Information meeting, \$1.00 Neighborhood Information meeting mailing fee for each individual parcel required to be notified of request		2011
	Preliminary	\$600.00 staff review fee, \$800.00 legal advertisement		2011
	Final	\$500.00		2001
	Re-approval	\$500.00 staff review fee		2011
	Modification of approved subdivision preliminary or final plat	\$500.00 staff review fee, \$800.00 legal advertisement if BOCC review/approval of modification is required		2011
	Zoning Compliance Permits and Site Plan Approvals:			

\* Any fee changes will be included in this column;  
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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
	Zoning Compliance Permit for single family/duplex residential structure(s)	\$30.00		2011
	Single-family site plan associated with Conditional Use or Conditional Zoning approval	\$1,000.00 staff review fee		2011
	Multi-family site plan associated with Conditional Use or Conditional Zoning approval	\$1,000.00 staff review fee		2011
	Nonresidential - Certification Required	\$1,000.00 staff review fee plus, \$20.00 per 1,000 square feet of proposed office/institutional development, \$25.00 per 1,000 square feet of industrial/warehouse development, \$30.00 per square foot for commercial/retail development. If project is associated with a Conditional Use or Conditional Zoning approval, an additional \$250.00 staff review shall apply to the project		2011
	Home Occupation Plan Review	\$90.00		1997
	EDD Site Plan	\$1,000.00 plus \$10.00 per square feet of proposed building area. If project is associated with a Conditional Use, Conditional Zoning, or Special Use Permit then an additional \$250.00 staff review fee shall apply		2011
	Signs - not associated with a site plan review or approval	\$25 + \$2/sq. ft.		2001
	Major (engineering modifications to the site plan, including major changes in site planning)	\$500.00		2001
	Minor (additions to or deletions from the site plan modification)	\$250.00		2001
	Administrative approvals, including one-year extensions to approved site plans	\$250.00		2001
	Miscellaneous			
	Review of Traffic Impact study associated with project	\$250.00 in addition to established project review fee, if any		2011
	Review fee for projects located within Major Transportation Corridor Overlay District	\$200.00 in addition to established project review fee, if any		2011
	Partial Width Right Of Way request	\$125.00 staff review fee, \$800.00 legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel required to be notified of request		2011
	Vacation of rights-of-way/release of easements per vacation or release (includes advertising)	\$250.00 staff review fee, \$800.00 legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel required to be notified of request		2011
	Payment-in-Lieu of Parkland Dedication			
	Community Park	\$422/lot		1996
	District Park	\$455/lot		1996
	Hire outside consultants	Cost + 15%		2001
	Land Use Plan Map	\$1.00		1989
	Airport Study	\$5.00		1989
	Water Resources Task Force	\$4.25		1989
	Street Study	No Charge		1989
	Road Map	\$2.00		1989
	Road Map (large)	\$6.00		1989
	Aerial Photos	\$1.00		1989
	Topo Maps	\$1.50		1989
	Other Maps	\$1.00		1989
	Inventory of Sites	\$3.50		1989
	Inventory of Natural/wildlife etc	\$10.00		1989
	Photo Copies (Small Area Plans, JPA Land Use Plan, and all other documents and reports)	\$0.10 per page duplexed B&W; \$0.50 per page duplexed Color		2011
	Master Recreation Parks Plan	\$10.00		1989
	New Hope Corridor Plan	\$4.00		1996
	Historic Preservation Element	\$10.00		1996
	Flexible Development Standards	\$5.00		1996
	2030 Comprehensive Plan	\$25.00 B&W; \$125.00 Color		2011
	Unified Development Ordinance (UDO)	\$40.00 B&W; \$200.00 Color		2011
	Copy of Map 8.5 x 11	\$3.00; additional copy \$2.00		2011
	Copy of Map 11x17	\$5.00; additional copy \$3.00		2011
	Copy of Map 18x24	\$10.00		2011

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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
	Copy of Map 24x32	\$15.00		2011
	Copy of Map 30x40	\$25.00		2011
	Custom Map 24x32 (Using Existing Data)	\$30.00		2011
	Custom Data/Map 24x32 (Creation of New Data)	\$30.00/hour		2011
	CD	\$10.00		2011
Erosion Control Fees	Erosion Control Plan Review			
	Intense urban	\$507.00 per acre		2001
	Urban	\$272.00 per acre		2001
	Rural	\$158.00 per acre		2001
	Land Disturbance (Grading) Permits			
	Intense Urban	\$1,241.00 per acre		2001
	Urban	\$646.00 per acre		2001
	Rural	\$310.00 per acre		2001
	Private Roads	\$155.00		1998
	Storm water Management Plans	\$500.00		2011
	Stream Origin and Intermittent/Perennial Determinations	1-2 determinations/site \$200 3-6 determinations/site \$500 7-9 determinations/site \$1000 10-12 determinations/site \$1200 13-16 determinations/site \$1500 17-19 determinations/site \$2000		
	Surface Water Identification (SWID) field work.			2012
	Infill /redevelopment	Flat fee of \$10,000 for projects less than 5 acres. 5 acres or greater use intense urban		2011
Inspection fees Building	<i>Schedule A (7)</i>			
	New Residential (1&2 family)	\$0.310 per square foot (all trades included)	<b>\$0.357/sq. ft. (all trades included)</b>	2006
	Building	0.126	<b>0.145/sq. ft.</b>	2006
	Electrical	0.058	<b>0.067/sq. ft.</b>	2006
	Plumbing	0.058	<b>0.067/sq. ft.</b>	2006
	Mechanical	0.068	<b>0.078/sq. ft.</b>	2006
	Plan Review	\$0.016 (\$10.50 min per project), additional 10.5% Town of Hillsborough	<b>0.184/sq. ft. \$10.00 min. 12% surcharge for Hillsborough</b>	2006
	<i>Schedule B (7)</i>			
	Residential Renovations and Accessory Structures (1&2 family)	\$0.23 per square foot		2006
	Building	\$0.23 per square foot	<b>0.265/sq. ft.</b>	2006
	Electrical	\$52.50 per job	<b>\$75.00</b>	2006
	Plumbing	\$52.50 per job	<b>\$75.00</b>	2006
	Mechanical	\$52.50 per job	<b>\$75.00</b>	2006
	Plan Review	\$0.016 (\$10.50 min per project), additional 10.5% Town of Hillsborough	<b>0.184/sq. ft. \$15.00 min. 12% surcharge for Hillsborough</b>	2006

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## Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
	<i>Schedule C (7)</i>			
	Mobile/Modular Homes			
	Singlewide			
	Building	\$56.70	\$100.00	2006
	Electrical	\$31.50	\$63.00	2006
	Plumbing	\$23.10	\$45.00	2006
	Mechanical	\$23.10	\$45.00	2006
	Doublewide			
	Building	\$85.05	\$150.00	2006
	Electrical	\$31.50	\$63.00	2006
	Plumbing	\$23.10	\$45.00	2006
	Mechanical	\$23.10	\$45.00	2006
	Triplewide			
	Building	\$111.30	\$175.00	2006
	Electrical	\$31.50	\$63.00	2006
	Plumbing	\$23.10	\$63.00	2006
	Mechanical	\$23.10	\$63.00	2006
	Quadwide			
	Building	\$137.55	\$200.00	2006
	Electrical	\$31.50	\$63.00	2006
	Plumbing	\$23.10	\$63.00	2006
	Mechanical	\$23.10	\$63.00	2006
	<i>Schedule D (7)</i>			
	New Commercial-per square foot			
	<b>Residential (apartments)</b>			
	Building	\$0.190	\$0.219	2006
	Electrical	\$0.084	\$0.097	2006
	Plumbing	\$0.084	\$0.097	2006
	Mechanical	\$0.067	\$0.077	2006
	<b>Storage</b>			
	Building	\$0.067	\$0.077	2006
	Electrical	\$0.051	\$0.059	2006
	Plumbing	\$0.051	\$0.059	2006
	Mechanical	\$0.067	\$0.077	2006
	<b>Assembly</b>			
	Building	\$0.143	\$0.164	2006
	Electrical	\$0.077	\$0.089	2006
	Plumbing	\$0.077	\$0.089	2006
	Mechanical	\$0.067	\$0.077	2006

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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
	<b>Institutional</b>			
	Building	\$0.265	\$0.305	2006
	Electrical	\$0.130	\$0.150	2006
	Plumbing	\$0.130	\$0.150	2006
	Mechanical	\$0.133	\$0.153	2006
	<b>Business</b>			
	Building	\$0.190	\$0.219	2006
	Electrical	\$0.090	\$0.104	2006
	Plumbing	\$0.090	\$0.104	2006
	Mechanical	\$0.085	\$0.098	2006
	<b>Mercantile</b>			
	Building	\$0.130	\$0.150	2006
	Electrical	\$0.064	\$0.074	2006
	Plumbing	\$0.064	\$0.074	2006
	Mechanical	\$0.058	\$0.067	2006
	<b>Hazardous</b>			
	Building	\$0.099	\$0.114	2006
	Electrical	\$0.042	\$0.048	2006
	Plumbing	\$0.042	\$0.048	2006
	Mechanical	\$0.058	\$0.067	2006
	<b>Factory/Industrial</b>			
	Building	\$0.099	\$0.114	2006
	Electrical	\$0.042	\$0.048	2006
	Plumbing	\$0.042	\$0.048	2006
	Mechanical	\$0.058	\$0.067	2006
	<b>Educational</b>			
	Building	\$0.190	\$0.219	2006
	Electrical	\$0.090	\$0.104	2006
	Plumbing	\$0.090	\$0.104	2006
	Mechanical	\$0.085	\$0.098	2006
	Commercial Plan Review (7)	.028 per square foot per project <5000 sq ft (\$82.50 minimum)	0.0322 per square foot per project <5000 sq ft (\$82.50 minimum)	2006
		.022 per square foot 5000-20,000 sq ft	0.0253 per square foot 5000-20,000 sq ft	2006
		.017 per square foot 20,000-150,000 sq ft	0.01955 per square foot 20,000-150,000 sq ft	2006
		.011 per square foot >150,000 sq ft	0.0127 per square foot >150,000 sq ft	2006
		(Additional 11% Town of Hillsborough)		2006
	Commercial Renovations and Alterations	Building \$110 + .275 per sf; Electrical \$55.00; Plumbing \$55.00; Mechanical \$55.00	Building \$150 + .316 per sf; Electrical \$100.00; Plumbing \$100.00; Mechanical \$100.00	2006

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## Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee		Recommended Fee Change for FY 2014-15 *		Last Revision
		Commercial	Residential	Commercial	Residential	
	<i>Schedule E (7)</i>					
	Miscellaneous Bldg Inspections					
	Mobile/Modular homes	\$59.40		<b>DELETE</b>		2006
	Moving Building	\$59.40	\$56.70	<b>\$100.00</b>	<b>\$100.00</b>	2012
	Building Demolition	\$59.40	\$56.70	<b>\$100.00</b>	<b>\$100.00</b>	2012
	Change of Occupancy/Use	\$59.40		<b>\$100.00</b>		2006
	Radio/TV Tower	\$59.40		<b>DELETE</b>		2006
	Communication Tower					
	Building	\$20.00/ft.		<b>\$23.00/ft.</b>		2006
	Electrical	\$100.00		<b>\$150.00</b>		2006
	Swimming Pools					2012
	Commercial	\$59.40		<b>\$100.00</b>		2006
	Residential	\$56.70		<b>\$100.00</b>		2006
	Woodstove/Fireplace					
	Commercial	\$38.50		<b>\$50.00</b>		2006
	Residential	\$35.00		<b>\$50.00</b>		2006
	Prefabricated Utility Bldgs.					
	Commercial	Calculated under storage capacity				
	Residential	\$56.70		<b>\$100.00</b>		2006
	Signs	\$59.40		<b>\$100.00</b>		2006
	Other signs	\$38.50		<b>DELETE</b>		2006
	<i>Schedule F (7)</i>					
	Miscellaneous Electrical					
Electrical Inspections	Temporary Serv 60 amp	\$38.50	\$36.75	<b>\$50.00</b>	<b>\$50.00</b>	2012
	Temporary Serv 60A-100A	\$38.50	\$36.75	<b>\$50.00</b>	<b>\$50.00</b>	2012
	Mobile/Modular home	\$38.50		<b>DELETE</b>		2006
	Sign Inspections	\$38.50	\$36.75	<b>\$50.00</b>	<b>\$50.00</b>	2012
	Gasoline Pumps	\$38.50		<b>\$50.00</b>		2012
	Load Control Devices	\$38.50	\$36.75	<b>DELETE</b>		2012
	Miscellaneous Inspections	\$59.40	\$56.70	<b>\$100.00</b>	<b>\$100.00</b>	2012
	Unscheduled inspection (beyond scope of original permit)	\$59.40	\$56.70	<b>DELETE</b>		2012
	<i>Schedule G (7)</i>					
	Electrical Service Changes					
	Single Phase					
	30-50 amp	\$38.50	\$36.75	<b>DELETE</b>		2012
	60-100A	\$55.00	\$52.50	<b>\$100.00</b>	<b>\$100.00</b>	2012
	125-200A	\$66.00	\$63.00	<b>\$100.00</b>	<b>\$100.00</b>	2012
	400A	\$77.00	\$73.50	<b>\$150.00</b>	<b>\$150.00</b>	2012
	Three Phase					
	20-50 Amp	\$38.50	\$36.75	<b>DELETE</b>		2012
	60-100 A	\$66.00	\$63.00	<b>DELETE</b>		2012
	150-200A	\$77.00	\$73.50	<b>\$150.00</b>	<b>\$150.00</b>	2012
	400 A	\$110.00	\$105.00	<b>\$200.00</b>	<b>\$200.00</b>	2012

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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee		Recommended Fee Change for FY 2014-15 *		Last Revision
		Commercial and Residential	Commercial and Residential	Commercial and Residential	Commercial and Residential	
	<i>Schedule H (7)</i>	<i>Commercial and Residential</i>		<i>Commercial and Residential</i>		
	Electrical Service	Single Phase	Three Phase	Single Phase	Three Phase	
	30-60A	\$38.50	\$55.00	<b>\$50.00</b>	<b>\$125.00</b>	2012
	70-100A	\$66.00	\$66.00	<b>\$125.00</b>	<b>\$125.00</b>	2012
	125A	\$77.00	\$77.00	<b>\$150.00</b>	<b>\$150.00</b>	2012
	150A	\$93.50	\$135.30	<b>\$175.00</b>	<b>\$200.00</b>	2012
	200A	\$110.00	\$161.70	<b>\$180.00</b>	<b>\$225.00</b>	2012
	300A	\$135.30	\$189.20	<b>\$190.00</b>	<b>\$250.00</b>	2012
	400A	\$161.70	\$243.10	<b>\$225.00</b>	<b>\$300.00</b>	2012
	600A	\$243.10	\$269.50	<b>\$300.00</b>	<b>\$350.00</b>	2012
	800A	\$269.50	\$400.40	<b>\$350.00</b>	<b>\$475.00</b>	2012
	1000A	\$400.40	\$539.00	<b>\$475.00</b>	<b>\$625.00</b>	2012
	1200A	\$539.00	\$677.60	<b>\$625.00</b>	<b>\$700.00</b>	2012
	1400A	\$608.30	\$808.50	<b>\$675.00</b>	<b>\$900.00</b>	2012
	1600A	\$677.60	\$1,078.00	<b>\$700.00</b>	<b>\$1,200.00</b>	2012
	Over 1600A	\$66/100A	\$110/100A	<b>\$110/100A</b>	<b>\$140/100A</b>	2012
Plumbing fees	<i>Schedule I (7)</i>					
	New Construction	Based on square footage, see schedule A and B				2001
	Mobile/ Modular Home	\$24.20		<b>DELETE</b>		2012
	Water Heater Installation	Commercial	Residential	Commercial	Residential	
		\$59.40	\$56.70	<b>\$100.00</b>	<b>\$100.00</b>	2012
Mechanical Inspections	<i>Schedule J (7)</i>					
	Residential Mechanical					
	Installation ea add'l system	\$22.00		<b>\$50.00</b>		2006
	Replacement of one system	\$82.50		<b>\$150.00</b>		2006
	Mobile/Modular Home	\$24.20		<b>DELETE</b>		2006
	<i>Schedule K (7)</i>					
	Non-residential/ Commercial					
	Commercial Cooling					
	First unit	\$82.50		<b>\$150.00</b>		2006
	Each additional Unit	\$22.00		<b>\$50.00</b>		2006
	Replacement of System	\$82.50		<b>\$150.00</b>		2006
	Commercial Heating					
	First Unit	\$82.50		<b>\$150.00</b>		2006
	Each additional Unit	\$22.00		<b>\$50.00</b>		2006
	Replacement of System	\$82.50		<b>\$150.00</b>		2006
	Commercial Heat/Cool Combine					
	First Unit	\$82.50		<b>\$150.00</b>		2006
	Each additional Unit	\$22.00		<b>\$50.00</b>		2006
	Replacement of System	\$82.50		<b>\$150.00</b>		2006
	Commercial Ventilation/Exhaust					
	One System	\$82.50		<b>\$150.00</b>		2006
	Each additional	\$22.00		<b>\$50.00</b>		2006
	Hood fan comm. cooking equip	\$59.40		<b>\$100.00</b>		2006
	Comm. Range or Grill	\$59.40		<b>\$100.00</b>		2006
	Deep Fat Fryer	\$59.40		<b>\$100.00</b>		2006
	Oven	\$59.40		<b>\$100.00</b>		2006
	Commercial Reinspection Fee	\$57.75		<b>\$100.00</b>		2006

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## Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
General Miscellaneous				
	Issue Certificate of Occupancy (7)	\$11.00	\$15.00	2006
	Permit Renewal	\$38.50	\$50.00	2006
	Day Care Permits (existing building new occupancy)	\$59.40	\$100.00	2006
	Day Care Reinspection	\$55.00	\$100.00	2006
	Sprinkler system	\$165.00	\$210.00	2006
	Temporary Electrical Final Inspection-Residential	\$55.12	\$75.00	2006
	Temporary Electrical Final Inspection-Commercial	\$57.75	\$100.00	2006
	Fire Alarm system	\$165.00	\$200.00	2006
	Archive research (per project)	\$16.50	\$20.00	2006
	Grease trap installation	\$59.40	\$100.00	2006
	Reinspection fee (no charge for 1st rejection per trade) - Residential	\$55.12	\$100.00	2006
	Temporary tents	\$59.40	\$100.00	2006
	Work started with no permits are charged double fees			1986
Emergency Medical	Emergency Response			
<b>Emergency Management</b>				
	Basis Life Support (Non-Emergency)	\$300.00		2005
	Basis Life Support (Emergency)	\$375.00		2011
	Advanced Life Support-1 (Non-Emergency)	\$400.00		2005
	Advanced Life Support-1 (Emergency)	\$475.00		2011
	Advanced Life Support-1 (Non-Transport)	\$150.00		2005
	Advanced Life Support-2 (Emergency)	\$575.00		2011
	Advanced Life Support-2 (Non-Transport)	\$225.00		2005
	EMS Franchise Application Fee	\$1,275.00		2011
	EMS Franchise Compliance Fee	\$300.00		2011
	EMS Franchise Renewal Fee	\$150.00		2011
	Mileage	7.50/mile		2005
	Special Event Coverage			
	Additional EMT Standby	\$40.00/hour (3 hour minimum)		2007
	Paramedic Standby	\$55.00/hour (3 hour minimum)		2007
	Ambulance Standby w/ 2 EMTs	\$90.00/hour (3 hour minimum)		2005
	Ambulance Standby w/ 1 Paramedic and 1 EMT	\$100.00/hour (3 hour minimum)		2007
	Telecommunicator Standby	\$40.00/hour (3 hour minimum)		2005
	Clerical Staff Standby	\$20.00/hour (3 hour minimum)		2005
	EM Senior Officer Standby	\$40.00/hour (3 hour minimum)		2005
	EMS Physician Standby	\$85.00/hour (3 hour minimum)		2005

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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
Fire Marshal	Fire Inspections (by facility type)	See Appendix B		
	Assembly			1996
	Business			1996
	Church/Assembly			1996
	Daycare facility			1996
	Educational, private			1996
	Foster Care Home			1996
	Hazardous			1996
	Industrial			1996
	Institutional			1996
	Mercantile			1996
	Residential(Common Areas)			1996
	Storage			1996
	Fees below are to cover the cost of <b>Mandatory and Optional Permits</b> under the 2009 NC Fire Code (5310-435299), including staff hours to review plans, issue permits, and inspect locations for compliance.			
	Aerosol Products	\$50.00		2011
	Amusement Buildings	\$50.00		2011
	Aviation Facilities	\$50.00		2011
	Battery Systems	\$50.00		2011
	Carnivals & Fairs	\$50.00		2011
	Cellulose Nitrate Film	\$50.00		2011
	Combustible Dust	\$50.00		2011
	Combustible Fibers	\$50.00		2011
	Compressed Gas	\$50.00		2011
	Covered Mall Bldg	\$50.00		2011
	Cryogenic Fluids	\$50.00		2011
	Cutting & Welding	\$50.00		2011
	Dry Cleaning Plants	\$50.00		2011
	Exhibit/Trade Show	\$50.00		2011
	Explosives/Blasting	\$100.00		2011
	30 day Renewal for Explosives/Blasting	\$50.00		2011
	Fire Hydrants & Valves	\$50.00		2011
	Flammable/Combustible	\$50.00		2011
	Tank Install/Removal	\$50.00		2011
	Tank Install/Removal per additional tank	\$25.00		2011
	Floor Finishing	\$50.00		2011
	Fruit and Crop Ripening	\$50.00		2011
	Fumigation/Thermal Fog	\$50.00		2011
	Hazardous Materials	\$100.00		2011
	HPM Facilities	\$50.00		2011
	High-Piled Storage	\$50.00		2011
	Industrial Ovens	\$50.00		2011
	Lumber Yards	\$50.00		2011
	Liquid Fuel Vehicle in Building	\$50.00		2011
	LP Gas	\$50.00		2011
	Magnesium	\$50.00		2011
	Miscellaneous Combustible Storage	\$50.00		2011
	Open Burning	\$50.00		2011
	Organic Coatings	\$50.00		2011
	Open Flame/Torches	\$50.00		2011
	Open Flame/Candles	\$50.00		2011
	Places of Assembly	\$50.00		2011

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## Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
	Private Fire Hydrant	\$50.00		2011
	Pyrotechnics/Fireworks	\$50.00		2011
	Pyroxilin Plastics	\$50.00		2011
	Refrigeration Equipment	\$50.00		2011
	Repair Garage/FCL Disp.	\$50.00		2011
	Rooftop Heliports	\$50.00		2011
	Spraying/Dipping	\$50.00		2011
	Scrap Tire Storage	\$50.00		2011
	Temp. Tents/Canopy (per)	\$50.00		2011
	Tire-Rebuilding Plants	\$50.00		2011
	Waste Handling	\$50.00		2011
	Wood Products	\$50.00		2011
	Mulch Pile	\$50.00		2011
	Fees below are to cover the cost of <b>Required Construction Permits</b> under the 2009 NC Fire Code (5310-435299) including staff hours to review plans, issue permits, and inspect locations for compliance.			
	Auto Fire Extinguishing System	\$100.00		2011
	Fire Pump	\$100.00		2011
	Industrial Ovens	\$50.00		2011
	Spraying/Dipping	\$50.00		2011
	Compressed Gas	\$50.00		2011
	Flammable/Combustible	\$50.00		2011
	LP Gas	\$50.00		2011
	Standpipe Systems	\$100.00		2011
	Fire Alarm/Detect. Install	\$100.00		2011
	Hazardous Materials	\$50.00		2011
	Private Fire Hydrant	\$50.00		2011
	Tents/Membranes	\$50.00		2011
	Fire Extinguisher Class	\$20.00		2011
	Fit Testing	\$50.00		2011
	ABC Permit Inspections	Based on Square Foot		2011
	Hazardous Materials Mitigation	Fee Charged at Hourly Rate		2011
<b>Sheriff</b>	Out of State Officer Fee	\$100.00		2006
	Instate Officer	\$30.00		2012
	Gun Permits	\$5.00		1982
	Work Release	\$25.00		2012
	Report and Records Copies	\$2.00		1986
	Fingerprint Cards	\$20.00		2012
	Laminating	\$5.00		1986
	Concealed Weapons Permits	\$80.00 (\$35 state \$45 county)		2012
	Concealed Weapons Permits-Renewal	\$75.00		2012
	Federal Inmates	\$66.00		2012
	State Inmates	\$14.50 per day		
	Commission on executions	5% 1st \$500 and 2.5% on balance		1968
	Weekenders	\$25.00		2012

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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
<i>Efland Sewer</i>	Tap Fees	\$1,300 connection fee + cost of public service stub out		2011
	User Monthly Rates (8)	\$13.39 per 1000 gal. 2000 gal. minimum	\$14.33 per 1000 gal., 2000 gal. minimum	2013
<i>Animal Services</i>				
Administration	Pet Tax-Sterilized Cats and Dogs	\$10.00		2010
	Pet Tax-Non Sterilized Cats and Dogs	\$30.00		2010
	Pet Tax-Dogs and Cats under 6 months of age	\$10.00		2012
	Pet Tax-Late Fee	\$5.00		2012
	Pet Tax-Sterilized Waiver for Seniors	\$0.00		2012
Animal Control	<i>Civil Penalties/Fines</i>			
	failure to vaccinate	\$200.00		2008
	failure to license	\$200.00		2008
	public nuisance violations	\$50,100,200,300,400.00		2008
	mistreatment	\$200.00		2008
	failure to wear rabies tag	\$50.00		2011
	Kennel Permits	\$50.00		2007
Animal Shelter	<i>Adoption Fees</i>			
	Cat Adoption Fees	\$95.00		2011
	Kitten Adoption Fees (5 mo. and under)	\$95.00		2011
	Second Cat-Peak Season	\$50.00		2011
	Special Event Cat Adoption Fee	\$50.00		2011
	Senior Citizen Cat Adoption Fee	\$25.00		2012
	Dog Adoption Fee	\$115.00		2011
	Puppy Adoption Fee (5 mo. and under)	\$115.00		2011
	Special Event Dog Adoption Fee	\$60.00		2011
	Senior Citizen Dog Adoption Fee	\$30.00		2012
	Veterinary Exam	\$50.00		2012
	Care of Medical Condition	\$20.00-\$60.00		2012
	Daily Medication Administration	\$5.00		2012
	Replacement of Rabies Tag/Certificate	\$3.00		2012
	Boarding Fee for stray animals	\$10.00/day		2007
	Bite Quarantines	\$15.00 per day		2012
	Rabies Shots (shelter)	\$10.00		2007
	Rabies Shots (low-cost clinics)	\$10.00		2010
	Daily Board-cruelty/seizure/court hold	\$15.00		2012
	Small and Other Animals	Varies on Type of Animal (\$5 to \$250)		2011
	Placement Partner Sterilization	\$30.00 neuter, \$60.00 spay		2009
	Owner surrender for euthanasia	\$50.00		2010
	Large animal trailer transport	\$35.00		2010
	Field Surrenders	\$15.00		2010
	Shelter Redemption fee	\$10, \$50, \$100, \$200		2007
	Out of County Animal Surrender Fee	\$50.00		2009
	Elective Microchip Fee	\$25 per Microchip		2012
	Sale of Goods - Cat Carriers (9)		\$5.00	New

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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
<b>Health Department</b>				
<b>Environmental Health</b>				
	<i>Soil Analysis/Improvement Permit</i>			
	Single Family Units <600 Gallons per day, Less than 2 acres	\$350.00		2006
	Single Family Units >600 Gallons per day	\$350 + \$75 per 600 GPD or fraction of additional WW flow >600 GPD		2006
	Non-domestic WW	Fee increases by 50% over the total permit fee of a comparably sized domestic WW system		2006
	<i>Authorization to construct WW system</i>			
	Single Family Units <600 Gallons per day, Less than 2 acres	\$260.00		2006
	Single Family Units >600 Gallons per day	\$260 + \$160 per 600 GPD or fraction of additional WW flow >600 GPD		2006
	Non-domestic WW	Double fee for comparably sized domestic WW system		2006
	<i>Other Misc. Activities</i>			
	Improvement permit (lot w/existing home)	\$350.00		2006
	Permit Site Revision	\$125.00		2006
	Existing System Inspection	\$125.00		2006
	Existing System Authorizations (Office authorization, no field visit required)	\$20.00		2006
	Mobile Home Park			
	1 to 25 spaces	\$125.00		2006
	26 to 50 spaces	\$175.00		2006
	51 and over spaces	\$225.00		2006
	MH Space Reinspection	\$75.00		2006
	Septic Tank Manufacturer Yard Inspection	\$250.00		2010
	Septic Tank Contractor Registration Fee - New contractor (one time)	\$200.00		2006
	Septic Tank Contractor Fee - Annual Renewal	\$25.00		2006
	Septic Tank Contractor Education Class Fee	\$50.00		2006
	<i>WTMP</i>			
	Initial inspection	\$125.00		2006
	Follow-up inspection	\$75.00		2006
	<i>Wells and Water Samples</i>			
	Well permits	\$430.00		2008
	Permit Site Review	\$125.00		2006
	Bacteriological	\$25.00		2006
	Inorganic Chemical Samples	\$35.00		2006
	Pesticide or Petroleum	\$75.00		2006
	Full Sample Suite (Bact, Nox, Inorganic + 7)	\$100.00		2008
	Iron bacteria or Sulfur bacteria	\$25.00		2010
	Radon - Air Sample Kit - Radon	\$20.00		2010
	<i>Tattoo Parlors</i>			
	Tattoo Artist Annual Permit fee	\$250.00		2010
	<i>Swimming Pools</i>			
	Swimming Pool Inspection	\$250.00		2010
	Plan Review - Swimming Pools	\$250.00		2010
	<i>Food Service</i>			
	Plan review and permit fee - Temporary Food Establishment	\$75.00		2010
	Plan Review - Food Service Establishment	\$250.00		2010

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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program		Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
	ADA Code				
Dental Health	D0150	Comprehensive Oral Evaluation	\$80.00		2013
	D0120	Periodic Oral Evaluation	\$45.00		2013
	D0140	Limited Oral Evaluation	\$69.00		2013
	D0170	Re-evaluation-limited, problem	\$65.00		2013
	D9310	Consultation	\$122.00		2013
	D0330	Panoramic Film	\$100.00		2013
	D0270	BWX 1 Film	\$26.00		2013
	D0272	BWX 2 Films	\$41.00		2013
	D0273	Bitewings- thre films	\$51.00		2013
	D0274	BWX 4 Films	\$58.00		2013
	D0220	1st Intraoral PA Film	\$26.00		2013
	D0230	Additional PA Film	\$23.00		2013
	D0240	Intraoral Occulusal Film	\$38.00		2013
	D0210	Full Mouth Series w BWX	\$120.00		2013
	D1120	Prophy/Child under age 13	\$61.00		2013
	D1110	Prophy/Adult age 13 and up	\$82.00		2013
	D1203	Fluoride Varnish (age 13-&under)	\$33.00		2013
	D1204	Fluoride Varnish (age 13-20)	\$33.00		2013
	D1206	Topical Fluoride varnish;therapeutic application for moderate to high caries risk patients	\$39.00		2013
	D1351	Sealant/NEWLY ERUPTED TEETH	\$49.00		2013
	D4342	Scale/Root Planing 1-3 teeth p/q	\$167.00		2013
	D4341	Scale Root Planing 4-> teeth p/q	\$231.00		2013
	D4355	Full mouth Debridement	\$168.00		2013
	D4910	Periodontal Maintenance	\$127.00		2013
	D2140	Amal One Surface Prim/ Perm	\$130.00		2013
	D2150	Amal Two Surface Prim/ Perm	\$164.00		2013
	D2160	Amal Three Surface Prim/Perm	\$198.00		2013
	D2161	Amal Four Surface Prim/Perm	\$236.00		2013
	D2330	Resin One Surface Anterior	\$148.00		2013
	D2331	Resin Two Surface Anterior	\$183.00		2013
	D2332	Resin Three Surface Anterior	\$227.00		2013
	D2335	Resin Four Surface Anterior	\$288.00		2013
	D2390	Resin Comp. Crown Ant. Prim	\$414.00		2013
	D2391	Resin Comp. 1sur.Post-Prim/Perm	\$162.00		2013
	D2392	Resin Comp. 2sur.Post-Prim/Perm	\$212.00		2013
	D2393	Resin Comp. 3sur.Posterior Perm	\$261.00		2013
	D2394	Resin Comp.4+sur.Posterior Perm	\$314.00		2013
	D9910	Application of Desensitizing Medicament	\$57.00		2013
	D9911	Application of Desensitizing Resin for cervical and/or root surface per tooth	\$70.00		2013
	D3220	Pulpotomy	\$183.00		2013
	D2930	SSC Primary Tooth	\$247.00		2013
	D2931	SSC Permanent Tooth	\$298.00		2013
	D2932	Prebacciated Resin Crown	\$323.00		2013
	D2934	Prefab.est.coat SSC prim. Tooth	\$327.00		2013
	D2940	Sedative Filling	\$113.00		2013
	D9110	Palliative Treatment	\$115.00		2013
	D7140	Ext. Erupted Tooth Prim/Perm	\$162.00		2013
	D7210	Extraction Surgical - 100+	\$253.00		2013
	D7111	Ext. coranal remnants deciduous	\$122.00		2013
	D7310	Alveoplasty extractions p/quad.	\$270.00		2013

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## Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
	D7311 Alveoplasty in conjunction with extraction 1-3 teeth per quadrant	\$273.00		2013
	D7320 Alveoplasty not in conjunction with extraction 4 or more tooth spaces per quadrant	\$404.00		2013
	D7321 Alveoplasty not in conjunction with extraction 1-3 tooth spaces per quadrant	\$384.00		2013
	D2920 Recement Crown NOT cov. by MA	\$100.00		2013
	D0470 Study Models	\$104.00		2013
	D7510 I & D Minor Surgery	\$217.00		2013
	D9951 Occusal Adjustment Limited	\$166.00		2013
	D9999 Fractured Tooth Txt.	\$70.00		2013
	D3110 Pulp Cap-direct exp. Pulp MED	\$76.00		2013
	D3120 Pulp Cap-indirect nearly exposed	\$77.00		2013
	D7286 Biopsy Oral Tissue	\$298.00		2013
	D2951 Pin Retention/tooth	\$67.00		2012
	MED Band & Loop/Quadrant Impress	\$0.00		2013
	D1510 Band & Loop/Quadrant Deliver 209/25	\$287.00		2013
	MED Fixed Bilateral Impress	\$0.00		2013
	D1515 Fixed Bilateral Deliver 419/30	\$393.00		2013
	D9940 Occlusal guard, by report minimize bruxism \$274/95 lab	\$549.00		2013
	D9941 Fabrication of Athletic Mouthguard	\$236.00		2013
	D3310 Root Canal Therapy Anterior	\$676.00		2013
	D3320 Root Canal Therapy Bicuspid	\$780.00		2013
	D3330 Root Canal Therapy Molar	\$943.00		2013
	Flat Fee Fabrication of Athletic Moutguard Projects	\$17.00		2009
	Boil and Bite Mouthguards (students with braces)	\$5.00		2007
	Minimum charge for dental visit	Sliding fee recommendation is to discontinue the \$30 per preventative visit and \$30 per procedure fee. Recommending to slide to 20% with a minimum of \$30 per visit.		2013

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## Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	CPT Code	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
Personal Health	10060	Drainage of Skin Abscess	\$117.00		2009
	10061	Drainage of Skin Abscess	\$200.00		2009
	10080	Drainage of Pilonidal Cyst	\$195.00		2009
	10120	Remove Foreign Body	\$133.00		2009
	10140	Drainage of Hematoma/Fluid	\$147.00		2009
	10160	Puncture Drainage of Lesion	\$94.00		2008
	11000	Debride Infected Skin	\$56.00		2009
	11055	Paring of corn/callus (1 lesion)	\$46.00		2009
	11200	Remove Skin Tags	\$89.00		2007
	11719	Trim Nail(s)	\$22.00		2008
	11720	Debride Nail 1-5	\$33.00		2008
	11730	Avulsion of Nail Plate	\$97.00		2011
	11740	Drain Blood from Under Nail	\$56.00		2009
	11976	Norplant (Remove)	\$223.00		2008
	11981	Insertion, non-biodegradable drug	\$250.00		2012
	11982	Removal, non-biodegradable drug	\$154.00		2009
	11983	Removal, with reinsertion, non-biodegradable drug	\$234.00		2009
	12001	Repair Superficial Wound(s) 2.5cm or less	\$171.00		2008
	12002	Repair Superficial Wound(s) 2.6-7.5cm	\$184.00		2009
	16000	Initial Burn(s) Treatment	\$84.00		2009
	16020	Dsg and/or debridement, small	\$97.00		2009
	17000	Destroy Benign/Premal Lesion	\$72.00		2009
	17003	Destroy Lesions, 2-14	\$18.00		2009
	17110	Destruct Lesion(s), 1-14	\$109.00		2009
	17250	Chem. Caut of granulation tissue	\$79.00		2009
	20550	Inject Single Tendon-Ligament-Cyst	\$72.00		2009
	20551	Inject Single Tendon Origin ? Insertion	\$67.00		2009
	20552	Inject Single-Multi Trigger Pts. 1-2 Muscles	\$67.00		2008
	20553	Inject Single-Multi Trigger Pts. 3+ Muscles	\$78.00		2009
	20600	Drain/Inject, Small Joint or Bursa	\$67.00		2008
	20605	Drain/Inject, Intermediate Joint or Bursa	\$72.00		2007
	20610	Drain/Inject, Major Joint or Bursa	\$84.00		2009
	26010	Drain Finger Abscess, Simple	\$329.00		2009
	29130	Apply Finger Splint, Static	\$44.00		2009
	30300	Remove foreign body intranasal	\$244.00		2009
	30901	Control Nosebleed	\$123.00		2009
	36415	Lab: Venipuncture	\$18.00		2009
	36416	Capillary Puncture	\$15.00		2012
	46083	Incise External Hemorrhoids	\$184.00		2009
	46600	Diagnostic Anoscopy	\$100.00		2009
	51701	Insertion of non-dwelling bladder cath	\$94.00		2009
	54050	Destroy Lesion (Male)	\$315.00		2012
	56405	Incision/Drainage of Vulva or Perineum	\$140.00		2009
	56420	Incision/Drainage of Gland Abscess	\$173.00		2009
	56501	Destroy Lesions (Female)	\$260.00		2012
	57170	Diaphragm Fit	\$95.00		2009
	57452	Colposcopy of the cervix (without biopsy)	\$160.00		2012
	57454	Colposcopy of the cervix, with biopsy and endocervical curettage	\$208.00		2012
	57455	Colposcopy of the cervix, with biopsy	\$193.00		2012
	57456	Colposcopy of the cervix, with endocervical curettage	\$183.00		2012
	58300	Insert Intrauterine Device (IUD)	\$160.00		2012
	58301	IUD Removal	\$200.00		2012
	59025	Fetal Non Stress	\$90.00		2012
	<b>59425</b>	<b>Antepartum package 4-6 visits (10)</b>	<b>\$810.00</b>	<b>\$1,900.44</b>	2012
	<b>59426</b>	<b>Antepartum package 7+ visits (10)</b>	<b>\$1,560.00</b>	<b>\$3,408.75</b>	2012
	59430	Postpartum care only	\$175.00		2012
	64435	Paracervical Block	\$176.00		2008
	65205	Remove Foreign Body from External Eye	\$67.00		2007

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## Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
	69200	Remove Foreign Body from Outer Ear Canal	\$140.00	2006
	69210	Remove Ear Wax	\$67.00	2006
	80061	Lipid Panel (Fasting) - UNC Lab	\$18.00	2006
	80101	Urine Toxicology Screen (UNC Lab)	\$160.88	2010
	80178	Lithium Level (UNC Lab)	\$9.46	2011
	81000	U/A (W/Micro)	\$28.00	2006
	81002	U/A (Dipstick Only)	\$18.00	2006
	81025	Pregnancy Test	\$15.00	2012
	82040	Albumin Serum (UNC Lab Test)	\$6.00	2006
	82044	Urine Micro-Albumin (UNC Lab)	\$4.18	2010
	82150	Amylase (UNC Rate)	\$9.00	2006
	82239	Bile Acid Test	\$93.00	2006
	82247	Total Bilirubin (UNC Lab Test)	\$7.00	2006
	82248	Direct Bilirubin (UNC Lab Test)	\$7.00	2006
	82251	Neonatal Bilirubin (UNC Lab Test)	\$9.00	2006
	82270	Hemecult	\$11.00	2008
	82306	Vitamin D 25 (UNC Lab)	\$71.00	2011
	82310	Ca (UNC Lab Test)	\$7.00	2008
	82374	CO2 (UNC Lab Test) (11)	\$6.00	2008
	82435	CL (UNC Lab Test)	\$6.00	2007
	82465	Total Cholesterol (UNC Lab Test)	\$6.00	2006
	82565	CREAT (UNC Lab Test)	\$7.00	2007
	82607	B12 (UNC Lab Test)	\$21.00	2006
	82728	Ferritin (UNC Lab Test)	\$19.00	2006
	82746	Folate (UNC Lab Test)	\$20.00	2006
	82772	Fecal occult blood, single spec.	\$10.00	2006
	82784	Iga (UNC Lab)	\$13.58	2010
	82947	GLU (UNC Lab Test)	\$5.00	2006
	82952	GGT 3 HR	\$25.00	2012
	82977	GGT (UNC Lab Test)	\$11.00	2006
	83001	FSH (UNC Lab Test)	\$25.00	2006
	83002	Luteinizing Hormone *UNC rate	\$25.00	2006
	83516	Ttg (UNC Lab)	\$16.85	2010
	83540	Iron Profile (FE); IBC (UNC Lab Test)	\$9.00	2006
	83615	LDH (UNC Lab Test)	\$8.00	2006
	83690	Lipase (UNC Rate)	\$9.00	2006
	83718	Lipid Panel (Non-Fasting) HDL (UNC Lab Test)	\$11.00	2006
	83721	LDL (UNC Lab Test)	\$13.00	2006
	84075	ALK PHOS (UNC Lab Test)	\$7.00	2006
	84132	K (UNC Lab Test)	\$6.00	2006
	84146	Prolactin (UNC Lab)	\$27.00	2006
	84153	PSA Screen (UNC Lab)	\$25.00	2006
	84153	PSA Diagnostic (UNC Lab)	\$25.00	2006
	84155	TP-Serum (UNC Lab Test)	\$5.00	2007
	84156	TP-Urine (UNC Lab Test)	\$5.00	2006
	84295	NA (UNC Lab Test) (11)	\$6.00	2006
	84436	Thyroxine (T4) - (UNC Lab Test)	\$8.00	2006
	84439	Free T4 (UNC Lab Test)	\$12.00	2006
	84443	TSH (UNC Lab Test)	\$22.00	2006
	84450	SGOT, AST (UNC Lab Test)	\$7.00	2006
	84460	SGPT, ALT (UNC Lab Test)	\$7.00	2008
	84466	Iron Profile/Transferrin: % Saturation (UNC Lab Test)	\$17.00	2006
	84478	TRIG (UNC Lab Test)	\$8.00	2006
	84479	T3U (UNC Lab Test)	\$8.00	2006
	84481	Free T3 (UNC Lab)	\$42.00	2010
	84520	BUN (UNC Lab Test) (11)	\$5.00	2006
	84550	Uric Acid (UNC Lab Test)	\$6.00	2006
	84702	QUANT HCG/Serum (UNC Lab Test)	\$12.00	2006
	85025	CBC with Diff (UNC Lab Test)	\$10.00	2006
	85027	CBC w/o Diff (UNC Lab Test)	\$9.00	2006
	85611	Prothrombin Time (UNC Lab)	\$5.00	2006
	85651	SED Rate (UNC Lab Test) (11)	\$4.00	2007

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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
	86038 ANA (anti-nuclear antibody) titer (UNC Rate)	\$16.00		2006
	86039 Confirmation, if ANA+ (UNC Rate)	\$15.00		2008
	86308 MONO Spot (UNC Lab Test)	\$7.00		2006
	86430 RA Factors - Qual (UNC Lab Test)	\$7.00		2006
	86431 RA Factors - Quan (UNC Lab Test)	\$7.00		2006
	86580 PPD	\$17.00		2012
	86677 H. Pyloric (UNC Lab Test)	\$20.00		2011
	86706 Hepatitis B Surface Antibody (UNC Lab)	\$15.38		2011
	86757 RMSF (Convalescent) (UNC Rate)	\$27.00		2009
	86762 Rubella (UNC Lab Test)	\$20.00		2009
	86787 Varicella Immune Status Test *UNC rate	\$17.00		2008
	86803 Hep C Antibody (UNC Lab)	\$20.00		2007
	86804 Hepatitis C RIBA (UNC Lab Test)	\$16.00		2009
	86870 Antibody Identification (UNC Lab Test)	\$21.00		2010
	86900 ABO Group (UNC Lab Test)	\$4.00		2009
	86901 RH Type (UNC Lab Test)	\$7.00		2009
	87070 Other Bacterial Culture (UNC Lab Test)	\$12.00		2008
	87081 Throat Culture (UNC Lab Test)	\$8.00		2008
	87086 Urine Culture (UNC Lab Test)	\$11.00		2006
	87101 Culture, Fungal Dermatology Screen (UNC	\$10.00		2008
	87184 ID & Sensitivity (UNC Lab Test)	\$9.00		2008
	87205 STAT Male Smear	\$22.00		2008
	87206 Fungal Direct Test (FDIR) (UNC Lab Test)	\$7.00		2008
	87210 Wet Mount	\$18.00		2009
	87269 Parasitology Test #9807-Giardia (UNC Lab Test)	\$16.00		2009
	87272 Parasitology Test #9807-Cryptosporidium (UNC Lab)	\$16.00		2009
	87340 HBsAg (UNC Lab Test)	\$13.00		2009
	87420 RSV (Respiratory Syncytial Virus) Antigen Screen (UNC Lab)	\$16.00		2008
	87880 Streptococcus Group A Assay W/Optic (UNC Lab)	\$20.00		2009
	88175 Cytopath C/V Auto Fluid Redo	\$35.00		2012
	90460 Admin Fee (1 vaccine) to children by RN or higher	\$15.70		2012
	90461 Admin Fee (2 vaccines) to children by RN or higher	\$8.84		2012
	90470 Administration of H1N1 Vaccine	\$18.00		2010
	90471 Admin Fee (1 vaccine)	\$18.00		2012
	90472 Admin Fee (2+ vaccines)	\$18.00		2012
	90473 Immunization Adm. - Intranasal/Oral (11)	\$18.00	\$13.71	2012
	90474 Immunization Adm. - Intranasal/Oral Additional (11)	\$18.00	\$13.71	2012
	90632 Hep A - Adult	\$45.00		2012
	90633 Hep A (Ped/Adol)	\$25.00		2010
	90647 PedVaxHIS Self Pay	\$40.00		2012
	90648 HIB Vaccine	\$26.00		2012
	90649 Gardasil	\$136.00		2012
	90654 Intradermal flu vaccine	\$20.00		2012
	90655 Preservative free influenza vaccine 6-35 mo	\$16		2011
	90656 Preservative free influenza vaccine	\$18.00		2012
	90657 Influenza Split 6-35 mo.	\$14.00		2009
	90658 Influenza Split 3yr and Above	\$15.00		2012
	90660 Influenza Virus Vaccine Live for Intranasal	\$23.00		2012
	90662 Influenza - high dose (65+)	\$40.00		2012
	90669 Pevnar (PCV7 -Pneumococcal Vaccine	\$116.00		2009
	90670 Pevnar (PCV13) -Pneumococcal Vaccine	\$130.00		2012
	90675 Rabies (IM)	\$237.00		2009
	90680 Rotateq (Rotavirus Vaccine)	\$99.00		2009
	90696 Kinrix (DTaP/IPV)	\$52.00		2012
	90700 Dtap Vaccine (Pediatric) Self Pay	\$32.00		2012
	90707 Adult MMR	\$56.00		2009

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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program		Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
	90713	Inactivated Polio Vaccine (IPV)	\$31.00		2009
	90715	Tdap Vaccine (11)	\$35.00	\$39.49	2012
	90716	Varicella vaccine	\$89.00		2008
	90732	Immunization: Pneumococcal - State	\$65.00		2012
	90733	Meningococcal Vaccine, Subcutaneous/Jet	\$100.00		2008
	90734	Menactra Meningococcal Vaccine (11)	\$105.00	\$106.87	2011
	90734	Menveo (Novartis)	\$122.00		2010
	90736	Zostavax vaccine	\$179.00		2007
	90744	Pediatric Hep B Vaccine Self Pay	\$30.00		2012
	90746	Immunization: Hep B (20+ yrs)	\$58.00		2007
	90760	IV Infusion Up to One Hour	\$140.00		2007
	90772	Therapeutic prophylactic/diagnostic injection	\$23.00		2008
	90801	Psychiatric Diagnostic Interview Exam	\$151.00		2008
	90802	Psychiatric Diag Interview Exam, Interactive	\$161.00		2009
	90804	Psychother, Indiv, Insight, 20-30 min.	\$65.00		2009
	90806	Psychother, Indiv, Insight, 45-50 min.	\$97.00		2007
	90808	Psychother, Indiv, Insight, 75-80 min.	\$146.00		2008
	90810	Psychother, Indiv, Interac, 20-30 min.	\$70.00		2007
	90812	Psychother, Indiv, Interac, 45-50 min.	\$103.00		2009
	90814	Psychother, Indiv, Interac, 75-80 min.	\$152.00		2009
	90846	Psychotherapy, Family, w/o Patient	\$95.00		2009
	90847	Psychotherapy, Family, (Conjoint) W/Pt Present	\$115.00		2009
	90853	Psychotherapy, Group	\$32.00		2009
	91781	IV infusion Each Additional Hour up to Eight	\$39.00		2009
	92551	Audiometry	\$18.00		2008
	92587	OAE (Limited)	\$100.00		2012
	93000	Electrocardiogram, Complete	\$33.00		2009
	93005	Electrocardiogram, Tracing Only	\$22.00		2009
	94640	Airway Inhalation Treatment	\$22.00		2009
	94664	Aerosol/Vapor Inhalation Treatment	\$22.00		2009
	94760	Pulse Oxygen	\$8.00		2009
	96110	Developmental Test	\$23.00		2012
	96152	Health & Behavior Intervention	\$55.00		2012
	96372	Ther/Proph/Diag inj/SC/IM	\$60.00		2012
	97802	Medical Nutrition Therapy/Initial 15 min. Unit	\$30.00		2009
	97803	Medical Nutrition Therapy/Re-Assess 15 min. Unit	\$30.00		2009
	97804	Medical Nutrition Therapy-Group (2 or more)	\$15.00		2011
	99000	Lab: Handling Fee	\$11.00		2009
	99070	Special Supplies	\$18.00		2009
	99173	Vision	\$7.00		2009
	99175	Induction of Vomiting	\$67.00		2009
	99201	New Office/Outpt Tx Brief E&M	\$110.00		2009
	99202	New Office/Outpt Tx Expanded Prob Focused E&M	\$165.00		2009
	99203	New Office/Outpt Tx Detailed E&M	\$200.00		2009
	99204	New Office/Outpt Tx Moderate Complex E&M	\$335.00		2009
	99205	New Office/Outpt Tx High Complex E&M	\$405.00		2009
	99211	Estab Office/Outpt Tx Brief E&M	\$60.00		2012
	99212	Estab Office/Outpt Tx Prob Focused E&M	\$100.00		2012
	99213	Estab Office/Outpt Tx Expanded Focused E&M	\$150.00		2012
	99214	Estab Office/Outpt Tx Detailed E&M	\$225.00		2012
	99215	Estab Office/Outpt Tx Comprehensive E&M	\$305.00		2012
	99381	Preventive/New Pt < 1 yr.	\$255.00		2012
	99382	Preventive/New Pt 1-4 yrs.	\$270.00		2012
	99383	Preventive/New Pt 5-11 yrs.	\$275.00		2012
	99384	Preventive/New Pt 12-17 yrs.	\$235.00		2012

\* Any fee changes will be included in this column;  
a blank beside each fee means there is no fee change in FY 2014-15

## Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision	
	99385	Preventive/New Pt 18-39 yrs.	\$235.00	2012	
	99386	Preventive/New Pt 40-64 yrs.	\$267.00	2009	
	99387	Preventive/New Pt 65+ yrs.	\$242.00	2008	
	99391	Preventive/Estab Pt < 1 yr.	\$225.00	2012	
	99392	Preventive/Estab Pt 1-4 yrs.	\$225.00	2012	
	99393	Preventive/Estab Pt 5-11 yrs.	\$200.00	2012	
	99394	Preventive/Estab Pt 12-17 yrs.	\$205.00	2012	
	99395	Preventive/Estab Pt 18-39 yrs.	\$225.00	2012	
	99396	Preventive/Estab Pt 40-64 yrs.	\$220.00	2012	
	99397	Preventive/Estab Pt 65+ yrs.	\$212.00	2004	
	99406	Tobacco Use Cessation Counseling - Intermediate	\$10.66	2012	
	99407	Tobacco Use Cessation Counseling - Intensive	\$22.10	2012	
	99420	Health Check Autism Assessment	\$8.14	2013	
	Recoding	Education Classes	\$30.00/hr	2010	
	Recoding	Consultant Services (Health Educators)	\$20.00/hr	2010	
	Recoding	Patient Education (non Physician)	\$35.00/umit	2012	
	Recoding	Health Risk Appraisal	\$12.00	2004	
	82465QW	Cholesterol	\$11.00	2011	
	82947QW	Glucose (Random)	\$18.00	2006	
	82950QW	OSullivan	\$28.00	2007	
	82951QW	OGTT (3 HR)	\$50.00	2006	
	83036QW	Hemoglobin A1C	\$21.00	2006	
	85018QW	Hemoglobin	\$11.00	2009	
	88175-90	Pap, Thin Prep (State Lab)	\$18.38	2012	
	D0145	Oral Evaluation <3 yrs with counseling	\$55.00	2012	
	D1206	Topical Fluoride Appl	\$47.00	2012	
	Recode	<b>Employee Varicella Titer (UNC Lab)</b>	\$78.00	2009	
	Recode	Employee Measles (Rubeola) Titer	\$48.00	2009	
	Recode	Employee Mumps Titer	\$50.00	2009	
	Recode	Employee Rubella Titer	\$75.00	2009	
	G0008	Adm of Influenza Vaccine	\$18.00	2009	
	G0008	Admin. Influenza Vaccine - Medicare	\$18.00	2009	
	G0009	Adm of Pneumococcal Vaccine	\$18.00	2009	
	G0009	Admin. Pneumococcal Vaccine - Medicare	\$18.00	2009	
	G0108	DSME/DSMT Individual Assessment	\$22.00	2010	
	G0109	DSME/DSMT Group Class	\$12.00	2010	
	G0270	Additional MD requested MNT indiv - Medicare	\$25.00	2010	
	G0271	Additional MD requested MNT group - Medicare	\$13.00	2010	
	J1055	Depo Provera Injection	\$40.00	2012	
	J1200	Diphenhydramine HCL/Benadryl up to 50mg	\$6.00	2009	
	J2550	Promethazine mg	\$8.00	2009	
	J2790	Rhogam Injection	\$88.00	2012	
	J3420	B-12 Injection	\$6.00	2009	
	J3490	17 Alpha-Hydroxyprogesterone	\$21.00	2012	
	J7300	Paragard IUD	\$390.00	2012	
	<b>J7302</b>	<b>Mirena IUD (11)</b>	<b>\$480.00</b>	<b>\$745.23</b>	<b>2012</b>

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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program		Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
	J7303	Nuvaring	\$57.00		2008
	<b>J7307</b>	<b>Implanon (11)</b>	\$580.00	<b>\$698.99</b>	<b>2012</b>
	JO696	Ceftriaxone Sodium/Rocephin per 250mg	\$22.00		2008
	Recorded	Sports Physical	\$44.00		2008
	Recorded	Camp Physical	\$44.00		2009
	Recorded	College Physical	\$44.00		2009
	Recorded	I-693 Form	\$25.00	Due to the volume of fee waiver requests for this service, we are requesting to convert the existing charge from flat fee to sliding scale	<b>2012</b>
	Recorded	Primary Care Minimum Fee	\$20.00		2012
	Recorded	MNT Minimum Fee	\$20.00		2012
	Recorded	Adult Medicaid Co-pay	\$3.00		2010
	S4993	Oral Contraceptive Pills	\$5.00		2012
	S9465	Diabetic management program, dietitian visit	\$35.00		2011
	S9470	Nutritional counseling, dietitian visit	\$35.00		2011
	T1002	RN Services up to 15 min.	\$21.00		2005
	S9442	Birthing classes	8.69/ 1 hr block		2013
	90714	TD Vaccine	\$35.00		2013
<i>Inactive Approved Fees</i>					
	90636	Twinrix	\$112.00		2010
	90647	Pedvax Hib	\$40.00		2010
	90648	ActHib	\$26.00		2010
	90650	Cervarix	\$141.00		2010
	90681	Rotarix	\$124.00		2010
	90698	Pentacel	\$95.00		2010
	90700	DTaP	\$32.00		2012
	90702	DT (pediatric)	\$38.00		2010
	90714	Td	\$25.00		2010
	90723	Pediarix	\$91.00		2010
	90744	Hep B (peds)	\$30.00		2010
** UNC and State Lab Fees in BOLD are established by reference lab and not by OCHD					
** "No Code and Recode" represent local use codes that can be billed, however are not recognized by ICD-10.					
<i>Miscellaneous</i>					
		<i>Massage License</i>			
		Practitioner License	\$50.00		1996
		Practitioner/Owner License	\$75.00		1996
<i>School Capital</i>					
			\$5,623 Per Single Family Dwelling; \$1,743 Per Multi-Family Dwelling; \$2,678 Per Manufactured Home		
		Orange County School District			1/1/2012
		Chapel Hill-Carrboro City School District	\$11,423 Per Single Family Dwelling; \$6,610 Per Single Family Attached; \$1,286 Per Multi-Family Dwelling; \$4,939 Manufactured Home		1/1/2012
<i>Social Services</i>					
		Adoption Intermediary Fee	\$300.00		2008

\* Any fee changes will be included in this column;  
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# Orange County Manager Recommended Fee Schedule - FY 2014-15

Department/Program	Description	Current Fee	Recommended Fee Change for FY 2014-15 *	Last Revision
<b>Solid Waste - Enterprise Fund</b>				
<i>Recycling</i>	Waste Reduction, Reuse, and Recycling Fee			
	Basic Fee	\$47.00		2013
	Urban Curbside Fee (12)	N/A	\$59.00	New
	Multifamily Fee (12)	N/A	\$19.00	New
<i>Sanitation</i>	Solid Waste Convenience Center Fee			
	Multifamily (CCM)	\$4.00		2013
	Urban (CCU)	\$20.00		2013
	Rural (CCR)	\$40.00		2013
<i>Landfill</i>	Construction & Demo	\$40.00/ton		2012
	Clean Wood/Vegetative Waste	\$18.00/ton		2009
	Stumps & Land Clearing Waste	\$40.00/ton		2012
	Disposal of Mobile Homes	\$200.00/unit		2010
	Conventional Yard Waste Mulch	\$25.00/3 cubic yard scoop		2012
	Decorative Red Mulch & Compost	\$28/one cubic yard scoop		2009
	Tires (stockpiles tires/no state certification)	\$100.00/ton		1997
	Appliances (White Goods)	No charge		
	Scrap Metal	No charge		
	Cardboard	No charge		
	Mattress Recycling Fee	\$10 per piece		2013
<i>Environmental Support</i>	Regulated Recyclable Materials Permit	5% of assessed building permit fee		2002
	Regulated Recyclable Materials License	\$25.00/vehicle		2002
	Regulated Recyclable Materials Facility Certification	\$250.00/application		2002
	Regulated Material Permit-Town of Chapel Hill	8% of Applicable Building Permit Fees		2008
	Regulated Material Permit-Orange County	5% of Applicable Building Permit Fees		2008
<i>Sanitation - School Refuse Collection</i>				
	6 cubic yard container/scheduled pick-up	\$31.00		2010
	8 cubic yard container/scheduled pick-up	\$33.00		2010
	Non-scheduled pick-up	\$40.00		2010
<i>Visitors Bureau</i>				
	Occupancy Tax Rate	3% of gross receipts derived from rental of		2008

- (1) New fee category to help offset additional expenditures in field lining and prep, as well as onsite staff time during tournaments. Hourly rate.
- (2) This category was accidentally eliminated last year when the tournament fee was added.
- (3) Remove the out of county fee for residents residing in adjacent counties (Alamance, Chatham and Durham). Note: Through 2018, Person and Caswell County residents currently do not pay an out of county fee, per the Hyconeechee Regional Library dissolution agreement.
- (4) Replacement of lost or damaged Kindle
- (5) Page cost for printed color copies. Note: Adding a color printer, for the first time.
- (6) Daily fine rate, for late return of Kindle.
- (7) Some fees have not been increased due to great recession since 2006. Others since 2012. Increases are to put Orange County more in line with surrounding
- (8) The Effland sewer fees have been benchmarked to the City of Mebane sewer fees for the last several years because Mebane is planning to take over operation of the Effland system in 2015. This rate increase matches the anticipated City of Mebane out of town sewer rate increase for the upcoming year
- (9) The sale of cat carriers to adopters and citizens reclaiming their pet
- (10) Adjusted to maximize annual medicaid cost settlement reimbursement
- (11) Adjusted to meet Medicaid's minimum reimbursement rate
- (12) To fund the cost of recycling programs and operations for urban curbside collections. Will be levied by the Municipalities

\* Any fee changes will be included in this column;  
a blank beside each fee means there is no fee change in FY 2014-15

# Policies

Appendix C

**ORANGE COUNTY BOARD OF COMMISSIONERS  
DEBT MANAGEMENT POLICY**

The County has long recognized the importance of proper long-range planning in order to meet capital improvement needs as they arise without experiencing dramatic impacts on operational cost and debt service. The following policy statements will provide guidance on the issuance of debt to help insure that the County maintains a sound debt position and that its credit quality is protected. In conjunction with the County's Capital Policies, these policy statements rationalize the decision making process, identify objectives for staff to implement, and demonstrate a commitment to long term financial planning objectives. In addition, this debt management policy will allow for an appropriate balance between the established debt parameters and providing flexibility to respond to unforeseen circumstances and new opportunities.

**POLICY STATEMENTS**

**Purpose and Type of Debt**

1. Incurrence of debt or long-term borrowing will only be used for the purpose of providing financing for capital projects to include, but not limited to:
  - a. Construction of new School and County facilities
  - b. Renovation and repair of existing School and County facilities
  - c. Acquisition of real property (land and/or buildings)
  - d. Construction or expansion of Public Utilities.
  - e. Providing funds for Affordable Housing Projects
  - f. Construction, acquisition and development of Parks
  - g. Purchase of major equipment

Debt issuance will not be used to finance current operations or normal maintenance.

2. The types of debt instruments to be used by the County include:
  - a. General Obligation Bonds
  - b. Bond Anticipation Notes
  - c. Installment Purchase Agreements (private placement)
  - d. Special Obligation Bonds (landfill only)
  - e. Certificates of Participation, when feasible
  - f. Revenue Bonds
3. All debt issued, including installment purchase methods, will be repaid within a period not to exceed the expected useful life of the improvements or equipment financed by the debt.
4. The County will not issue tax or revenue anticipation notes.

**Purpose and Type of Debt (continued)**

5. The County will not issue bond anticipation notes with maturities in excess of one year.
6. The County will strive to maximize the use of pay-as-you-go financing for capital improvements.

**Issuance of Debt**

7. The County will strive to issue bonds no more frequently than once in any fiscal year. The scheduling of bond sales and installment purchase decisions and the amount of bonds to be sold and installment financing to be sought will be determined each year by the County Commissioners. These decisions will be based upon the identified cash flow requirements for each project financed, market conditions, and other relevant factors. These factors will be ascertained from the school systems and County departments. If cash needs for bond projects are insignificant in any given year, the Board may choose not to issue bonds. Instead, the Board may fund up front project costs and reimburse these costs when bonds are sold. In these situations the Board will adopt Reimbursement Resolutions prior to the expenditure of project funds.
8. The County will seek level or declining debt repayment schedules and will avoid issuing debt that provides for balloon principal payments reserved at the end of the term of the issue.
9. The County will avoid over-reliance on variable rate debt. Variable rate debt will only be considered when market conditions favor this type of issuance. When variable rate debt is considered, careful analysis will be performed and techniques applied that will ensure that the County's sound debt position will be maintained. At no time will variable rate debt exceed 20% of the County's total outstanding debt.
10. The County is required by Statute to issue general obligation debt through a competitive process. The competitive process will also be used for other debt issuance unless time factors, interest rates or other factors make it more favorable to the County to use a negotiated process.
11. In the planning process for debt issuance the County will assess the need to maintain its "Bank Qualification" if installment purchase financing is being considered.

### **Level of Debt**

12. The County will maintain its net bonded debt at a level not to exceed three percent of the assessed valuation of taxable property within the County.
13. The County will strive to maintain its annual debt service costs at a level no greater than fifteen percent of general fund revenues, including installment purchase debt. This is a recommended “best practice” from the Government Finance Officers Association.

### **Advance Refunding of Debt**

14. The County will make every effort to issue advance refunding bonds to achieve cost savings of at least 3% percent net of the refunding bonds. Net savings includes gross savings less issuance costs and any cash contributions to the refunding. The 3% savings is the minimum savings permissible before the North Carolina Local Government Commission will consider advance refunding bonds. These decisions will be based upon the maturity date of the refunded bonds, the call date and premium on the refunded bonds and the interest rates at which the refunding bonds can be issued.

### **Undesignated Fund Balance**

15. The County will strive to maintain an undesignated balance in the general fund of 17% percent of budgeted general fund operating expenditures each fiscal year. The amount of undesignated fund balance maintained during each fiscal year should not fall below 8% percent of budgeted general fund operating expenditures as recommended by the North Carolina Local Government Commission.
16. To the extent that general fund undesignated fund balance exceeds 17% percent the balances may be utilized to fund capital expenditures or pay down outstanding County debt.

### **Investment of Capital Funds**

17. Investment of capital funds will be performed in accordance with the North Carolina General Statutes (159-30). Funds will be invested in instruments that will provide the liquidity required to meet the cash flow needs of each project funded.

18. Investment earnings on capital funds, after subtracting required or potential arbitrage, will be used for project costs and/or debt service.

### **Bond Ratings**

19. The County will maintain good communications with bond rating agencies regarding its financial condition and will follow a policy of full disclosure on every financial report and offering statement.
20. The County will strive to maintain bond ratings at or better than AAA (Fitch), Aa2 (Moody's Investor Services) and AA+ (Standard & Poor's).

### **Arbitrage Rebate and Secondary Market Disclosure Requirements**

21. The County will comply with all arbitrage rebate requirements as established by the Internal Revenue Service and all secondary market disclosure requirements established by the Securities and Exchange Commission.
22. Arbitrage will be calculated at the end of each fiscal year and interest earned on investment of bond or installment purchase proceeds will be reserved to pay any penalties due.

### **Enterprise Funds**

23. For any Enterprise Fund that is supporting debt, an annual rate study will be performed to ensure that fees or rates are sufficient to meet the debt service requirements.

### **Capital Reserve Funds**

24. The County will create and maintain capital reserve funds as appropriate, such as for school and county projects.
25. The Capital Reserves will be funded from property tax revenues, sales tax revenues and/or any other revenue source that the County Commissioners may choose.
26. Funds accumulated in the Capital Reserve Funds will be used on a pay-as-you-go basis to finance renovations and repairs to existing buildings and the purchase of major equipment. The Board may also choose to fund other pay-as-you-go initiatives from Reserve Funds.

**5-Year Capital Investment Plan (CIP)**

27. The County will review and adopt a five-year CIP annually.

28. This Debt Management Policy will be incorporated into the CIP.

29. The County will strive to include plans for debt issuance within the CIP.

**Rescission**

This policy supersedes any policy in place prior to this date.

April 5, 2011

**ORANGE COUNTY BOARD OF COMMISSIONERS  
INVESTMENT POLICY**

**SCOPE**

This policy applies to all investments of Orange County (County) except authorized petty cash accounts and trust funds administered by the Financial Services Director. The County pools the cash resources of its various funds into a single fund in order to maximize investment opportunities. These funds are accounted for in the County's Comprehensive Annual Financial Report. Each fund's portion of total cash and investments is summarized by fund type in the combined balance sheet as equity or deficit in pooled cash and investments. This policy applies to all transactions involving the financial assets and related activity of all the various funds accounted for in the County's Comprehensive Annual Financial Report.

**OBJECTIVES**

Funds of the County will be invested in accordance with North Carolina General Statute 159-30 Cash Management and Investment Policy, and written administrative procedures. The County's investments shall be undertaken in a manner that (1) seeks to ensure the preservation of capital in the overall portfolio, (2) provides for sufficient liquidity to meet the cash needs of the County's various operations and (3) attains a fair market rate of return. Cash management functions will be conducted in such a manner as to insure that adequate funds will always be available to meet the County's financial obligations and to provide the maximum amount of funds available for investment at all times.

**RESPONSIBILITY**

In accordance with N.C. General Statutes, the Financial Services Director is charged with the responsibility of cash management and investment. The Financial Services Director is responsible for investment decisions and activities and shall develop and maintain written administrative procedures for the operation of the cash management and investment program, consistent with N.C. Statutes and these policies.

The standard of prudence to be used by the Financial Services Director shall be the "Prudent Investor" Rule, which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

This standard of prudence shall be applied in the context of managing the overall portfolio. The Financial Services Director, acting in accordance with North Carolina General Statutes, this policy, and written administrative procedures and exercising due diligence shall be relieved of personal responsibility for an investment credit risk, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

## **ETHICS AND CONFLICTS OF INTEREST**

To avoid the appearance of potential conflict of interest or favoritism to a particular bank or broker, the Financial Services Director or any delegate employee who has investment responsibilities, shall make full disclosure to the County Manager of any relationship or dealings with any financial institution that has business dealings with the County. This disclosure need not include normal banking or brokerage relationships that are at normal market rates and conditions available to the general public. Investment officials of banks and other institutions shall be familiar with N.C. General Statutes and County policy regarding gifts and favors and shall act accordingly.

## **STATUTORY AUTHORIZATION**

The legal limitations of local government investments are defined in N.C.G.S. 159-30. Accordingly, the following classes of securities are indicative of the investments utilized by Orange County:

- A. Obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States.
- B. Obligations of the Federal Financing Bank, the Federal Farm Credit Bank, the Bank for Cooperatives, the Federal Intermediate Credit Bank, the Federal Land Banks, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Government National Mortgage Association, the Federal Housing Administration, the Farmers Home Administration and the U.S. Postal Service.
- C. Obligations of the State of North Carolina.
- D. Bonds and notes of any North Carolina local government or public authority, subject to such restrictions as the Secretary of the Local Government Commission may impose.
- E. Deposits at interest or purchase of certificates of deposit with any bank, savings and loan association or trust company in North Carolina, provided such deposits or certificates of deposit are fully collateralized.
- F. Prime quality commercial paper bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest (A1, P1, F1) by any nationally recognized rating service which rates the particular obligation.

G. Bankers' Acceptances provided that the accepting bank or its holding company is either (1) incorporated in the State of North Carolina or (2) has outstanding publicly held obligations bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest (Aaa or AAA) by any nationally recognized rating service which rates the particular obligations.

H. Participating shares in a mutual fund for local government investment (such as the N.C. Cash Management Trust) which is certified by the N.C. Local Government Commission.

### **ADMINISTRATIVE RESTRICTIONS**

In addition to the previously noted limitations on appropriate securities, Orange County's investment activities are further restricted in the following manner:

A. It is the policy of Orange County to diversify its investment portfolio. Assets held shall be diversified to eliminate the risk of loss resulting from the over concentration of assets in a specific maturity, a specific issuer or a specific class of securities. Diversification shall be determined and revised periodically by the Investment Officer. Portfolio maturities shall be staggered to avoid undue concentration of assets in a specific maturity sector. Maturities selected shall provide for stability of income and reasonable liquidity.

B. Orange County recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary illiquidity. Portfolio diversification is employed as a way to minimize default risk. No individual investment transaction shall be undertaken that jeopardizes the capital position of the overall portfolio. In the event of a default by a specific issuer, the Financial Services Director shall review and, if appropriate, proceed to liquidate securities having comparable credit risks.

C. No investments in Repurchase Agreements shall be made unless the underlying collateral shall be placed in safekeeping in the trust department of a third-party designated by the County.

D. The combined total investment in commercial paper and bankers' acceptances shall not exceed thirty five percent (35%) of the total portfolio and the investment in commercial paper or bankers' acceptances of a single issuer shall not exceed (35%) of the total portfolio at the time of investment.

E. No investment shall be made in any security with a maturity greater than five (5) years from the date of purchase.

## **SELECTION OF SECURITIES**

The Financial Services Director will determine which instruments shall be purchased and sold and the desired maturity date(s) that are in the best interest of the County. The selection of an instrument will involve the evaluation of, but not be limited to, the following factors:

- A. Cash flow projections and requirements.
- B. Current market conditions.
- C. Overall portfolio balance and makeup.

## **CUSTODY AND SAFEKEEPING OF SECURITIES**

Orange County will maintain a third party safekeeping account for all investments (generally provided by the County's primary bank). Transactions should be processed on a delivery versus payment basis. Some securities, primarily certificates of deposit, will not be kept in the third party safekeeping account, but will be kept by the Financial Services Director in the vault of the Finance Services Department.

## **INTERNAL CONTROLS**

The Financial Services Director is responsible for establishing a system of internal controls. These controls are designed to prevent losses of public funds arising from fraud, employee error, and misrepresentation by third parties or imprudent actions by County employees.

## **REPORTING**

The Financial Services Director shall maintain a monthly investment report. The report shall include a general description of the portfolio in terms of investment securities, maturities, yields and other features. The report will show investment earnings for the month and fiscal year-to-date, including the annualized earned yield percentage for the portfolio. The report will compare actual investment earnings with budgeted earnings.

Approved April 5, 2011

## Orange County Board of Commissioners Capital Funding Policy

### Preamble

This capital funding policy is the product of extensive analysis and deliberation. The intent of this policy is to reflect greater priority than there has been historically on providing funding for County projects, with particular emphasis directed at enhanced upkeep of existing County facilities. The policy reflects the implementation of the Board of Commissioners' resolution of November 16, 2004 that the Board *"does hereby adopt in principle a policy of allocating a target of 60 percent of capital expenditures for school projects and 40 percent of capital expenditures for county projects over the decade beginning in calendar year 2005"*. This policy continues the County's principle and historical practice of funding all School and County related debt service obligations before allocating any other School or County capital funds for other purposes.

### Long Range Capital Investment Plan

During January of each fiscal year, the County Manager shall present, to the Board, five-year County and School capital needs and funding plans in the form of a Capital Investment Plan. Each year, the Board of Commissioners shall conduct a public hearing on the Manager's Recommended CIP during March and subsequently adopt a five-year Capital Investment Plan (CIP) as part of the annual operating budget in June.

**County and School recurring capital needs will be identified and reviewed during each annual operating budget cycle, and recurring capital appropriations will be approved by the Board of Commissioners as an element of each annual Orange County Budget Ordinance.**

The five-year plan for long-range capital funding shall include anticipated County and School capital expenditures costing \$100,000 or more.

### Sources of Funds

*The County will allocate the following sources of funds for County and School debt service and long-range and recurring capital:*

- All proceeds from the Article 40 and Article 42 half-cent sales taxes.  
*(The North Carolina General Statutes require that 30 percent of the Article 40 (NCGS§105-487(a)) and 60 percent of the Article 42 (NCGS§105-502(a)) sales tax revenue be earmarked for public school capital outlay as defined in NCGS§105-426(f) or to retire any indebtedness incurred by the county for these purposes)*
- School Construction Impact Fees for each school system.
- Property tax revenue as needed and approved by the Board.
  
- The County will budget NC Education Lottery proceeds as the revenues are distributed by the State each quarter, once the revenues are identified for an individual school capital project and requested by each district.

## **Debt Service**

All County and School related debt service obligations would be funded prior to allocation of programmed funding for any other capital purposes.

Orange County Schools' impact fees will be earmarked to pay for debt service on projects that involved the construction of new school space in the Orange County Schools system. Chapel Hill-Carrboro City Schools' impact fees will be earmarked to pay for debt service on projects that involved the construction of new school space in the Chapel Hill-Carrboro City Schools system. These expenditures will be tracked and verified by each district annually.

## **NC Education Lottery Proceeds**

Each school district will have the option to dedicate its share of the annual NC Education Lottery monies to address school facility renovation needs or as additional revenue to the districts pay-as-you-go funding to address school facility renovation needs. Annually either district can request that the County dedicate Lottery proceeds to repay debt service and the county will substitute pay-as-you-go-funding to expedite approved capital projects in the schools capital improvement plan.

## **Allocation**

Capital funding for each five-year capital planning period will be allocated between the two school districts based on the student membership planning allotments, provided by the NC Department of Public Instruction by March 1 of each year.

## **Capital Project Ordinances – Form and Purpose**

All funds allocated to capital projects are to be accounted for in a Capital Project Fund as authorized by a Board of County Commissioner approved Capital Project Ordinance.

The Capital Project Ordinance will include a detailed break down of each major cost category related to the project.

In accordance with the Board of County Commissioners November 2000 adopted *“Policy on Planning and Funding School Capital Projects”*, whenever School capital project bids are either higher or lower than originally projected, or any other factor affecting the project budget occurs, the affected school system is expected to work with County Management and Budget staff to present revised capital project ordinances for adoption by the Board of Commissioners. The same expectations shall be applicable for changes to County Capital project budgets.

## **Community Use of Schools**

It is the intent of the Board of County Commissioners to evaluate each new proposed school in both School Districts for joint community use opportunities, including, but not limited to, park and recreation use.

## **Schools Adequate Public Facilities Ordinance**

Orange County's Schools Adequate Public Facilities Ordinance (SAPFO) and Memoranda of Understanding (MOUs) between the County and its municipal and school partners establish the machinery to assure that, to the extent possible, new development will take

April 5, 2011

place only when there are adequate public school facilities available, or planned, which will accommodate such new development. The Board of County Commissioners is committed to the principle that new school space documented as needed through the annual SAPFO technical review process will be reflected in the next adopted CIP, and will be funded so as to be constructed to be available before the relevant level of service threshold is exceeded.

**Rescission**

This policy supersedes any policy in place prior to this date.

April 5, 2011

**ORANGE COUNTY BOARD OF COMMISSIONERS  
FUND BALANCE MANAGEMENT POLICY**

The Fund Balance Management Policy is intended to address the needs of Orange County (County), in the event of unanticipated and unavoidable occurrences which could adversely affect the financial condition of the County and thereby jeopardize the continuation of necessary public services. This policy will ensure the County maintains adequate fund balance and reserves in the County's **Governmental Funds** to provide the capacity to:

1. Provide sufficient cash flow for daily financial needs,
2. Secure and maintain investment grade bond ratings,
3. Offset significant economic downturns or revenue shortfalls, and
4. Provide funds for unforeseen expenditures related to emergencies.

Fund Balance for the County's **Governmental Funds** will be comprised of the following categories:

1. Nonspendable - amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.
2. Restricted – amounts externally imposed by creditors (debt covenants), grantors, contributors, laws, or regulations of other governments.
3. Committed – amounts used for a specific purpose pursuant to constraints imposed by formal action of the government's highest level of decision-making authority.
  - a. Amounts set aside based on self-imposed limitations established and set in place prior to year-end, but can be calculated after year end.
  - b. Limitation imposed at highest level and requires same action to remove or modify
  - c. Ordinances that lapse at year-end
4. Assigned - amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed.
5. Unassigned – amounts that are not reported in any other classification.

**The General Fund will be the only fund that will have an unassigned fund balance. The Special Revenue Funds and Capital Project funds will consist of only nonspendable, restricted, committed and assigned categories of fund balance.**

**Unassigned Fund Balance – General Fund**

Orange County has adopted a fiscal policy that provides for capital projects to be financed with debt and pay-as-you-go funding. In order to obtain the best possible financing, the County has adopted policies designed to maintain bond ratings at or better than AAA (Fitch), Aa2 (Moody's Investor Services) and AA+ (Standard & Poor's). Part of the County's fiscal health is maintaining a fund balance position that rating agencies feel is adequate to meet the County's needs and challenges.

Orange County has therefore adopted a policy that requires management to maintain an **unassigned balance** as follows:

1. The County will strive to maintain an **unassigned** fund balance in the General Fund of 17% percent of budgeted general fund operating expenditures each fiscal year. The amount of **unassigned** fund balance maintained during each fiscal year should not fall below 8% percent of budgeted general fund operating expenditures, as recommended by the North Carolina Local Government Commission.
2. To the extent that the General Fund **unassigned** fund balance exceeds 17% percent, the balances may be utilized to fund capital expenditures or pay down outstanding County debt.
3. **The County's budget and revenue spending policy provides for programs with multiple revenue sources. The Financial Services Director will use resources in the following hierarchy: bond proceeds, Federal funds, State funds, local non-county funds, county funds. For purposes of fund balance classification, expenditures are to be spent from restricted fund balance first, followed in-order by committed fund balance, assigned fund balance, and lastly, unassigned fund balance. The Financial Services Director has the authority to deviate from this policy if it is in the best interest of the County with Board of County Commissioner's approval.**
4. **Management is expected to manage the budget so that revenue shortfalls and expenditure increases do not impact the County's total unassigned fund balance. If a catastrophic economic event occurs that requires a 10% or more deviation from total budgeted revenues or expenditures, then unassigned fund balance can be reduced by action from the Board of County Commissioners; the Board also will adopt a plan of action to return spendable fund balance to the required level.**

**Enterprise Funds** - (Solid Waste, Efland Sewer, and the Orange County Sportsplex) – The County will strive to maintain unrestricted net assets greater than 8% of total operating revenues at fiscal year-end, net of any donated assets recognized, to provide reserves for operations and future capital improvements.

#### **Restrictions, reservations, and designations of Net Assets for Enterprise Funds**

For external reporting purposes, net assets will be reported as restricted or unrestricted in accordance with GAAP. For internal purposes, net assets will be reserved or designated as follows:

1. Encumbered balances to continue existing projects are designated.
2. Designations for funding of planned projects in a future period to reduce the financial demands placed upon a subsequent budget.

**Internal Service Funds** – Dental Insurance Fund - total net assets shall maintain a positive balance to illustrate the internal nature of recovery fees for services performed in self-insuring employees of the County. Additionally, the net assets of the fund will demonstrate adequate funding for incurred, but not reported claims.

April 5, 2011

**Rescission**

This policy supersedes any policy in place prior to this date.

April 5, 2011

## ***School Districts Local Current Expense Fund Balance Policy***

### ***Joint Policy Between Orange County Board of County Commissioners Chapel Hill Carrboro City Schools Board of Education Orange County Schools Board of Education***

#### **1. Guidelines**

The School Budget and Fiscal Control Act (SBFCA) establishes accounting, budgetary and fiscal control guidelines for School Systems. The SBFCA is codified in G.S. Chapter 115C, Article 31, beginning at G.S. 115C-422. This act parallels the statutes established for Local Government with a few exceptions.

#### **2. Definitions**

- 2.1. **Total Fund Balance** – The difference between a school system's total assets and its total liabilities at the end of the fiscal year.
- 2.2. **Fund Balance Available for Appropriation** – The sum of a school system's assets held in cash and investments minus the sum of the school system's liabilities and encumbrances at the end of the fiscal year as outlined in G.S. 115C-425 of the SBFCA.
- 2.3. **Designated Fund Balance** – The amount of the available fund balance that has been appropriated for the budget year through budgetary action of the School Board.
- 2.4. **Undesignated Fund Balance** - The difference between Fund Balance Available for Appropriation and Designated Fund Balance.

#### **3. Policy**

- 3.1. **Fund Balance for Cash Flow Purposes** – Each school district will make a good faith effort to maintain a level of undesignated fund balance that will ensure sufficient funds are available to address its cash flow needs. The following levels are to be maintained for cash flow purposes only:
  - 3.1.1. **Chapel Hill Carrboro City Schools** - The targeted level of undesignated fund balance for cash flow purposes will be at a minimum of 5.5 percent of budgeted expenditures.
  - 3.1.2. **Orange County Schools** – The targeted level of undesignated fund balance for cash flow purposes will be at a minimum of 3 percent of budgeted expenditures.

**3.2. Accumulated Fund Balance Above Cash Flow Purposes** - In the event that either school district accumulates more than the percentage amounts allowed for cash flow purposes, the respective Boards of Education will develop a plan in place for spending the accumulated fund balance surplus for non-recurring purposes. The Board of Education will share that plan with the Board of County Commissioners

**3.3. Fund Balance Appropriation Occurring Outside the Normal Annual Budgeting Process** – Appropriation of fund balance is a budgetary action that rests with elected bodies of each school system. It is highly desired that fund balance appropriations be limited to non-recurring expenses. Both school districts have historically appropriated fund balance as a part of their normal budgeting process, and this practice will remain until additional revenue is available to eliminate the use of fund balance. The Board of Education should note and explain significant deviations in the normal budgetary appropriation as a part of the budget narrative accompanying the recommended and adopted budgets.

If the Board of Education finds it necessary to appropriate fund balance, outside the normal annual budgeting process, the Board of Education shall highlight the appropriation in their next fiscal year's budget request. The County Commissioners are not obligated to increase local current expense in order to fund recurring items for which the Board of Education appropriates fund balance outside of the normal budgeting process.

4. **Undesignated Fund Balance** – Undesignated fund balance may be allowed to accumulate above the cash flow percentages under certain circumstances. School Boards will develop a detailed plan for future use of accumulated fund balance. Boards of Education are to use undesignated fund balance to address unforeseen events or opportunities. In these instances, it is the responsibility of the Board of Commissioners to work with the School Boards to address the extraordinary issues.
5. **Extraordinary Emergency Needs** – There may arise a time in the future when one or both school district(s) experience(s) an unforeseen extraordinary uninsured event that greatly compromises how the district(s) serve(s) children. In such instances, there may be a need for the school district(s) to use some or all of its fund balance. In such instances, the Board(s) of Education is(are) to take appropriate action to correct the problem, and following necessary budgetary action by the Board of County Commissioners, the County will reimburse the School Board(s) for the necessary expenditures.
6. **Policy Review** - The School/County Collaboration Work Group shall review this policy every 18 months to determine if changes to the policy are necessary.