

*Annual
Operating Budget*



2007-08

Commissioner Approved

*Orange County,
North Carolina*

Orange County, North Carolina
Commissioner Approved
2007-2008 Annual Operating Budget

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Orange County

North Carolina

For the Fiscal Year Beginning

July 1, 2006

President

Executive Director



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Orange County Mission Statement

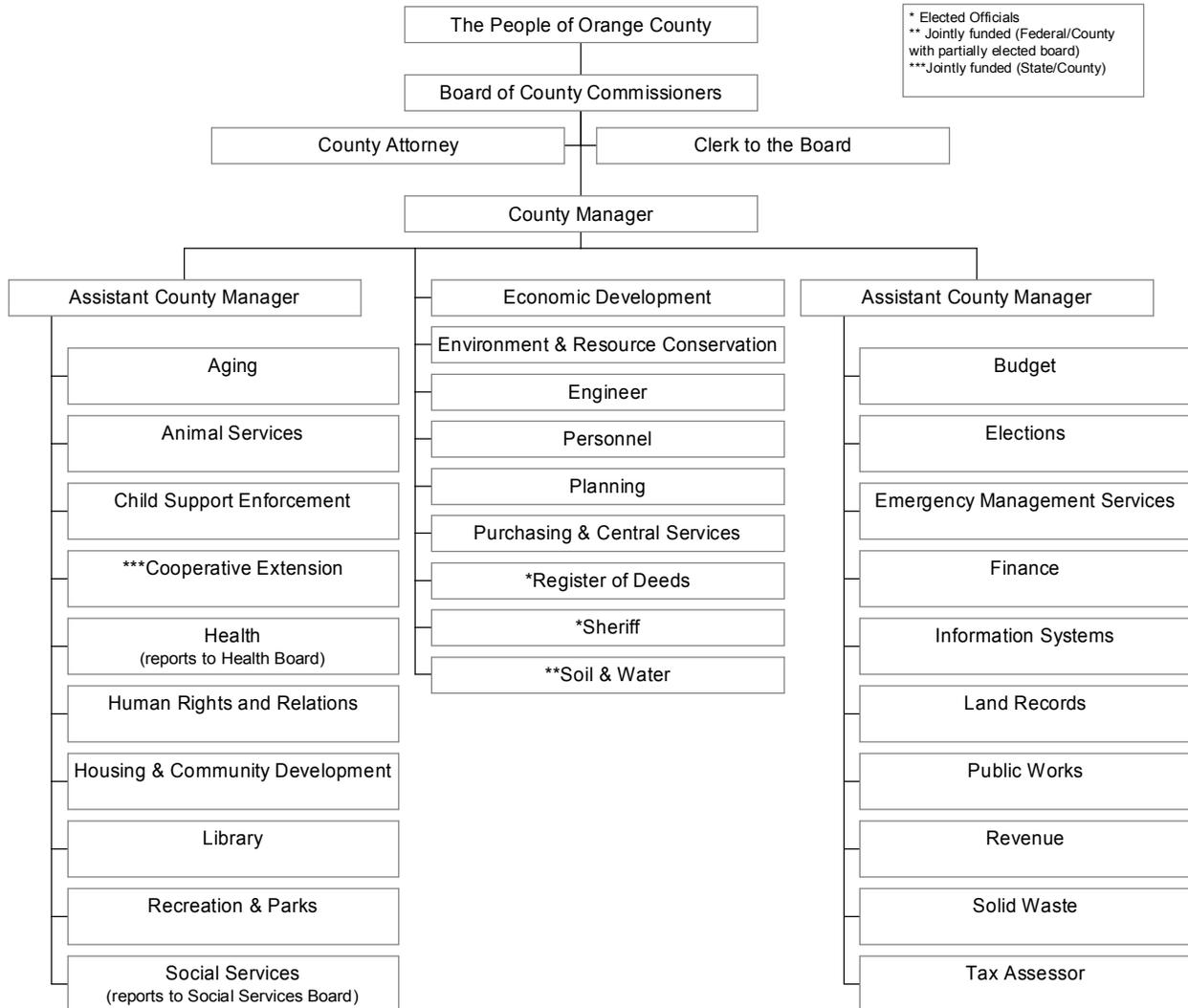
Orange County exists to provide governmental services requested by our Citizens or mandated by the State of North Carolina.

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.

Orange County Government



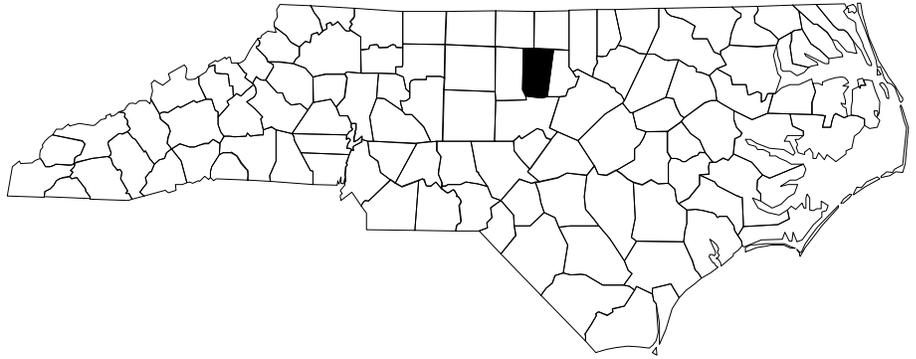
* Elected Officials
 ** Jointly funded (Federal/County with partially elected board)
 *** Jointly funded (State/County)

Orange County Goal Setting, Planning, and Budget Process

July 1	Fiscal Year Begins
Late September-Early October	County Manager/Department heads analyze progress to date on current goals and develop any recommended modifications. County Manager reports quarterly to the Board of Commissioners on the status of their adopted goals.
October	County Staff begins work on ten-year Capital Investment Plan and new staff resources requests for upcoming fiscal year.
Mid-October-Mid November	County Manager and Department Heads identify possible goals, initiatives, and strategic planning issues (including estimated costs) for next fiscal year.
Early November	Board of Commissioners solicit top priority goals for next fiscal year from various County appointed boards and commissions.
November	Budget Office prepares fiscal forecast for the upcoming budget year and identifies long-term financial trends.
Late November	Briefing books distributed to the County Commissioners in preparation for the annual goal setting sessions. Briefing materials include current year goals, status report, and possible goals/initiatives/issues for the next fiscal year and fiscal forecast.
Early December	County Commissioners hold annual planning session and provide preliminary direction to staff on next fiscal year goals including continuation of current goals and establishment of new goals.
December	Department heads submit requests for new staff resources for the upcoming fiscal year.
Early January	County Manager/Department heads develop draft goal statement for next fiscal year based on discussion at board retreat. Commissioners confirm or amend the draft goals.

Late January - Early February	County Manager/Department heads incorporate Commissioners comments and develop draft goals, objectives, action plans, timetables, and estimated fiscal impacts for next fiscal year.
Mid-February	Commissioners review draft goals package and initiate any needed revisions.
February-March	Department heads prepare departmental budget requests for next fiscal year incorporating resources necessary to accomplish Board goals in accordance with planned timetables.
Late February	County Manger/Staff distribute final goals package to Commissioners; copies provided to County appointed boards/commissions, libraries and County/Municipal clerks' offices for citizen review.
Early March	County Commissioners hold public hearing to receive public comment on proposed goals and budget priorities for next fiscal year.
Early-Mid March	Following public hearing, County Commissioners hold work session to determine final, prioritized goals, objectives, action plans, and timetables.
March-May	County Manager/Staff develop recommended budget that incorporates resources required to accomplish Commissioners Goals.
Mid March	County Manager presents recommended ten-year Capital Investment Plan for Schools and County projects.
April-May	County Manager presents recommended staff resources to Board of County Commissioners.
Late May	County Manager presents recommended budget; Budget message explains how recommended budget addresses stated Board goals.
Mid-June	Board of Commissioners holds public hearings and work sessions on next fiscal year recommended budget and ten-year capital plan.
Late June	Board of Commissioners adopts budget and capital plan for next fiscal year that provides resources needed to accomplish Board goals.

About Orange County...



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range County, located in north central North Carolina and bordered by Durham County to the east and Alamance County to the west, is home to over 120,000 people. Most of the County's population is concentrated in the towns of Chapel Hill, Carrboro, and Hillsborough. The County is located approximately 35 miles northwest of Raleigh, the State Capital, and is considered part of the region known as the "Research Triangle", an area with more than 1,200,000 residents. *Money Magazine* rates the region as a highly desirable area in the United States to live. Two interstate highways, I-40 to the east and west, and I-85 to the north and south connect Orange County to major cities throughout the Southeast.

The economy of the County is characterized by a high degree of institutional and public sector activity plus office, commercial and service-oriented businesses. Manufacturing and agriculture are smaller portions of the economy. The County's economic strengths stem primarily from the presence of the University of North Carolina at Chapel Hill and UNC Hospitals. Together these agencies employ approximately 18,000 people. Nearby Research Triangle Park (RTP) houses many prominent employers, including SAS and IBM. Continued expansion of diverse manufacturing and research sectors has resulted in unemployment levels that are among the lowest in the nation. *Forbes Magazine* rates RTP as the # 3 "Best Places for Business and Careers."

Two school districts provide public education to the children. The Chapel Hill-Carrboro City Schools has more than 11,000 students, while the Orange County Schools has more than 7,000 students. The two school systems continue to grow rapidly. To meet demands of a growing system, the Chapel Hill-Carrboro City School System opened a new high school in Fall 2007 and has begun construction of one new elementary school, which is scheduled to open in 2008. The Orange County School System operates year round schools at the elementary and middle school levels. The Orange County Schools District opened a new middle school during Fall 2006, which provided an additional eight hundred seats for grades six through eight.

ORANGE COUNTY

HILLSBOROUGH
NORTH CAROLINA

Manager's Office

Established 1752

MEMORANDUM

TO: Orange County Board of Commissioners

FROM: Laura E. Blackmon, County Manager *fab*

DATE: May 23, 2007

RE: Budget Message for Recommended Fiscal Year 2007-08 Budget

The Orange County Board of Commissioners, Orange County staff, and the residents of Orange County should be proud. Our County has established itself as a leader, a trendsetter, and an innovator in the State of North Carolina and in the nation as a whole. It is in this spirit of progressiveness and leadership that I, as your new County Manager, present to the Board a recommended 2007-08 Fiscal Year Budget.

Property taxes for Orange County have increased each year for the past eighteen years in order to provide operational and capital funding for schools and the County and to provide services to our residents. The decisions to raise property taxes over these years were made after thoughtful deliberation and careful consideration of the pressing needs and significant impacts. Unfortunately, however, those on the lower end of the economic scale have been hardest hit and have found the increases a heavy burden to bear.

On April 24, 2007, the Board approved the goal statements for 2007, including a Tax Goal that targeted the tax rate increase for FY2007-08 at the amount required to pay new debt service obligations. My recommended budget is consistent with that goal.

It must be said, however, that meeting the Board's tax target this year was a difficult task. As staff and I shared with you during our budget work sessions this spring, County and school needs far exceed the natural revenue growth of \$3.7 million. My recommended budget reflects a financial plan that funds mandates such as debt service and Medicaid, offers additional monies for new students and new facilities, and invests in our current workforce. Specific highlights of my proposed budget include:

- The County's General Fund budget totals \$172,206,470. This represents an increase of about \$8,733,286 or 5.3% from the original 2006-07 approved budget of \$163,473,184.

- The recommended General Fund property tax rate totals 94 cents per \$100 of assessed valuation. This represents an increase of 3.7 cents over the FY2006-07 approved tax rate of 90.3 cents. For a property owner with \$200,000 in valuation, this increase equates to \$74 per year. One cent on the property tax rate should generate \$1,247,881 in the upcoming fiscal year.
- In keeping with the Board's Tax Goal, my recommended budget maintains the Chapel Hill Carrboro City Schools Special District Tax at its current rate of 18.85 cents per \$100 of assessed valuation. In the upcoming fiscal year, one cent on the Special District tax rate should generate \$802,246.
- Over the course of this past year, the Board has approved a very progressive school and County capital campaign authorizing new debt to fund construction of several new facilities including two schools, a technical community college satellite campus, a new senior center, a justice facility, and a soccer complex. My recommended budget provides funding for the debt service payments associated with these issuances.
- Given the uncertainty of General Assembly actions regarding its commitment to Medicaid, my recommended budget anticipates the State will not offer any relief to counties. Included in my recommended budget is an increase of \$545,436 to fund this mandate. This increase takes the County's total Medicaid funding to \$4,570,236 for next fiscal year.
- Based upon student membership projections received from the State, the two school districts can expect 338 new students to attend classes in the fall. While my proposed budget includes funding for the additional students, it maintains per pupil funding level at the current year level of \$2,957. The cost of this recommendation totals \$999,466.
- We just celebrated the opening of the new Seymour Senior Center - a state-of-the-art senior center offering our mature citizens in Chapel Hill a new place to gather and remain active and fit. Likewise, we anticipate the new Orange County satellite campus of Durham Technical Community College and the West 10 Soccer Complex to open in the upcoming fiscal year. My proposed funding plan provides increased staffing and operational costs associated with these new facilities.
- During the brief time that I have served as Manager in Orange County, I have come to appreciate that one of the County's most valuable assets is its dedicated, qualified workforce. I believe it is important for the County, as a major community employer, to maintain and nurture these employees. Therefore, in addition to recommending a 3% cost-of-living increase effective July 1, 2007, I am also proposing reinstating the in-range salary adjustments for employees whose work performance is rated proficient or higher. Other County employee initiatives include increasing the current contribution of \$25 per pay period to the County 401(k) plan to

\$30 per pay period, effective July 1, 2007 and funding to conduct a Classification, Pay and Benefits study of our current plan.

- During the May 17, 2007 budget work session, we discussed new departmental staff requests submitted for next fiscal year. As I indicated during the work session, I am not recommending all of the requested positions. Instead, my recommended budget includes 9.1 new full-time equivalent positions for a total net County cost of \$259,155.

GENERAL FUND REVENUES

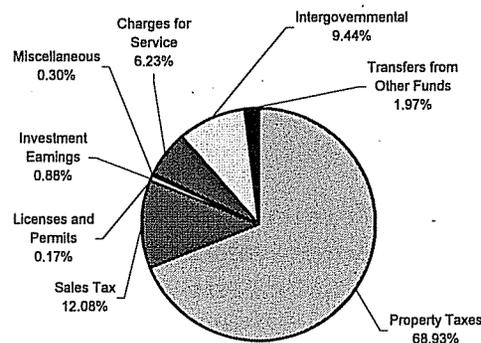
Property Taxes

As 69% of our total General Fund revenues, property taxes remain the largest single source of funding for Orange County government. According to projections from the Tax Assessor's Office, the growth in the County's real property valuation will be 2.8% from last year's budgeted valuation. This growth is consistent with average annual growth in non-revaluation years for the past decade. We anticipate real property tax revenue to increase \$7.4 million from the original FY2006-07 budget, with approximately \$3.1 million a result of the natural tax base growth and the balance a product of the proposed tax rate increase.

Real property comprises approximately 88% of the County's tax base. Other components of the tax base include personal property, utility property, and registered motor vehicles. Over the last few years, our registered motor vehicle valuation grew very slowly compared to the period before September 11, 2001. This year we have seen an upward trend in the amount of revenue we are receiving from motor vehicles. Next year, we anticipate the vehicle valuation to increase 4% compared to no growth in the past two years.

One of the objectives identified in the Tax Goal approved by the Board in April was to seek long-term solutions to lessen the County's reliance on residential property tax revenues as its major source of funding. Unfortunately, this is a statewide issue. Currently, members of the General Assembly are deliberating whether to offer a menu of local revenue options to counties, cities and towns. While the General Assembly's current session actions are uncertain at

General Fund Revenue by Category



this point, we are not alone in our need to broaden our revenue base and lessen our dependence upon revenues generated through property taxes. We remain hopeful that State representatives will act favorably to alternative revenue options for local governments during this session of the Legislature.

It is also important as we look to the future to seek viable and sustainable commercial development that not only adds to the property and sales tax bases but also enhances employment opportunities for our residents. A logical starting point for achieving this objective is for the County to develop a coherent set of strategies and targets for future non-residential development.

Sales Taxes

The County's total receipts from sales taxes total \$20.8 million or about 12% of our total revenue stream. As we shared with the Board at the May 17, 2007 work session, based on current collections, my recommended budget does not anticipate any growth in this, our second largest revenue stream. These stable projections reflect analysis by economists that consumers are continuing to spend cautiously.

Fund Balance

Fund balance is an important financial management tool. It is a measure of financial strength and creditworthiness that identifies a fiscally sound county government. Fund balance provides a source of cash to pay operating bills before the heavy property tax collection months of December and January. It also affords a cushion against unforeseen developments such as natural disasters or economic downturns. In the past a healthy fund balance enabled the County to remain financially stable during the multi-year State budget crisis and a faltering economy. However, as budgets have become tighter in recent years, fund balance as a percentage of the overall budget has declined. The end result is less flexibility to absorb "bumps in the road" and greater reliance on increases in the property tax rate to produce the revenue necessary to fund the desired mix of education and County services.

The Board's decision not to appropriate fund balance for the past three years has benefited the County's financial health. As noted in the presentation of the FY2005-06 audit, available fund balance increased from about 9.95% to 10.36% during the course of last fiscal year. Fund balance targets for local governments our size range between 10% and 15%. With the objective of further strengthening our fund balance position this year, my recommended budget contains no appropriation from fund balance.

Lottery Proceeds

Last year we budgeted for the first time \$2.4 million in anticipated revenue from the state distributed NC Education Lottery Fund. In accordance with statutory

requirements, Commissioners dedicated those monies to offset school related debt service. Unfortunately, the Lottery has experienced a slow start this year and we have been informed by the State that the County's share of lottery proceeds will fall short of the original budgeted amount. Based on the most recent projections from the State, the County can expect to receive about \$2 million in FY2006-07 – around \$400,000 short of budget.

Given our experience with lottery proceeds this year, the Board decided in April 2007 to budget future Lottery proceeds "in arrears" – meaning funds would be budgeted in the fiscal year after the State distributes them. As such, lottery proceeds distributed to the County during the upcoming FY2007-08 will be budgeted in FY2008-09.

Commissioners have decided to provide the option to each school district to either repay debt service for debt issued after FY2006-07 or spend as additional pay-as-you-go monies as long as the funds are used to address school facility renovation needs. Based on this policy decision, the recommended budget does not anticipate any revenue from the NC Education Lottery in FY2007-08.

Other Revenues

The good news is that, aside from Lottery Proceeds, we anticipate our intergovernmental revenues and investment earnings to increase by \$2.2 million next year. The increase in our intergovernmental revenues of about \$1.7 million is attributed to additional funds that our Department of Social Services plans to draw down from the State for specific programs.

APPROPRIATIONS

Education Funding

Orange County has two excellent school systems. It is clear through the Board of Commissioners dedication and funding priorities that the County's per pupil funding has excelled. The Schools Adequate Public Facilities Ordinance (SAPFO) has ensured the County builds new schools in a timely manner. The wide variety of classes and services provided through the public school systems are comprehensive and address not only the educational needs of our students but also the desires of our community.

As evidenced by both school districts' budget requests, the Boards of Education have set high goals for their systems. While each district has its own uniqueness and individual needs, they both face similar funding needs. Opening and operating new schools, meeting the needs of new students, and matching State salary increases for locally paid staff are challenges for both districts in the upcoming fiscal year.

The requested funding increase for the Orange County School system equals \$3.7 million and would equate to a per pupil equivalent of \$3,413 - an increase of \$456. Given the statutory requirement that counties must fund all students on an

equal per pupil basis (with the exception of special district taxes), if the per pupil funding were \$3,413 for the Orange County Schools, Commissioners would need to fund the 11,382 students in the Chapel Hill Carrboro City Schools at the same \$3,413 per student. This would bring the total Chapel Hill Carrboro City Schools appropriation to \$5.7 million. Therefore, the total County cost to fully fund the Orange County Schools' request would be \$9.4 million or the equivalent of 7.6 cents on the tax rate. The impact of this increase on a property owner with \$200,000 in property tax value would be \$152 per year.

The Chapel Hill Carrboro City Schools Board of Education requested a funding increase totaling \$6.8 million. It is important to note this request includes proceeds from both ad valorem and special district taxes. In order to fund the district's request through the ad valorem tax, funding would increase the current per pupil appropriation of \$2,957 to \$3,510 – an increase of \$553 for each of the 18,530 students attending school in the County's two school districts. The cost of this increase would total \$11.2 million or the equivalent of 9.01 cents on the ad valorem tax rate. The impact of this increase on a property owner with \$200,000 in property tax value would be \$180 per year.

While my proposed funding plan does include funding for the 338 new students anticipated in both school districts next fiscal year, it does not increase the per pupil appropriation. The cost to fund the new students at the current per pupil rate of \$2,957 totals \$999,466. My recommendation also provides for continuation of the Fair Funding initiative at the current year level of \$800,000 – giving each district \$400,000 outside of the per pupil funding to pay for costs associated with school resource officers and school health nurses.

Looking forward to next year, staff and I plan to work more closely with each Superintendent and their staff to get a clearer understanding of school fiscal matters and programmatic changes. In addition, as agreed at the April 30 joint work session with the schools boards, one of the tasks the School Collaboration Work Group plans to undertake this fall is evaluating school fund balance policies.

At the June 5, 2007 budget work session, Commissioners will have an opportunity to dialogue with both school boards about their budget requests.

Durham Technical Community College

One of the new facilities we anticipate coming on line during the upcoming fiscal year is the Orange County Satellite Campus of Durham Technical Community College (DTCC). Classes are set to begin in March 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, these costs include day-to-day operational costs such as utilities, security and custodians. Counties are not responsible for teaching staff.

The recommended budget reflects four months of operations for the new facility and provides \$385,644 to DTCC for FY2007-08. This includes current expense funding of \$180,598, recurring capital of \$15,000 and debt service allocations of \$190,046. Funding in FY2008-09 will reflect a full year of costs for the new campus.

Debt Service

During FY2006-07, the Board authorized the issuance of new debt totaling just over \$59 million. Major projects funded with that debt include Carrboro High School, Chapel Hill Carrboro City Schools Elementary #10, Justice Facility, Durham Technical Community College and West 10 Soccer Complex. Debt service associated with that debt total \$2.2 million and reflects partial year payments for next fiscal year. Full year funding in FY2008-09 for these issuances will total \$5.5 million. The County's debt service payments for FY2007-08 total \$24.3 million or 14.1% of the total General Fund.

Medicaid

As the Department of Social Services Director indicated to you last week at our budget work session, there is much uncertainty surrounding Medicaid funding for next year. My recommended budget assumes that the State will not offer counties any relief next fiscal year and therefore includes an increase of \$545,436 to fund this mandate. This increase takes the County's total Medicaid funding to \$4,570,236 for next fiscal year.

As you know, the House passed a resolution that would provide \$100 million in Medicaid relief to counties. Should the Senate adopt that resolution Orange County's total Medicaid cost could likely be capped at the FY2005-2006 level of \$3,765,997. On the other hand, if the General Assembly were to provide \$60 million in relief, the County would pay close to this year's funding level of \$3,924,800. There are other proposals that would swap various County resources for the Medicaid relief, and it is highly unlikely the General Assembly will finalize action on this item before the County adopts its budget.

New Staff Recommendations

Funding for the following positions is included in my recommended budget:

Information Technology Systems Analyst (.1 FTE) - support critical Legacy/mainframe systems including Tax Assessment, Revenue Collection and Land Records systems along with various other systems within Health and Social Services. For some years, in order to meet the workload demand, there has been a temporary increase in the actual hours worked by the incumbent in this position. This action would make the temporary increase in hours permanent.

Environmental Health Specialist - Food and Lodging (1 FTE) - inspect food and lodging establishments and meet State mandated requirements for frequency of those inspections. In accordance with State regulations, individual Health Departments are not allowed to charge for inspections of food and lodging establishments, therefore there are no associated revenues.

Environmental Health Specialist - Well Construction Program (1 FTE) - comply with new unfunded State mandates associated with water sampling and well permitting; offsetting revenues generated by fees charged for the services.

Environmental Health Technician - Well/Water/Air Quality (1 FTE) - provide testing of water samples and indoor air quality and comply with new mandates requiring testing of private wells; costs savings will be generated by a reduction of temporary personnel funds and additional revenues generated by proposed user fees.

Recreation and Parks Athletic Program Supervisor (effective January 1, 2008) (1 FTE) - to provide technical and supervisory services in the delivery of programs including tournaments and leagues to the West 10 Soccer Center and other parks and facilities as needed.

Parks Conservation Specialist/Turf Grass Manager (effective September 1, 2007) (1 FTE) - provide agronomically and environmentally correct sports turf management technical services and support for outdoor sports turf facilities at West 10 Soccer Center and other facilities as needed.

Parks Conservation Technician II (effective November 1, 2007) (1 FTE) - will be the crew leader responsible for the daily maintenance operations and care of the West 10 Soccer Center and Northern Park.

Income Maintenance Caseworker II (1 FTE) - provide direct service to Food Stamp, Medicaid and Health Choice program clients. Medicaid reimbursements offset a portion of the cost of the position.

Social Worker II (School Social Worker) (1 FTE) - serve as school social worker for Gravelly Hill Middle School. This is the only school in the Orange County Schools system that does not have a school social worker. Reimbursements from Medicaid and Orange County Schools fund 100% of this position.

HOME Program Coordinator (1 FTE) - administer the HOME Investment Partnership Program and assist in development of local programs using HOME funds. Offsetting revenues are HUD funds.

We plan to dedicate one of our June budget work sessions to discussion of the recommended new positions and my pay and benefits recommendations.

Each year staff provides supplemental data to the Board after the Manager presents the recommended budget. Some examples of items included in the initial package are detailed information regarding the pay and benefits plan, new staff recommendations, and fund balance history along with departmental line item details and organizational charts. You will receive that package of information at the May 31 public hearing in order to have sufficient time to prepare for the budget work sessions that begin on June 5. Budget staff will also offer electronic versions of the budget document on CDs and will provide updated CDs with each issuance of supplemental data.

I believe this recommended budget meets the guidelines as established by the Board of County Commissioners and look forward to discussing the details of my proposal during upcoming budget work sessions in June. Please feel free to contact me or Budget Director Donna Coffey should you have any questions or need additional information prior to our scheduled meetings.

Adjustments to the Manager's Recommended 2007-08 Budget

On June 26, 2007, the Board of County Commissioners approved the annual operating budget for the 2007-08 fiscal year. The budget adoption followed several budget work sessions where the Board adjusted the Manager's recommendations. The information below summarizes changes made by the Board.

Revenues	Increase	Decrease
Manager's Recommended Revenue Budget	\$172,206,470	
Increase Tax Rate Increase of 3.7 cents to 4.7 cents	\$1,247,881	
Increase Investment Income Budget	\$100,000	
Increase Intergovernmental Revenues Associated with Families in Focus Program	\$50,000	
Increase Intergovernmental Revenues Associated with Medical Reserve Corps Program	\$20,000	
Total Revenue Changes	\$1,417,881	\$0
Revised Revenue Budget	173,624,351	

Expenditures	Increase	Decrease
Manager's Recommended Expenditure Budget	\$172,206,470	
Defer Hiring 2 Emergency Services positions for one year		(\$130,000)
Reappropriate savings realized in Cable Casting Contract		(\$45,000)
Decrease Board of Elections printing budget to reflect State allowing competitive bidding for ballots		(\$37,000)
Defer Board of Elections equipment maintenance until FY 2008-09.		(\$15,000)
Change delivery of employee newsletter from paper to electronic		(\$3,000)
Delary hiring of Environmental Health Food & Lodging and Well Construction positions by 6 months		(\$52,000)
Reduce BOCC Contingency by 50%		(\$17,500)
Delary hiring of Staff Attorney positions by 3 months (effective November 1, 2007)		(\$33,000)
Add Water Resources Position Effective November 1, 2007	\$51,000	
Eliminate Funding for Medicaid Increase		(\$545,000)
Reduce 401(k) from \$5 increase to \$2.50 increase per pay period		(\$46,500)
Delete funding for Orange Alamance Water Study		(\$20,000)
Increase appropriation to Energy Management	\$6,844	
Retain Families in Focus Program in Health Department	\$76,000	
Increase funding to Orange Community Housing for Land Trust Staffing	\$35,000	
Retain Medical Reserve Corps for one additional year	\$37,000	
Increase appropriation for HYAA	\$1,125	
Eliminate funding for Critical Needs Reserve (carry forward unexpended funds from FY 2006-07)		(\$125,000)
Budget for Library Services Interoperability Study	\$10,000	
Increase appropriation for School Fair Funding to be split 50/50 between CHCCS and OCS	\$188,000	
Increase Schools Current Expense Funding from \$2,957 per pupil to \$3,069	\$2,081,912	
Total Expenditure Changes	\$2,486,881	(\$1,069,000)
Revised Expenditure Budget	\$173,624,351	

How to Read the Budget Document

The operating budget is divided into 14 sections separated by tabs.

- The first two sections, the *Budget Message* and *Summaries* provide an overview of the Operating Budget.
- The next nine sections, starting with *Community Maintenance* and ending with *Non-Departmental*, represent functions of the budget.
- The *Capital Funds* section 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 *New Position Report* and *Employee Compensation*.

Appropriations are made at the functional level. The first page following each function tab is a *Function Summary*. This gives the reader a brief summary of departmental funding levels.

Function Summary

General Administration Summary						
	1998-99 Actual Expenditures	1999-00 Actual Expenditures	2000-01 Original Budget	2000-01 12 Month Estimate	2001-02 Department Requested	2001-02 Commissioner Approved
By Department (General Fund)						
County Manager	\$559,959	\$563,463	\$586,942	\$582,862	\$651,280	\$651,280
Budget Office	\$158,897	\$169,913	\$181,304	\$170,749	\$169,957	\$169,957
Personnel	\$394,840	\$420,608	\$438,114	\$445,510	\$486,282	\$486,282
Finance	\$266,560	\$279,142	\$286,183	\$292,100	\$302,407	\$302,407
Purchasing	\$172,404	\$175,668	\$182,696	\$184,382	\$191,254	\$191,254
Central Services	\$671,307	\$635,403	\$745,055	\$638,811	\$765,798	\$765,798
Rent and Insurance	\$183,638	\$210,840	\$225,450	\$221,946	\$226,463	\$226,463
Information Systems	\$536,648	\$544,847	\$579,249	\$579,249	\$655,739	\$644,546
Total Function Expenditures	<u>\$2,944,253</u>	<u>\$2,999,884</u>	<u>\$3,224,993</u>	<u>\$3,115,609</u>	<u>\$3,449,180</u>	<u>\$3,437,982</u>
<i>Offsetting Revenue</i>	<i>\$60,909</i>	<i>\$159,300</i>	<i>\$130,700</i>	<i>\$139,164</i>	<i>\$135,980</i>	<i>\$135,980</i>
County Costs (net)	<u>\$2,883,344</u>	<u>\$2,840,584</u>	<u>\$3,094,293</u>	<u>\$2,976,445</u>	<u>\$3,313,200</u>	<u>\$3,302,004</u>
Authorized F.T.E.	35.600	35.600	35.600	36.100	38.350	37.350
Related Programs (General Fund)						
County Manager Related	\$7,528	\$13,906	\$32,750	\$1,765	\$750	\$750
Personnel Related	\$37,965	\$31,762	\$53,000	\$38,000	\$43,500	\$43,500
Total Related Expenditures	<u>\$45,493</u>	<u>\$45,668</u>	<u>\$85,750</u>	<u>\$39,765</u>	<u>\$44,250</u>	<u>\$44,250</u>
Other Related Programs (Grant Fund)						
County Manager Related Grant	\$108,102	\$264,489	\$181,841	\$181,841	\$181,841	\$181,841
Total Expenditures	<u>\$108,102</u>	<u>\$264,489</u>	<u>\$181,841</u>	<u>\$181,841</u>	<u>\$181,841</u>	<u>\$181,841</u>
<i>Offsetting Revenue</i>	<i>\$108,102</i>	<i>\$264,489</i>	<i>\$181,841</i>	<i>\$181,841</i>	<i>\$181,841</i>	<i>\$181,841</i>
County Costs (net)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total General Administration and Related Expenditures	<u>\$3,097,848</u>	<u>\$3,310,041</u>	<u>\$3,492,584</u>	<u>\$3,337,215</u>	<u>\$3,675,271</u>	<u>\$3,664,075</u>

- 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.
- Number of full time equivalent positions. Organization charts in the Appendix show individual positions.
- This cross-references programs or activities related to the functions. Actual appropriations are included in the Non-departmental function of the budget.
- 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.

Budget Office						
	1995-96 Actual Expenditures	1996-97 Actual Expenditures	1997-98 Original Budget	1997-98 12 Month Estimate	1998-99 Department Requested	1998-99 Commissioner Approved
Budget Office (General Fund)						<i>Account: 455</i>
Personnel Services	\$147,642	\$148,899	\$171,864	\$147,877	\$159,117	\$159,117
Operations	9,286	8,539	9,440	12,614	10,840	10,840
Capital Outlay	1,969	12,475	0	10,258	0	0
Total Expenditures	\$158,897	\$169,913	\$181,304	\$170,749	\$169,957	\$169,957
Authorized F.T.E.	3,000	3,000	3,000	3,000	3,000	3,000
Total Budget Office Expenditures	\$158,897	\$169,913	\$181,304	\$170,749	\$169,957	\$169,957
Major Services						
<ul style="list-style-type: none"> Formulate and administer the annual operating budget Develop the 10 year Capital Improvements Plan for County and Schools Evaluate internal County policies and procedures Provide analytical support for special projects, such as, staff support for capital needs task force and school construction standards committee; emergency management service delivery models and costs analysis, measuring outcomes and service performance Staff support for school related issues and for citizen and internal committees 						
Objective Coordinate the annual budget and capital planning process						
Outcomes						
<ul style="list-style-type: none"> Develop a technically sound budget and capital plan that requires no major amendments Provide a budget with a minimum 8 percent fund balance, based on Budget Office estimated expenditures and revenue for the prior year, which are within (plus or minus) 2 percent of actual revenues and expenditures Retain the GFOA Distinguished Budget Presentation Award and meet all the criteria of the awards program by all reviewers Meet all time lines as required by the North Carolina Local Government and Fiscal Control Act and as established by the Board of County Commissioners 						
Measures						
	1995-96 Actual	1996-97 Actual	1997-98 Estimate	1998-99 Projected		
Fund Balance as Percent of Expenditures	10.6%	9.5%	at least 8%	at least 8%		
Revenue/Expenditure Estimates Margin of Error	1.8%	< 2%	< 2%	< 2%		
GFOA Criteria met	56 out of 60	59 out of 60	57 out of 60	60 out of 60		

Department/Program Budget Page provides general

Provides current and historical fiscal information for each category - Personnel Services,

Number of full-time equivalent positions paid from this program or department.

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

Budget highlights describe changes made for the

Fund Structure

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, Revaluation Fund, Visitors Bureau Fund, and Housing (Section 8) 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 two enterprise funds, the Efland Sewer Enterprise Fund and the Solid Waste 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.

All Funds Budget Summary for Fiscal Year 2007-08

By Fund Type

Budgeted Revenues	General Fund	Special Revenue Funds	Proprietary Funds	Fiduciary Funds	All Funds Total
Property Tax	119,946,105	2,766,189	0	0 \$	122,712,294
Occupancy Tax		625,000	0	0 \$	625,000
Sales Tax	20,806,210	0	0	0 \$	20,806,210
Licenses & Permits	288,000	0	70,000	0 \$	358,000
Intergovernmental	16,333,297	5,518,363	173,000	0 \$	22,024,660
Charges for Services	10,727,149	644,000	9,658,144	0 \$	21,029,293
Investment Earnings	1,620,000	15,198	200,000	0 \$	1,835,198
Miscellaneous	510,045	0	1,200	0 \$	511,245
Bond/Loan Proceeds	0	0	0	0 \$	-
Transfers from Other Funds	3,393,545	246,963	0	0 \$	3,640,508
Appropriated Fund Balance	0	400,258	0	0 \$	400,258
Appropriated Reserves	0	0	1,058,619	0 \$	1,058,619
Total Budgeted Revenues	\$173,624,351	\$10,215,971	\$11,160,963	\$0 \$	195,001,285

Budgeted Expenditures	General Fund	Special Revenue Funds	Proprietary Funds	Fiduciary Funds	All Funds Total
Governing and Management	10,798,375	191,897	0	0 \$	10,990,272
General Services	15,340,123	12,949	9,095,683	0 \$	24,448,755
Community and Environment	3,905,455	958,863	0	0 \$	4,864,318
Human Services	35,706,389	5,494,429	0	0 \$	41,200,818
Public Safety	15,273,890	3,557,833	0	0 \$	18,831,723
Culture and Recreation	3,399,570	0	2,065,280	0 \$	5,464,850
Education	78,946,722	0	0	0 \$	78,946,722
Transfers to Other Funds	10,253,827	0	0	0 \$	10,253,827
County Capital Projects	0	0	0	0 \$	-
Total Budgeted Expenditures	\$173,624,351	\$10,215,971	\$11,160,963	\$0 \$	195,001,285

Permanent Full-Time Equivalent (FTE) Positions

All Funds

	2004-05 Actual F.T.E.'s	2005-06 Actual F.T.E.'s	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
General Fund						
Governing & Management						
Commissioners	5.000	5.000	5.000	5.000	4.000	4.000
County Manager	10.000	10.000	10.000	11.000	13.000	12.000
Animal Services	16.000	24.000	27.000	27.000	27.000	27.000
Budget Office	3.000	3.000	3.000	3.000	3.000	3.000
Finance	6.000	6.000	6.000	6.000	6.000	6.000
Purchasing	3.000	3.000	4.000	4.000	4.000	4.000
Central Services	3.000	3.000	2.000	2.000	2.000	3.000
Personnel	8.000	8.000	8.000	9.000	9.000	9.000
Governing & Management Total	54.000	62.000	64.000	67.000	68.000	68.000
General Services						
Elections	4.000	4.000	4.000	4.000	4.000	4.000
Information Systems	9.600	9.600	10.600	10.600	10.700	10.700
Land Records	7.000	7.000	7.000	7.000	8.000	7.000
Register of Deeds	16.000	16.000	16.000	16.000	16.000	16.000
Tax Assessor	11.800	11.800	11.800	11.800	12.300	12.300
Tax Collector	13.000	13.000	13.000	13.000	12.500	12.500
Buildings & Grounds	34.000	34.000	34.000	35.000	38.000	35.000
Motor Pool	6.000	6.000	6.000	6.000	6.000	6.000
Sanitation	15.000	15.000	15.000	15.000	0.000	0.000
General Services Total	116.400	116.400	115.150	118.400	107.500	103.500
Community & Environment						
Planning	34.525	34.525	34.525	34.525	35.525	34.525
Environment & Resources Conservation	6.475	6.475	7.000	7.000	8.000	8.000
Economic Development	3.500	3.500	3.500	3.500	3.500	3.500
Soil & Water	4.000	4.000	4.000	4.000	4.000	4.000
Community & Environment Total	48.500	48.500	49.025	49.025	51.025	50.025
Culture & Recreation						
Recreation and Parks	17.000	17.000	17.000	17.000	22.000	19.000
Library ⁽¹⁾	13.575	13.575	14.575	14.575	14.575	14.575
Arts Commission	1.000	1.000	1.000	1.000	1.000	1.000
Culture & Recreation Total	31.575	31.575	31.125	32.575	37.575	34.575
Human Services						
<i>Social Services</i>						
Administration	25.000	22.000	22.000	23.000	23.000	23.000
Children/Family Services	65.000	65.000	66.000	64.000	64.000	64.000
Economic Services	57.000	60.000	64.000	68.000	70.000	70.000
Skills Development Center	1.000	1.000	1.000	1.000	1.000	1.000
Veterans' Services	1.000	1.000	1.000	1.000	1.000	1.000
Social Services Total	149.000	149.000	154.000	157.000	159.000	159.000

Permanent Full-Time Equivalent (FTE) Positions

All Funds

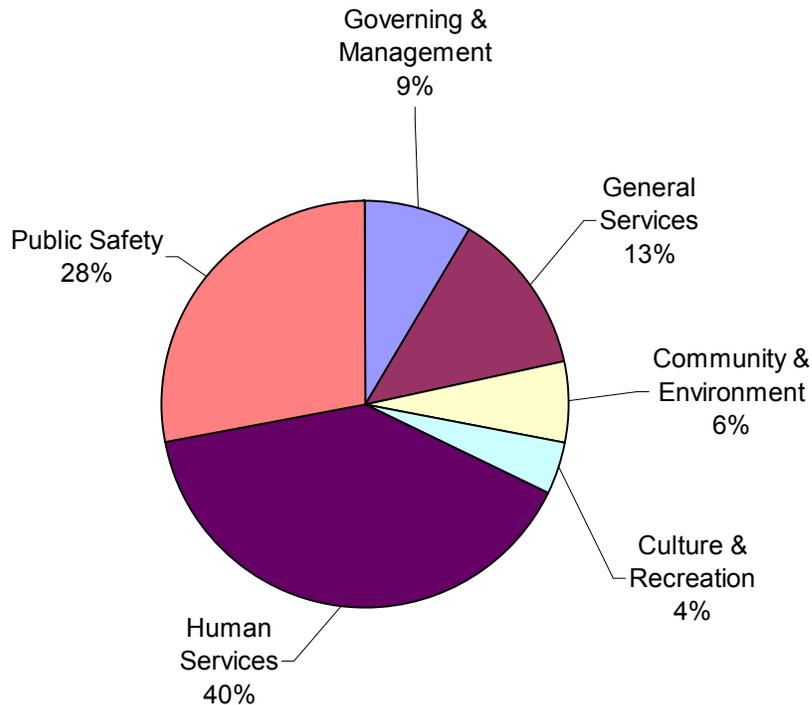
	2004-05 Actual F.T.E.'s	2005-06 Actual F.T.E.'s	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
<i>Health</i>						
Central Administrative Services	16.000	16.000	16.000	16.000	16.000	16.000
Dental Health	8.596	8.696	8.696	8.600	8.600	8.600
Health Promotion and Education	6.000	6.250	6.500	6.500	6.500	6.500
Personal Health	39.000	39.500	39.500	39.500	45.000	41.000
Environmental Health	14.000	14.000	15.000	15.000	18.000	18.000
Risk Management	3.000	3.000	3.000	3.000	3.000	3.000
Animal Control	8.000	0.000	0.000	0.000	0.000	0.000
<i>Health Total</i>	<i>94.596</i>	<i>87.446</i>	<i>87.036</i>	<i>88.600</i>	<i>97.100</i>	<i>93.100</i>
Cooperative Extension	13.000	13.000	13.000	13.000	14.000	13.000
<i>Aging</i>						
Administration	2.200	2.200	2.200	2.200	2.200	2.200
Community Based Services	5.000	5.000	6.750	6.750	7.750	7.750
Elder Care Program	4.875	4.875	5.000	5.000	5.000	5.000
RSVP	2.000	2.000	2.000	2.000	2.000	2.000
<i>Aging Total</i>	<i>14.075</i>	<i>14.075</i>	<i>15.950</i>	<i>15.950</i>	<i>16.950</i>	<i>16.950</i>
Orange Public Transportation	14.550	14.550	16.050	16.050	16.050	16.050
Human Rights and Relations	4.750	4.750	5.000	5.000	5.000	5.000
Child Support	12.000	12.000	12.000	12.000	12.000	12.000
OPC Legal Support	1.000	1.000	1.000	0.000	0.000	0.000
Human Services Total	302.971	295.821	304.036	307.600	320.100	315.100
Public Safety						
Sheriff	122.500	122.500	124.500	135.000	135.000	135.000
<i>EMS</i>						
Administration	4.000	4.000	4.000	4.000	4.000	4.000
Medical Services	47.000	47.000	51.000	51.000	57.000	51.000
Fire Services	3.000	3.000	3.000	3.000	4.000	3.000
Telecommunications	27.000	27.000	29.000	29.000	31.000	29.000
<i>EMS Total</i>	<i>81.000</i>	<i>81.000</i>	<i>86.000</i>	<i>87.000</i>	<i>96.000</i>	<i>87.000</i>
Public Safety Total	203.500	203.500	210.500	222.000	231.000	222.000
General Fund Total	<u>756.946</u>	<u>757.796</u>	<u>773.836</u>	<u>796.600</u>	<u>815.200</u>	<u>793.200</u>

Permanent Full-Time Equivalent (FTE) Positions All Funds

	2004-05 Actual F.T.E.'s	2005-06 Actual F.T.E.'s	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Other Funds						
Aging - Senior Health Coordination	1.000	1.000	1.000	1.000	1.000	1.000
Assessor - Revaluation	1.200	1.200	1.200	1.200	1.200	1.200
Criminal Justice Partnership (OJJ)	1.000	1.000	1.000	1.000	1.000	1.000
Hyconeechee Regional Library	0.600	0.600	2.000	0.600	0.600	0.600
Emergency Telephone	2.000	2.000	1.000	2.000	2.000	2.000
Health - Home Visiting	2.500	2.500	2.500	2.500	1.000	1.000
Health - Health Advocacy	1.000	1.000	1.000	1.000	1.000	1.000
Health - Community Awareness	1.000	1.000	1.000	1.000	1.000	1.000
Health - Child Care Health Consultant	0.000	1.000	1.000	1.000	1.000	1.000
Health - Sr PHE Healthy Carolinians	0.500	0.250	0.000	0.000	0.000	0.000
Housing - Section 8	6.000	6.000	1.000	6.000	6.000	6.000
Housing - Urgent Repair Program	1.000	1.000	0.600	1.000	1.000	1.000
Housing - HOME Program	0.000	0.000	0.000	0.000	1.000	1.000
Sheriff - Cops in Schools	2.000	2.000	2.000	0.000	0.000	0.000
Solid Waste/Landfill Operations	43.000	43.000	43.000	43.000	58.000	58.000
Visitors Bureau	6.000	6.000	6.000	6.000	6.000	6.000
Other Funds Total	68.800	69.550	69.300	67.300	81.800	81.800
Grand Total	825.746	827.346	843.136	863.900	897.000	875.000

⁽¹⁾ Library includes the Orange County Library, Carrboro Library, Carrboro Cybrary, and Cedar Grove Library.

General Fund FTE by Function (Approved)



Summary of Position Changes for FY 2007-08

Approved New Positions

Department	Position	FTE	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Total	Offsetting Revenues or Avoidance of Future Costs	Net County Cost
County Manager	Staff Attorney - <i>effective November 1, 2007</i>	1.000	67,000	0	0	67,000	0	67,000
Environment and Resource Conservation	Water Resources Coordinator - <i>effective November 1, 2007</i>	1.00	51,000	0	0	51,000	0	51,000
Health	Environmental Health Specialist (Food & Lodging) - <i>effective January 1, 2008</i>	1.00	26,915	3,018	7,775	37,707	0	37,707
	Environmental Health Specialist (Well Construction Program) - <i>effective January 1, 2008</i>	1.00	26,915	1,593	15,925	44,432	29,750	14,682
	Environmental Health Technician (Well Program and Air Quality) - <i>effective July 1, 2007</i>	1.00	45,359	6,485	3,950	55,794	17,000	38,794
Housing and Community Development	HOME Program Coordinator - <i>effective July 1, 2007</i>	1.00	53,851	492	3,902	58,245	58,245	0
Recreation and Parks	Athletic Program Supervisor - <i>effective January 1, 2008</i>	1.00	27,062	460	167	27,689	0	27,689
	Parks Conservation Specialist/Turfgrass Manager - <i>effective September 1, 2007</i>	1.00	48,647	720	0	49,367	0	49,367
	Parks Conservation Technician II - <i>effective November 1, 2007</i>	1.00	31,079	620	0	31,699	0	31,699
Social Services	Income Maintenance Caseworker II - <i>effective July 1, 2007</i>	1.00	50,784	0	0	50,784	25,392	25,392
	Social Worker II (School Social Worker) - <i>effective July 1, 2007</i>	1.00	55,452	0	0	55,452	55,452	0
Total		11.00	\$484,063	\$13,387	\$31,719	\$529,169	\$185,839	\$343,330

Approved Changes in FTE*

Department	Position	FTE	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Total	Offsetting Revenues or Avoidance of Future Costs	Net County Cost
Information Systems	Systems Analyst - <i>effective July 1, 2007</i>	0.100	0	0	0	0	0	0
Total		0.100	\$0	\$0	\$0	\$0	\$0	\$0

Approved Changes in Funding - No Change in FTE (Additional GF Support)

Department	Position	FTE	Additional Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Total	Offsetting Revenues or Avoidance of Future Costs	Additional Net County Cost
Health	Senior Public Health Educator* (Medical Reserve Corps) - <i>effective July 1, 2007</i>	0.00	17,075	0	0	17,075	0	17,075
Total		0.00	\$17,075	\$0	\$0	\$17,075	\$0	\$17,075

* Medical Reserve Corps position; Federal Grant funds ended in FY 2006-07, and additional General Fund support is needed in FY 2007-08 to continue this program through June 30, 2008.

Approved Changes in Funding - Move FTE from Grant Fund to General Fund

Department	Position	FTE Change	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Total	Offsetting Revenues or Avoidance of Future Costs	Net County Cost
Health	Social Worker II (Families in Focus Program) - <i>effective July 1, 2007</i>	0.00	54,385	0	0	54,385	50,000	4,385
	Office Assistant II (Families in Focus Program) - <i>effective July 1, 2007</i>	0.00	22,268	0	0	22,268	0	22,268
Total		0.00	\$76,653	\$0	\$0	\$76,653	\$50,000	\$26,653

* County General Fund support for this program began in FY 2004-05 and has continued to increase each year due to the State redefining service levels and the billing structure, which has resulted in reductions in Medicaid reimbursements. For FY 2007-08, this technical adjustment moves these positions from a Grant Fund project to the General Fund.

Revenue by Category

Summary - General Fund

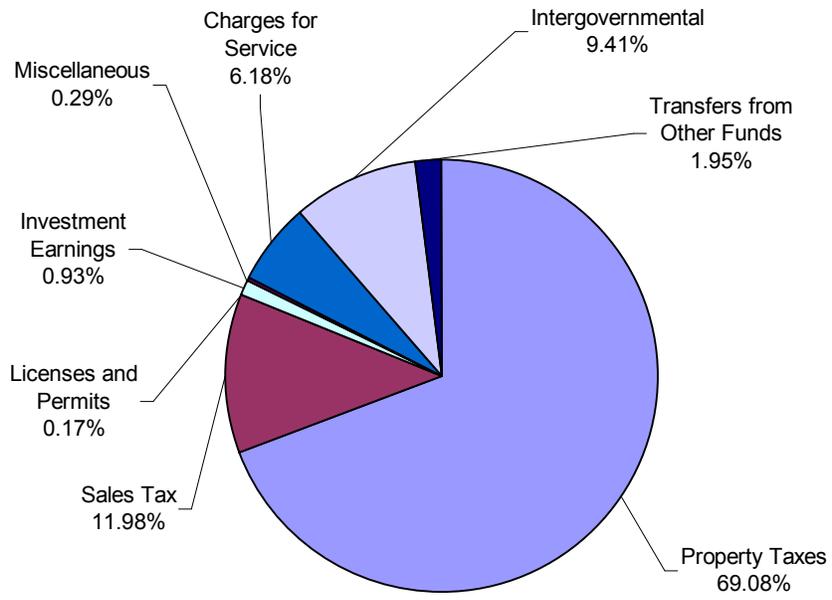
	2004-05 Actual Revenues	2005-06 Actual Revenues	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Property Taxes						
Property Taxes	\$81,229,518	\$92,700,857	\$101,426,449	\$103,065,000	\$108,808,102	\$110,055,983
Motor Vehicles	\$6,733,532	\$6,889,198	\$7,604,273	\$7,844,632	\$8,495,122	\$8,495,122
Gross Receipts	\$40,185	\$43,128	\$40,000	\$40,000	\$40,000	\$40,000
Delinquent Taxes	\$576,820	\$568,863	\$550,000	\$650,000	\$610,000	\$610,000
Interest on Delinquent Taxes	\$354,134	\$347,011	\$325,000	\$350,000	\$350,000	\$350,000
Late List Penalties	\$39,855	\$36,130	\$40,000	\$41,000	\$40,000	\$40,000
Animal Taxes	\$109,685	\$109,528	\$107,500	\$107,500	\$140,000	\$140,000
Beer and Wine	\$210,399	\$207,247	\$215,000	\$215,000	\$215,000	\$215,000
Total Property Tax	\$89,294,128	\$100,901,962	\$110,308,222	\$112,313,132	\$118,698,224	\$119,946,105
Sales Tax						
One Cent	\$6,871,184	\$7,437,031	\$7,430,000	\$6,879,765	\$7,430,000	\$7,430,000
Article 40 Half Cent	\$5,084,518	\$4,956,904	\$4,793,105	\$5,397,819	\$4,793,105	\$4,793,105
Article 42 Half Cent	\$4,270,876	\$4,922,493	\$4,793,105	\$5,363,829	\$4,793,105	\$4,793,105
Article 44 Half Cent	\$3,559,690	\$3,859,934	\$3,790,000	\$3,798,117	\$3,790,000	\$3,790,000
Total Sales Tax	\$19,786,268	\$21,176,362	\$20,806,210	\$21,439,530	\$20,806,210	\$20,806,210
Licenses and Permits						
Privilege License	\$9,785	\$12,266	\$10,000	\$12,500	\$13,000	\$13,000
Franchise Fee	\$247,065	\$256,305	\$260,000	\$263,170	\$275,000	\$275,000
Total Licenses and Permits	\$256,850	\$268,571	\$270,000	\$275,670	\$288,000	\$288,000
Investment Earnings	\$526,505	\$1,209,165	\$1,000,000	\$1,520,000	\$1,520,000	\$1,620,000
Miscellaneous	\$577,894	\$495,514	\$504,780	\$506,729	\$510,045	\$510,045
Appropriated Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0

Revenue by Category

Summary - General Fund

	2004-05 Actual Revenues	2005-06 Actual Revenues	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Charges for Services						
Aging and Transportation	\$241,631	\$283,536	\$278,198	\$281,640	\$267,648	\$267,648
Child Support Enforcement	\$1,420	\$2,135	\$2,000	\$2,340	\$2,400	\$2,400
Community Planning	\$1,007,831	\$1,208,259	\$1,135,700	\$1,072,312	\$1,071,300	\$1,071,300
Emergency Management	\$1,378,126	\$1,778,456	\$1,568,000	\$1,739,591	\$1,578,000	\$1,728,000
Health	\$1,214,415	\$1,454,741	\$1,505,823	\$1,351,936	\$1,613,544	\$1,593,544
Land Records	\$11,134	\$10,510	\$11,000	\$10,167	\$7,500	\$7,500
Library	\$22,908	\$25,712	\$21,450	\$26,048	\$21,350	\$21,350
Recreation and Parks	\$137,783	\$156,252	\$175,000	\$192,264	\$201,745	\$199,045
Register of Deeds	\$1,840,574	\$1,837,819	\$1,856,328	\$1,920,417	\$1,948,799	\$1,948,799
Sheriff	\$2,206,001	\$2,746,377	\$2,558,200	\$2,850,310	\$2,628,200	\$2,893,200
Tax Collection	\$124,042	\$133,203	\$170,194	\$170,194	\$168,472	\$168,472
Other	\$294,351	\$743,765	\$652,156	\$652,465	\$825,891	\$825,891
Total Charges for Services	\$8,480,216	\$10,380,766	\$9,934,049	\$10,269,684	\$10,334,849	\$10,727,149
Intergovernmental						
Aging and Transportation	\$824,885	\$747,171	\$699,690	\$828,482	\$700,493	\$700,493
Child Support Enforcement	\$694,873	\$841,922	\$745,000	\$671,533	\$758,000	\$766,000
Community Planning	\$5,345	\$0	\$0	\$1,962	\$0	\$0
Emergency Management	\$43,818	\$32,354	\$20,000	\$30,212	\$20,000	\$20,000
Health	\$706,765	\$675,868	\$564,998	\$783,554	\$597,143	\$570,707
Human Rights and Relations	\$128,918	\$161,454	\$73,800	\$27,600	\$49,700	\$49,700
Library	\$121,953	\$133,930	\$127,246	\$139,018	\$127,246	\$127,246
Lottery Proceeds	\$0	\$0	\$2,414,045	\$2,000,000	\$0	\$0
Recreation and Parks	\$111,829	\$76,443	\$100,897	\$92,896	\$95,620	\$83,276
Sheriff	\$388,099	\$388,341	\$287,568	\$251,890	\$276,835	\$276,835
Social Services	\$9,404,269	\$10,204,510	\$9,932,808	\$11,220,207	\$11,455,691	\$11,575,691
Tax Collection	\$0	\$38,504	\$39,663	\$39,663	\$42,669	\$42,669
Local	\$2,508,126	\$2,201,461	\$1,960,663	\$2,113,955	\$2,120,680	\$2,120,680
Total Intergovernmental	\$14,938,881	\$15,501,959	\$16,966,378	\$18,200,972	\$16,244,077	\$16,333,297
Total Transfers from Other Funds	\$2,454,825	\$2,870,000	\$3,683,545	\$3,683,545	\$3,393,545	\$3,393,545
Total Revenue	<u>\$136,315,566</u>	<u>\$152,804,298</u>	<u>\$163,473,184</u>	<u>\$168,209,262</u>	<u>\$171,794,950</u>	<u>\$173,624,351</u>

General Fund Revenue by Category

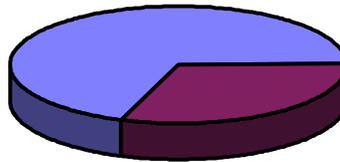


General Fund Revenue Comments

Budget Staff estimates general revenues (those not directly associated with a particular department). The Assistant County Manager, who oversees the finance function, the Finance Director, the Tax Assessor and the Revenue Collector are consulted throughout the budget process. Budgeted amounts are based on historical trends, current policy or fiscal changes by State and Federal governments, and general economic conditions. Revenues associated with departments are estimated by the department and reviewed by the Budget and Finance staff.

Property Taxes

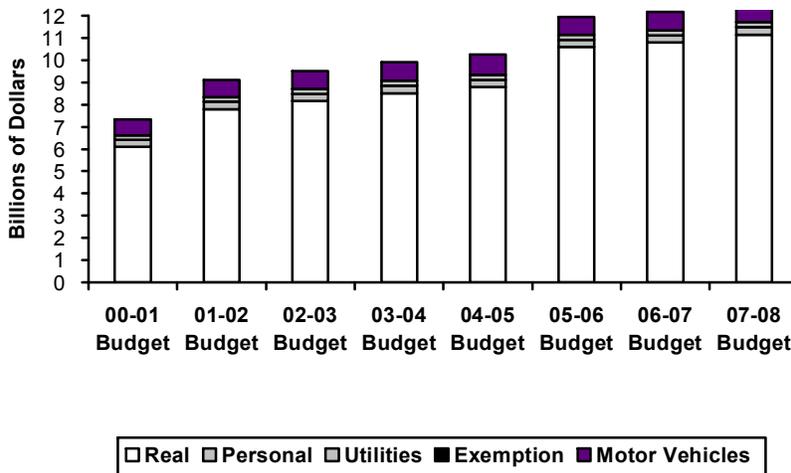
Property Taxes
69%



All Other
31%

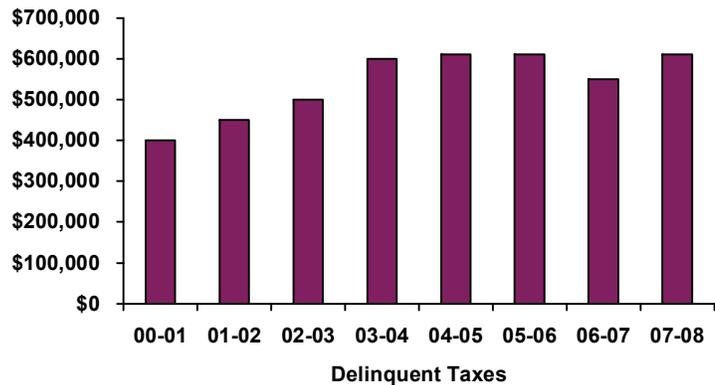
Current Taxes - These taxes are the major revenue source in the General Fund comprising about 62 percent of the total General Fund revenue. Taxes in this category reflect all taxable property valued as of January 2007. Revenues generated by current taxes are based on a tax rate of 95.0 cents per \$100 assessed valuation. This represents a 4.7-cent increase over the FY 2006-07 tax rate of 90.3 cents. The County's budgeted real property tax base is projected to be \$11.14 billion for the 2007-08 fiscal year. The other components of the County's tax base include Motor Vehicles (budgeted valuation of \$917 million); personal property (budgeted valuation of \$336 million); Utilities and Corporate Excess (budgeted valuation of \$225 million).

Assessed Valuation



\$336 million); Utilities and Corporate Excess (budgeted valuation of \$225 million).

Delinquent Taxes - Taxes in this category include amounts of unpaid collectible property taxes from prior years. The estimate is based on the outstanding levy for prior year taxes at a collection rate consistent with past performance.



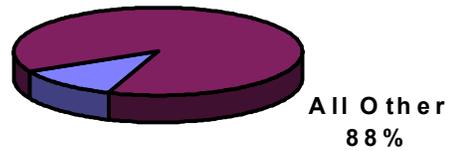
Interest on Delinquent Taxes - These revenues are related to the interest charges established by State Statutes on unpaid property taxes. Interest begins on taxes due as of January 6 at an interest rate of two percent for the first month and for each month that taxes are due, but not paid, the interest rate equals three-fourths of one percent/each month.

Late List Penalties - These are penalties assessed by the Tax Assessor for property not listed by the January 31 deadline. The penalty is 10 percent of the amount of taxes due.

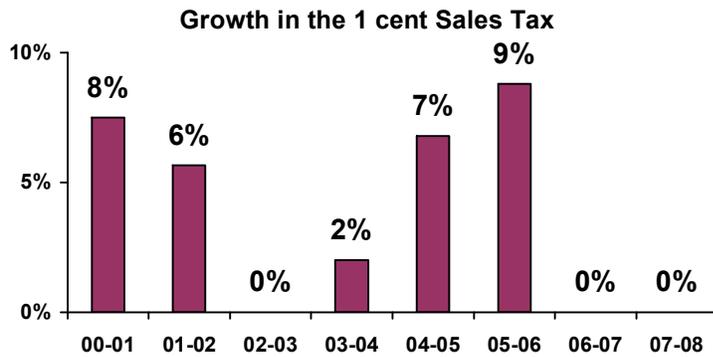
Animal Taxes - The Animal Control program, through its animal licensing program, generates these revenues. Dog and cat owners in Orange County are required to obtain licenses for their pets. Fees for un-sterilized pets increased as of July 1, 2007. The current fees are \$5.00 for sterilized pets and \$30.00 for un-sterilized pets. Owners of guide/assistance dogs and owners over 62 years of age whose animals have been spayed/neutered are exempt from this fee. \$140,000 is anticipated in FY 2007-08 from the issuance of pet licenses.

Sales Taxes

Sales Taxes
12%



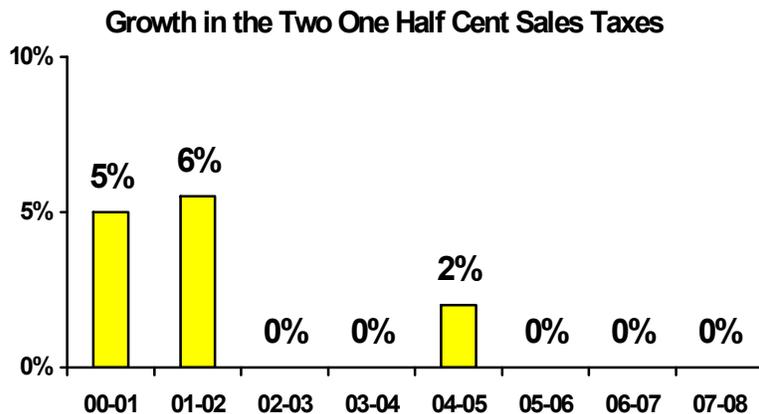
One Cent - This is the original 1 percent local option sales tax levied by the County, and is collected and distributed by the State based on local retail sales. Estimates for the one-cent local option sales tax in FY 2007-08 are the same as those budgeted in FY 2006-07.



Article 40 Half-Cent (1st Half Cent) - Enacted by the County in late 1984, the State collects this revenue and returns it to local governments on a per capita basis. This revenue source is earmarked

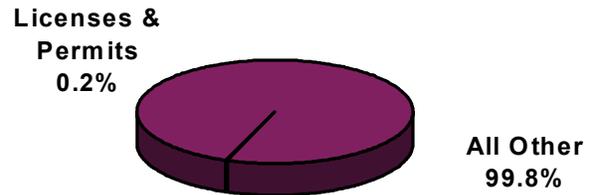
for both County and School capital projects and debt service. Estimates for this revenue in FY 2007-08 are the same as those budgeted in FY 2006-07.

Article 42 Half-Cent (Additional Half Cent) - The tax in this category is similar to the first half cent tax. The General Assembly authorized it in 1986. As with the Article 40 Sales tax, this tax is used to finance school and County capital projects, including debt service payment. Estimates for this revenue are the same as those for the Article 40 Half Cent Sales Tax.



Article 44 Half Cent (Third Half Cent) - The tax in this category was authorized by the General Assembly effective December 1, 2002. This tax was enacted in an effort to replace the reimbursements that the State began withholding from counties and cities in FY 2001-02. Estimated revenue from this half-cent sales and use tax totals approximately \$3.8 million for FY 2007-08.

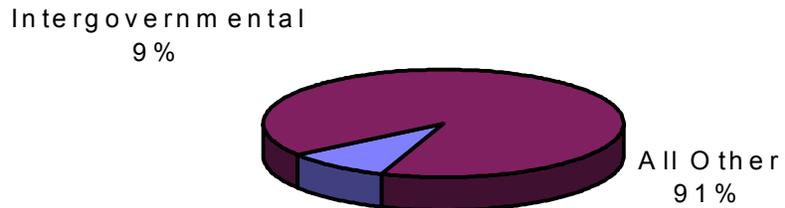
Licenses and Permits



Privilege Licenses - These are taxes levied on various trades, occupations, professions, businesses, or franchises located within the County. Revenue received from this source has been relatively constant over the past few years.

Cable Television (CATV) Franchise – Cable television franchises are special privileges granted by the County to engage in certain types of business. The revenues in this category are fees received from the two cable television companies operating in the County. The County receives 5 percent of the cable companies' gross profits.

Intergovernmental



Beer & Wine - Excise taxes on the sale of beer and unfortified wine at the wholesale level is collected by the State. Approximately half of the total taxes collected are returned to the County. The total statewide distribution for this revenue source has been frozen for the past several years.

Aging and Coordinated Agency Transportation - This includes Title III B, Title III D, and Community Transportation Program (Section 18) federal grants used to assist operations in the County's Department on Aging Senior Center, Information and Referral, Personal Care Services for Elderly and Disabled Clients (CHORE), Transportation, and Home keeper programs.

Social Services - Social Service programs are financed by a combination of Federal, State, and local resources. The revenues listed in this category reflect the state and federal contributions toward staff cost and operations for various programs within the Department. Over the past few years, Federal participation for public assistance programs, especially Medicaid and Aid to Families with Dependent Children (AFDC), has decreased. With public

Revenue Comments - *continued*

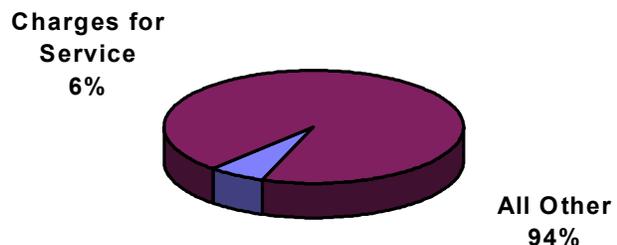
assistance delivery system changes occurring at both the State and Federal level, funding for social programs is expected to change significantly.

Health - These revenues reflect the State and Federal share for various health programs.

Local - Revenues reflected in this category include Alcoholic Beverage Control (ABC) profit distributions and alcoholic rehabilitation funds. Before the 1992-93 fiscal year, the County and the ABC Board had an agreement that Orange County would receive \$500,000 each year from ABC profits. Since that time the agreement has been replaced by statutory provisions that all net profits, after required distributions, will be distributed to Orange County local government. Also included in this category are monies received from local municipalities for support of economic development efforts in Orange County. These revenues remain constant with each of the three participating municipalities contributing \$6,000.

Other State – Examples of these revenues include: Soil and Water staff and operating reimbursements; Child Support Enforcement reimbursements and IV-D incentive payments; Safe Roads Act monies; Office of Juvenile Justice Program (OJJP) grant; and other smaller state and federal grants.

Charges for Services



The following revenues are associated with the Inspections Division of the Planning Department. The Board of County Commissioners regulates these partial cost recovery fees.

Electrical Inspections - These fees are for permits and inspections related to the installation of electrical work and wiring in residential and commercial facilities in Orange County. Electrical inspection fees are estimated at \$160,000 for FY 07/08, with an estimated 1,225 permits issued.

Mechanical Inspections - These fees are for permits and inspections related to the installation of heating and air-conditioning systems. Mechanical inspection fees are estimated at \$131,000 for FY 07/08, with an estimated 450 permits issued.

Plumbing Inspections - This category reflects fees associated with the permits and inspections for the installation of plumbing fixtures. Plumbing inspection fees are estimated at \$100,000 for FY 07/08, with an estimated 1,020 permits issued.

Building Inspections - These revenues are charged for building construction inspections and permits. 825 permits are estimated for FY 07/08, with fees estimated at \$270,000.

The following revenues are associated with the Environmental Health Division of the Health Department. As with other inspection fees, well and septic inspections are directly influenced by construction in Orange County. The Board of County Commissioners regulates these partial cost recovery fees.

Pool Inspections - These are fees charged to public swimming pool owners for annual inspections of their facilities. The charge is \$125 per inspection with an estimated 120 inspections in FY 07-08 for a total of \$15,000.

Well Permits - This category reflects fees charged for inspecting and permitting new wells. State legislation will require additional site visits as well as mandatory well water sampling, no later than July 1, 2008, on all newly constructed wells no later than July 1, 2008. Well permit fees will increase from the current fee of \$260 per permit for lay-out and inspection to \$430 per permit (effective January 1, 2008), which includes water sampling. An estimated 350 new wells will be inspected in FY 07-08 for a total of \$150,500.

Septic Permits - Included in this category are inspections and permits for new and existing septic systems, as well as fees for soil evaluations or "perms". Existing septic system inspections are \$125 and new system inspections are \$260. Approximately 475 new septic system permits are to be issued and 175 existing system inspection performed in FY 06-07. Staff will also perform at least 450 soil evaluations at an estimated \$350 each.

Water Samples - Fees are charged for testing water for bacteriological or chemical components. Bacteriological samples are tested at \$25 each, inorganic chemical samples are tested at \$35 each, while pesticide and petroleum tests cost \$75 each. Beginning January 1, 2008, a full water sampling suite of 19 parameters will be offered at a cost of \$100. The estimated revenues for FY 07-08 total approximately \$24,500.

Aging - This category reflects fees associated with participation in a variety of programs offered by the Department on Aging. The major revenues in this category are related to services provided in connection with the rental of Orange Public Transportation buses (\$240,000).

Emergency Services - The majority of revenue under this category comes from the County's fee for emergency medical services (EMS). Paramedics respond to all 911 calls for EMS with patient assessment conducted at no charge, however treatment at the scene by the paramedic is billed at \$100. If Basic Life Support (BLS) or Advanced Life Support (ALS) ambulance transportation to a hospital is required, the total fees for service range from \$300 to \$525 depending on a level 1 or 2 life support, and whether it is an emergency or non-emergency transport. EMS fees for service were instituted on October 1, 1996.

Health - These are fees charged for certain services in the Health department including clinics and animal control. Major increases over the past few years are attributable to strong

Revenue Comments - *continued*

emphasis being placed on services offered to Medicaid eligible women and children. Dental fees are estimated for FY 07-08 at \$312,000, while Personal Health fees are estimated at \$685,000.

Land Records Fees - Fees reflected in this category include charges for various map copies and charges to various outside consumers for computer system access.

Planning Fees - This category includes several charges for services provided by Planning staff including reviewing soil erosion control plans, grading permits, reviews of plans for subdivisions, rezoning and variance requests, home occupations, and special use permits. For FY 07-08 an estimated 690 zoning permits and 71 Erosion Plan reviews will be issued. Revenues from Planning fees are estimated at \$45,000 for FY 07-08, while soil and erosion fee revenues are estimated at \$250,000.

Recreation and Parks - These revenues consist of charges for participation in various recreational and leisure programs. Athletic program revenues are estimated at \$52,000 for FY 07-08. Total Recreation and Parks revenues from fees are estimated at \$200,000.

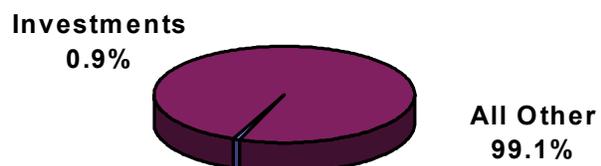
Register of Deeds - These are fees charged for items such as marriage licenses, birth and death certificates, excise stamps on land transfers, and various certified copies. Most of these fees are regulated by the State. Collections for register of deeds fees and excise stamps are estimated at \$965,000 and \$972,000, respectively. Revenue stamps by State Statute are \$2 per \$1,000 on all real estate transfers. A marriage license is \$50, and revenues from these licenses are estimated at \$12,000 for FY 07-08.

Sheriff - Revenues in this category include charges assessed by the Sheriff for serving warrants, court subpoenas, and other court documents, all of which are regulated by the State. The Sheriff also collects fees from the state and federal government for housing certain prisoners. Reimbursements from the ABC Board for the provision of law enforcement are in this category as well as fees collected from the jail canteen and pay telephone system. Increased revenue due to the housing of additional federal prisoners in the jail addition will be used partly to pay the debt service on the private placement financing of the addition (\$164,000) with the balance being used to partially offset additional operating costs of the prisoners. The total revenue anticipated from jail fees is \$2,223,000.

Tax Collection Charges – Orange County collects taxes for all of the municipalities within the County. In turn, the towns reimburse the County for this service.

Miscellaneous - Revenues in this category include candidate filing fees and other Board of Election related charges along with charges to outside agencies for use of the County's telephone system and data processing.

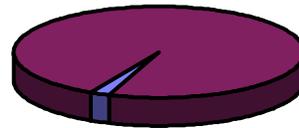
Investment Income



Interest Income - The General Fund share of all interest earned on the County's investments is recorded in this category. Slightly higher interest rates over the past year, have contributed to the projected increase of this revenue source for FY 07-08.

Miscellaneous, Transfers and and Fund Balance

Misc, Transfer/
Fund Balance
2%



All Other
98%

Miscellaneous - These revenues include refunds of gasoline tax, revenues generated by the County auction, rental of county facilities, resale of items purchased, and donations made to various county departments.

Transfers - This category reflects funds transferred from other County funds to the General Fund.

Appropriated Fund Balance - This represents an appropriation of fund balance for general operations. For FY 2007-08, there is no budgeted appropriation from fund balance. The General Fund balance is estimated to be approximately 10 percent of general fund expenditures.

Expenditures by Department Summary - General Fund

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Governing and Management						
Animal Services	\$913,064	\$1,435,733	\$1,705,123	\$1,559,396	\$1,720,974	\$1,642,015
Board of County Commissioners	\$475,201	\$482,874	\$514,250	\$520,142	\$547,744	\$484,311
Budget	\$260,686	\$250,151	\$269,983	\$268,672	\$276,164	\$267,879
Central Services	\$1,458,995	\$1,638,786	\$1,834,187	\$1,952,525	\$2,241,305	\$2,157,207
County Manager	\$932,594	\$957,384	\$1,048,590	\$973,798	\$1,227,052	\$1,083,180
Finance	\$413,357	\$425,163	\$457,094	\$453,349	\$454,773	\$441,838
Non-Departmental	\$876,625	\$928,142	\$688,970	\$1,318,740	\$1,342,682	\$3,202,454
Personnel	\$638,407	\$676,685	\$718,078	\$740,797	\$806,913	\$780,826
Purchasing	\$240,383	\$252,179	\$331,042	\$313,706	\$324,572	\$314,751
Rents and Insurance	\$25,025	\$25,922	\$123,194	\$123,344	\$518,154	\$423,914
Governing and Management Total	<u>\$6,234,336</u>	<u>\$7,073,018</u>	<u>\$7,690,511</u>	<u>\$8,224,469</u>	<u>\$9,460,333</u>	<u>\$10,798,375</u>
General Services						
Board of Elections	\$471,360	\$420,472	\$429,609	\$402,845	\$692,403	\$631,455
Information Technologies	\$1,118,172	\$1,149,665	\$1,406,797	\$1,438,534	\$1,633,455	\$1,547,934
Land Records	\$489,078	\$473,108	\$513,154	\$501,553	\$545,653	\$481,194
Non-Departmental	\$9,945	\$9,009	\$60,000	\$6,000	\$7,000	\$10,000
Public Works - Buildings and Grounds	\$2,891,363	\$2,857,089	\$3,051,526	\$3,187,944	\$3,728,906	\$3,604,141
Public Works - Motor Pool	\$136,356	\$377,778	\$367,861	\$529,210	\$595,445	\$555,392
Public Works - Sanitation	\$1,645,589	\$1,734,652	\$1,908,640	\$1,942,428	\$0	\$0
Register of Deeds	\$899,830	\$928,373	\$1,038,754	\$990,176	\$1,042,082	\$1,011,693
Tax Assessor	\$780,543	\$803,357	\$887,399	\$869,580	\$901,603	\$878,050
Tax Collector	\$717,021	\$796,184	\$871,508	\$867,327	\$857,954	\$837,980
General Services Total	<u>\$9,159,258</u>	<u>\$9,549,688</u>	<u>\$10,535,248</u>	<u>\$10,735,597</u>	<u>\$10,004,501</u>	<u>\$9,557,839</u>
Community and Environment						
Economic Development	\$232,853	\$255,535	\$292,948	\$296,356	\$285,635	\$278,408
Environment and Resource Conservation	\$456,549	\$458,356	\$607,412	\$604,730	\$700,595	\$661,041
Non-Departmental	\$40,580	\$53,627	\$217,311	\$145,951	\$319,283	\$185,341
Planning	\$2,262,914	\$2,314,603	\$2,526,600	\$2,480,450	\$2,716,996	\$2,503,238
Soil and Water	\$257,853	\$263,704	\$283,891	\$283,617	\$285,763	\$277,427
Community and Environment Total	<u>\$3,250,748</u>	<u>\$3,345,826</u>	<u>\$3,928,162</u>	<u>\$3,811,104</u>	<u>\$4,308,272</u>	<u>\$3,905,455</u>
Human Services						
<i>Aging</i>						
Administration	\$232,626	\$190,012	\$201,030	\$201,321	\$201,450	\$196,484
Community Based Services	\$537,307	\$573,687	\$485,419	\$638,478	\$588,558	\$536,894
Eldercare Program	\$460,855	\$437,696	\$433,840	\$517,795	\$444,069	\$431,699
RSVP	\$135,798	\$139,785	\$146,874	\$146,191	\$147,862	\$144,711
<i>Aging Total</i>	<u>\$1,366,585</u>	<u>\$1,341,181</u>	<u>\$1,267,163</u>	<u>\$1,503,785</u>	<u>\$1,381,939</u>	<u>\$1,309,788</u>
Child Support	\$773,369	\$780,285	\$870,743	\$835,710	\$874,949	\$850,791
Cooperative Extension	\$457,252	\$457,962	\$505,241	\$494,551	\$532,186	\$515,624
<i>Health</i>						
Animal Control	\$522,701	\$0	\$0	\$0	\$0	\$0
Central Administration Services	\$763,557	\$828,972	\$922,067	\$901,814	\$961,612	\$897,668
Dental Health	\$583,836	\$686,976	\$773,427	\$694,615	\$799,010	\$782,061
Environmental Health	\$923,214	\$1,008,166	\$1,181,084	\$1,044,160	\$1,453,862	\$1,305,917
Personal Health	\$3,084,819	\$2,872,376	\$3,090,163	\$3,143,013	\$3,336,447	\$3,096,882
Promotion and Education	\$367,983	\$360,959	\$450,969	\$374,053	\$445,664	\$433,702
Risk Management and Quality Assurance	\$190,156	\$218,833	\$213,145	\$267,050	\$215,764	\$191,458
<i>Health Total</i>	<u>\$6,242,423</u>	<u>\$5,976,281</u>	<u>\$6,630,855</u>	<u>\$6,424,705</u>	<u>\$7,212,359</u>	<u>\$6,707,688</u>
Human Rights and Relations	\$244,251	\$329,326	\$384,203	\$321,800	\$383,301	\$373,432
Mental Health	\$1,369,265	\$1,464,233	\$1,382,780	\$1,314,162	\$1,314,704	\$1,314,704
Non-Departmental	\$1,171,713	\$1,905,324	\$1,853,027	\$1,913,487	\$2,539,534	\$2,073,662
Orange Public Transportation	\$948,355	\$956,114	\$1,079,021	\$993,804	\$1,075,660	\$1,053,857

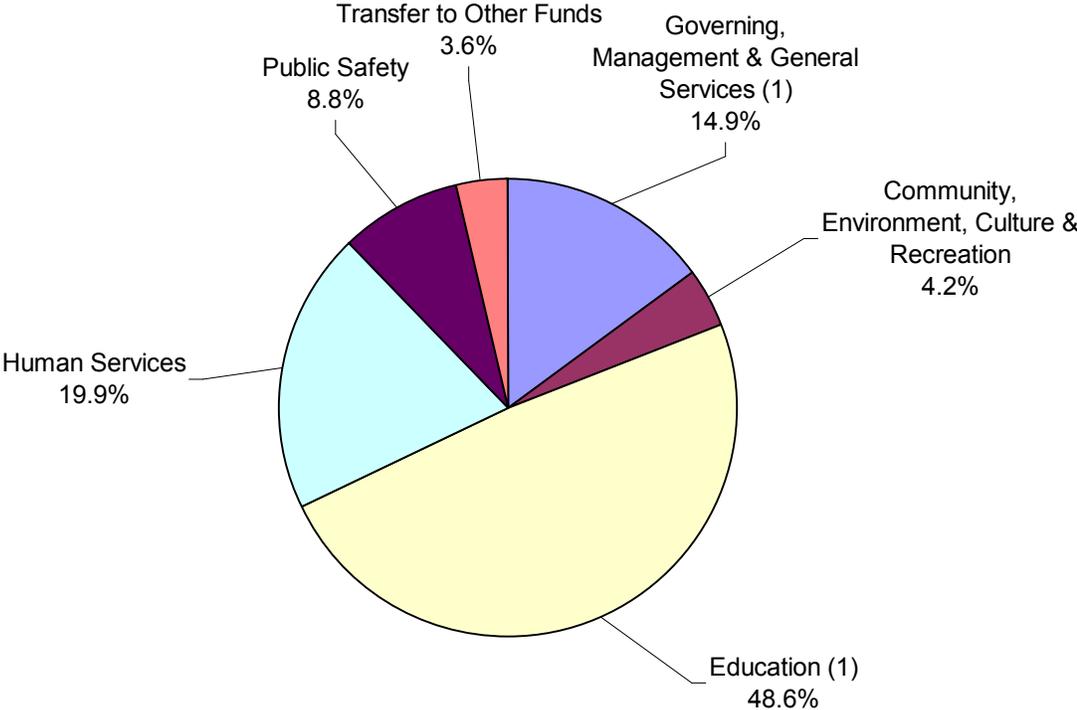
Expenditures by Department Summary - General Fund

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
<i>Social Services</i>						
Administration	\$1,430,994	\$1,328,365	\$1,509,393	\$1,572,547	\$1,955,987	\$1,921,984
Children/Family Services	\$4,032,439	\$4,079,836	\$4,696,204	\$4,458,906	\$4,754,485	\$4,633,724
Economic Services	\$2,939,240	\$3,234,516	\$3,832,289	\$3,873,153	\$4,217,659	\$4,111,212
Public Assistance	\$4,651,983	\$4,946,183	\$5,103,280	\$5,294,947	\$5,654,732	\$5,109,732
Skills Development Center	\$68,514	\$60,096	\$76,443	\$63,845	\$76,554	\$75,163
Subsidy	\$4,751,292	\$4,907,022	\$4,914,371	\$5,251,682	\$5,594,192	\$5,594,192
Veterans' Services	\$56,321	\$58,858	\$62,570	\$61,724	\$62,746	\$60,836
<i>Social Services Total</i>	<u>\$17,930,784</u>	<u>\$18,614,875</u>	<u>\$20,194,550</u>	<u>\$20,576,804</u>	<u>\$22,316,355</u>	<u>\$21,506,843</u>
Human Services Total	<u>\$30,503,998</u>	<u>\$31,825,582</u>	<u>\$34,167,583</u>	<u>\$34,378,808</u>	<u>\$37,630,987</u>	<u>\$35,706,389</u>
<i>Public Safety</i>						
Courts	\$141,545	\$134,183	\$169,901	\$149,742	\$169,901	\$169,901
<i>EMS</i>						
Administration	\$260,976	\$271,946	\$345,724	\$250,922	\$353,119	\$342,958
Emergency Medical Services	\$2,985,560	\$3,455,523	\$3,539,026	\$3,651,646	\$3,849,992	\$3,457,457
Fire Services	\$223,133	\$185,343	\$242,297	\$213,553	\$330,561	\$246,816
Telecommunications	\$1,479,963	\$1,572,520	\$1,795,567	\$1,642,328	\$2,228,461	\$1,723,326
<i>EMS Total</i>	<u>\$4,949,633</u>	<u>\$5,485,332</u>	<u>\$5,922,614</u>	<u>\$5,758,449</u>	<u>\$6,762,133</u>	<u>\$5,770,557</u>
Non-Departmental	\$308,584	\$298,562	\$563,330	\$430,513	\$438,426	\$438,426
Sheriff	\$8,265,597	\$8,325,775	\$8,751,848	\$8,847,258	\$9,301,577	\$8,895,006
Public Safety Total	<u>\$13,665,359</u>	<u>\$14,243,853</u>	<u>\$15,407,693</u>	<u>\$15,185,962</u>	<u>\$16,672,037</u>	<u>\$15,273,890</u>
<i>Culture and Recreation</i>						
Arts Commission	\$102,911	\$126,455	\$110,384	\$129,527	\$115,720	\$112,157
Library and Recreation Municipal Support	\$375,141	\$375,141	\$375,141	\$375,141	\$375,141	\$375,141
Library Services	\$967,135	\$1,028,600	\$1,092,204	\$1,108,452	\$1,106,867	\$1,086,659
Non-Departmental	\$77,278	\$78,822	\$110,425	\$110,425	\$120,574	\$110,574
Recreation and Parks	\$1,362,518	\$1,416,107	\$1,626,389	\$1,610,528	\$1,984,720	\$1,715,039
Culture and Recreation Total	<u>\$2,884,983</u>	<u>\$3,025,126</u>	<u>\$3,314,543</u>	<u>\$3,334,073</u>	<u>\$3,703,022</u>	<u>\$3,399,570</u>
<i>Education</i>						
Current Expenses	\$46,736,614	\$49,981,296	\$53,793,744	\$53,493,744	\$58,117,778	\$56,875,122
Fair Funding	\$0	\$0	\$800,000	\$800,000	\$800,000	\$988,000
Other Related County Support	\$0	\$0	\$0	\$0	\$195,598	\$195,598
Recurring Capital	\$2,015,654	\$2,290,258	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000
Education Total	<u>\$48,752,268</u>	<u>\$52,271,554</u>	<u>\$56,993,744</u>	<u>\$56,693,744</u>	<u>\$61,513,376</u>	<u>\$60,458,720</u>
<i>Non-Departmental</i>						
Debt Service	\$17,714,427	\$19,866,708	\$23,379,243	\$23,380,245	\$24,270,286	\$24,270,286
Transfers to Other Funds	\$3,749,708	\$8,424,225	\$8,056,457	\$8,256,457	\$10,328,916	\$10,253,827
Non-Departmental Total	<u>\$21,464,135</u>	<u>\$28,290,933</u>	<u>\$31,435,700</u>	<u>\$31,636,702</u>	<u>\$34,599,202</u>	<u>\$34,524,113</u>
Total Expenditures	<u>\$136,108,928</u>	<u>\$149,625,579</u>	<u>\$163,473,184</u>	<u>\$164,000,459</u>	<u>\$177,891,730</u>	<u>\$173,624,351</u>

¹ Animal Services is a newly constructed department that includes Animal Control and the Animal Shelter, which were previously in the Health Department.

² The School Nurse program, which was previously included in the Personal Health division has been transferred to Human Services Non-Departmentals.

General Fund Expenditures by Function



⁽¹⁾ Includes Debt Service

Governing and Management

Summary

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
By Department (General Fund)						
Animal Services	\$913,064	\$1,435,733	\$1,705,123	\$1,559,396	\$1,720,974	\$1,642,015
Board of County Commissioners	\$475,201	\$482,874	\$514,250	\$520,142	\$547,744	\$484,311
Budget	\$260,686	\$250,151	\$269,983	\$268,672	\$276,164	\$267,879
Central Services	\$1,458,995	\$1,638,786	\$1,834,187	\$1,952,525	\$2,241,305	\$2,157,207
County Manager	\$932,594	\$957,384	\$1,048,590	\$973,798	\$1,227,052	\$1,083,180
Finance	\$413,357	\$425,163	\$457,094	\$453,349	\$454,773	\$441,838
Non-Departmental	\$876,625	\$928,142	\$688,970	\$1,318,740	\$1,342,682	\$3,202,454
Personnel	\$638,407	\$676,685	\$718,078	\$740,797	\$806,913	\$780,826
Purchasing	\$240,383	\$252,179	\$331,042	\$313,706	\$324,572	\$314,751
Rents and Insurance	\$25,025	\$25,922	\$123,194	\$123,344	\$518,154	\$423,914
Total Function Expenditures	<u>\$6,234,336</u>	<u>\$7,073,018</u>	<u>\$7,690,511</u>	<u>\$8,224,469</u>	<u>\$9,460,333</u>	<u>\$10,798,375</u>
Offsetting Revenue	(\$445,383)	(\$565,210)	(\$553,229)	(\$567,705)	(\$611,227)	(\$611,227)
County Costs (net)	<u>\$5,788,953</u>	<u>\$6,507,807</u>	<u>\$7,137,282</u>	<u>\$7,656,764</u>	<u>\$8,849,106</u>	<u>\$10,187,148</u>
Other Related Programs (Grant Fund)						
Orange-Chatham Justice Partnership	\$192,495	\$247,892	\$178,314	\$205,059	\$216,431	\$216,431
Total Expenditures	<u>\$192,495</u>	<u>\$247,892</u>	<u>\$178,314</u>	<u>\$205,059</u>	<u>\$216,431</u>	<u>\$216,431</u>
Offsetting Revenue	(\$178,955)	(\$244,094)	(\$166,814)	(\$222,438)	(\$191,897)	(\$191,897)
County Costs (net)	<u>\$13,540</u>	<u>\$3,798</u>	<u>\$11,500</u>	<u>(\$17,379)</u>	<u>\$24,534</u>	<u>\$24,534</u>

Total Governing and Management and Related Expenditures

	\$6,426,831	\$7,320,909	\$7,868,825	\$8,429,528	\$9,676,764	\$11,014,806
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*Animal Services in a newly constructed department that includes Animal Control and the Animal Shelter, which were previously in the Health Department.

**Nondepartmental in this function includes "reserve" funding for several items that will be transferred to individual departments upon BOCC approval of the budget. Examples of these items include the proposed pay plan components, a potential health insurance increase and a fund established as a reserve the could be used to make up potential state funding cuts that may be passed on to the County or schools via upcoming legislative action.

General Services

Summary

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
By Department (General Fund)						
Board of Elections	\$471,360	\$420,472	\$429,609	\$402,845	\$692,403	\$631,455
Information Technologies	\$1,118,172	\$1,149,665	\$1,406,797	\$1,438,534	\$1,633,455	\$1,547,934
Land Records	\$489,078	\$473,108	\$513,154	\$501,553	\$545,653	\$481,194
Non-Departmental	\$9,945	\$9,009	\$60,000	\$6,000	\$7,000	\$10,000
Public Works - Buildings and Grounds	\$2,891,363	\$2,857,089	\$3,051,526	\$3,187,944	\$3,728,906	\$3,604,141
Public Works - Motor Pool	\$136,356	\$377,778	\$367,861	\$529,210	\$595,445	\$555,392
Public Works - Sanitation	\$1,645,589	\$1,734,652	\$1,908,640	\$1,942,428	\$0	\$0
Register of Deeds	\$899,830	\$928,373	\$1,038,754	\$990,176	\$1,042,082	\$1,011,693
Tax Assessor	\$780,543	\$803,357	\$887,399	\$869,580	\$901,603	\$878,050
Tax Collector	\$717,021	\$796,184	\$871,508	\$867,327	\$857,954	\$837,980
Total Function Expenditures	<u>\$9,159,258</u>	<u>\$9,549,688</u>	<u>\$10,535,248</u>	<u>\$10,735,597</u>	<u>\$10,004,501</u>	<u>\$9,557,839</u>
<i>Offsetting Revenue</i>	(\$2,219,920)	(\$2,253,069)	(\$2,238,461)	(\$2,306,975)	(\$2,347,439)	(\$2,347,439)
County Costs (net)	<u>\$6,939,337</u>	<u>\$7,296,619</u>	<u>\$8,296,787</u>	<u>\$8,428,622</u>	<u>\$7,657,062</u>	<u>\$7,210,400</u>
Other Related Programs (Revaluation Fund)						
Assessor's Office	\$135,284	\$76,437	\$134,581	\$114,013	\$136,949	\$136,949
Total Expenditures	<u>\$135,284</u>	<u>\$76,437</u>	<u>\$134,581</u>	<u>\$114,013</u>	<u>\$136,949</u>	<u>\$136,949</u>
<i>Offsetting Revenue</i>	(\$481)	(\$3,043)	(\$84,581)	(\$66,486)	(\$12,949)	(\$12,949)
County Costs (net)	<u>\$134,803</u>	<u>\$73,394</u>	<u>\$50,000</u>	<u>\$47,527</u>	<u>\$124,000</u>	<u>\$124,000</u>
Efland Sewer Fund (Efland Sewer Operating Fund)						
Efland Sewer Fund	\$140,409	\$144,258	\$160,000	\$181,605	\$184,250	\$184,250
Total Expenditures	<u>\$140,409</u>	<u>\$144,258</u>	<u>\$160,000</u>	<u>\$181,605</u>	<u>\$184,250</u>	<u>\$184,250</u>
<i>Offsetting Revenue</i>	(\$63,451)	(\$59,435)	(\$60,000)	(\$64,681)	(\$62,000)	(\$62,000)
County Costs (net)	<u>\$76,957</u>	<u>\$84,823</u>	<u>\$100,000</u>	<u>\$116,924</u>	<u>\$122,250</u>	<u>\$122,250</u>
Total General Services and Related Expenditures	<u>\$9,434,951</u>	<u>\$9,770,383</u>	<u>\$10,829,829</u>	<u>\$11,031,215</u>	<u>\$10,325,700</u>	<u>\$9,879,038</u>

Human Services

Summary

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
By Department (General Fund)						
Aging	\$1,366,585	\$1,341,181	\$1,267,163	\$1,503,785	\$1,381,939	\$1,309,788
Child Support	\$773,369	\$780,285	\$870,743	\$835,710	\$874,949	\$850,791
Cooperative Extension	\$457,252	\$457,962	\$505,241	\$494,551	\$532,186	\$515,624
Health	\$6,436,267	\$5,976,281	\$6,630,855	\$6,424,705	\$7,212,359	\$6,707,688
Human Rights and Relations	\$244,251	\$329,326	\$384,203	\$321,800	\$383,301	\$373,432
Mental Health	\$1,369,265	\$1,464,233	\$1,382,780	\$1,314,162	\$1,314,704	\$1,314,704
Non-Departmental	\$1,171,713	\$1,905,324	\$1,853,027	\$1,913,487	\$2,539,534	\$2,073,662
Orange Public Transportation	\$948,355	\$956,114	\$1,079,021	\$993,804	\$1,075,660	\$1,053,857
Public Assistance	\$4,651,983	\$4,946,183	\$5,103,280	\$5,294,947	\$5,654,732	\$5,109,732
Social Services	\$13,278,800	\$13,668,692	\$15,091,270	\$15,281,857	\$16,661,623	\$16,397,111
Total Function Expenditures	\$30,697,842	\$31,825,582	\$34,167,583	\$34,378,808	\$37,630,987	\$35,706,389
Offsetting Revenue	(\$13,200,810)	(\$14,307,357)	(\$13,767,932)	(\$15,133,052)	(\$15,410,234)	(\$15,491,798)
County Costs (net)	\$17,497,032	\$17,518,225	\$20,399,651	\$19,245,756	\$22,220,753	\$20,214,591
Other Related Programs (Grant Fund)						
Aging Related	\$108,741	\$111,500	\$88,985	\$111,816	\$89,034	\$89,034
Health Related	\$323,030	\$347,650	\$378,877	\$359,751	\$399,681	\$324,592
Total Expenditures	\$431,771	\$459,150	\$467,862	\$471,567	\$488,715	\$413,626
Offsetting Revenue	(\$437,449)	(\$359,795)	(\$387,201)	(\$383,272)	(\$362,838)	(\$362,838)
County Costs (net)	(\$5,678)	\$99,355	\$80,661	\$88,295	\$125,877	\$50,788
Other Funds (Housing and Community Development)						
Housing Section 8	\$4,495,790	\$4,267,655	\$4,534,982	\$4,589,547	\$4,408,586	\$4,408,586
Total Expenditures	\$4,495,790	\$4,267,655	\$4,534,982	\$4,589,547	\$4,408,586	\$4,408,586
Offsetting Revenue	(\$4,477,882)	(\$4,499,918)	(\$4,534,982)	(\$4,549,982)	(\$4,408,586)	(\$4,408,586)
County Costs (net)	\$17,908	(\$232,263)	\$0	\$39,565	\$0	\$0
Total Human Services and Related Expenditures	\$35,625,403	\$36,552,387	\$39,170,427	\$39,439,922	\$42,528,288	\$40,528,601

Culture and Recreation

Summary

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
By Department (General Fund)						
Arts Commission	\$102,911	\$126,455	\$110,384	\$129,527	\$115,720	\$112,157
Carrboro Cybrary	\$67,598	\$71,181	\$91,006	\$91,406	\$83,569	\$81,639
Carrboro Library	\$128,661	\$130,908	\$140,574	\$138,200	\$140,551	\$138,173
Cedar Grove Library	\$70,424	\$87,845	\$118,075	\$120,531	\$107,840	\$106,072
Non-Departmental	\$77,278	\$78,822	\$110,425	\$110,425	\$120,574	\$110,574
Orange County Central Library	\$700,453	\$738,666	\$742,549	\$758,315	\$774,907	\$760,775
Recreation and Parks	\$1,362,518	\$1,416,107	\$1,626,389	\$1,610,528	\$1,984,720	\$1,715,039
Total Function Expenditures	<u>\$2,509,842</u>	<u>\$2,649,985</u>	<u>\$2,939,402</u>	<u>\$2,958,932</u>	<u>\$3,327,881</u>	<u>\$3,024,429</u>
Offsetting Revenue	(\$429,623)	(\$440,527)	(\$456,244)	(\$507,626)	(\$477,403)	(\$462,359)
County Costs (net)	<u>\$2,080,219</u>	<u>\$2,209,458</u>	<u>\$2,483,158</u>	<u>\$2,451,306</u>	<u>\$2,850,478</u>	<u>\$2,562,070</u>
Other Related Programs (General Fund)						
Municipal Support	\$375,141	\$375,141	\$375,141	\$375,141	\$375,141	\$375,141
Total Culture and Recreation and Related Expenditures	<u>\$2,884,983</u>	<u>\$3,025,126</u>	<u>\$3,314,543</u>	<u>\$3,334,073</u>	<u>\$3,703,022</u>	<u>\$3,399,570</u>

Community and Environment

Summary

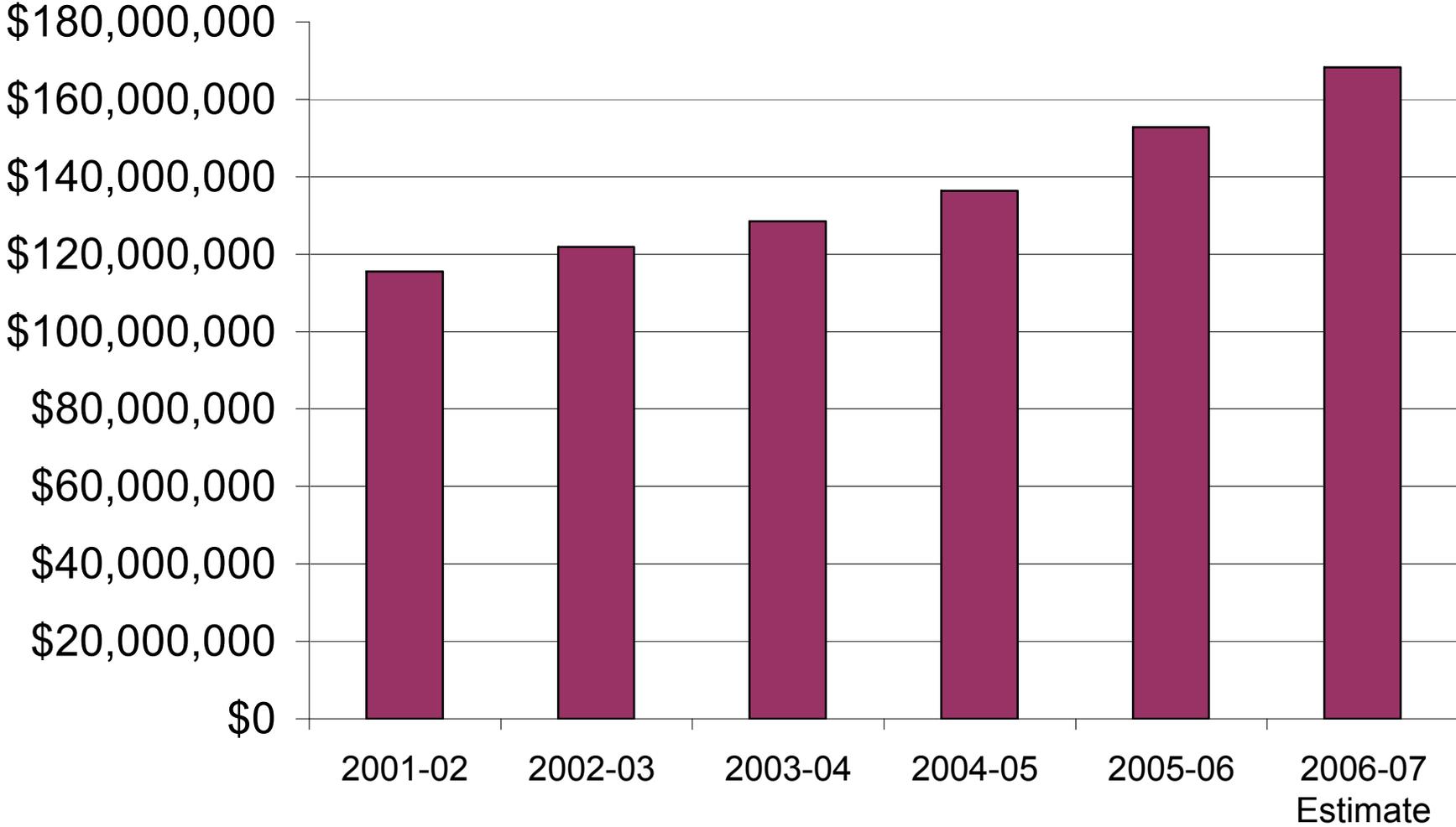
	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
By Department (General Fund)						
Economic Development	\$232,853	\$255,535	\$292,948	\$296,356	\$285,635	\$278,408
Environment and Resource Conservation	\$456,549	\$458,356	\$607,412	\$604,730	\$700,595	\$661,041
Non-Departmental	\$40,580	\$53,627	\$217,311	\$145,951	\$319,283	\$185,341
Planning	\$2,262,914	\$2,314,603	\$2,526,600	\$2,480,450	\$2,716,996	\$2,503,238
Soil and Water	\$257,853	\$263,704	\$283,891	\$283,617	\$285,763	\$277,427
Total Function Expenditures	<u>\$3,250,748</u>	<u>\$3,345,826</u>	<u>\$3,928,162</u>	<u>\$3,811,104</u>	<u>\$4,308,272</u>	<u>\$3,905,455</u>
<i>Offsetting Revenue</i>	(\$1,215,615)	(\$1,353,489)	(\$1,265,999)	(\$1,198,889)	(\$1,198,307)	(\$1,198,307)
County Costs (net)	\$2,035,133	\$1,992,337	\$2,662,163	\$2,612,215	\$3,109,965	\$2,707,148
Visitors Bureau Fund						
Visitors Bureau Fund	\$524,941	\$597,045	\$688,153	\$790,681	\$958,863	\$958,863
Total Expenditures	<u>\$524,941</u>	<u>\$597,045</u>	<u>\$688,153</u>	<u>\$790,681</u>	<u>\$958,863</u>	<u>\$958,863</u>
<i>Offsetting Revenue</i>	(\$586,865)	(\$663,308)	(\$688,153)	(\$790,681)	(\$958,863)	(\$958,863)
County Costs (net)	<u>(\$61,924)</u>	<u>(\$66,263)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Community and Environment and Related Expenditures	\$3,775,689	\$3,942,871	\$4,616,315	\$4,601,785	\$5,267,135	\$4,864,318

Public Safety

Summary

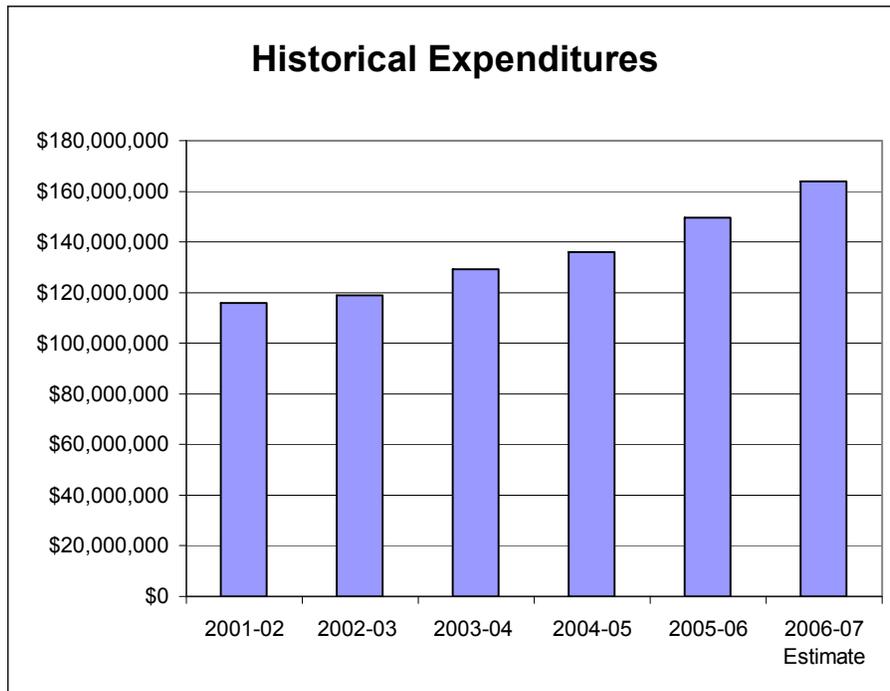
	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
By Department (General Fund)						
Courts	\$141,545	\$134,183	\$169,901	\$149,742	\$169,901	\$169,901
Emergency Management Services	\$4,949,633	\$5,485,332	\$5,922,614	\$5,758,449	\$6,762,133	\$5,770,557
Non-Departmental	\$308,584	\$298,562	\$563,330	\$430,513	\$438,426	\$438,426
Sheriff	\$8,265,597	\$8,325,775	\$8,751,848	\$8,847,258	\$9,301,577	\$8,895,006
Total Function Expenditures	\$13,665,359	\$14,243,853	\$15,407,693	\$15,185,962	\$16,672,037	\$15,273,890
Offsetting Revenue	(\$4,349,336)	(\$5,299,008)	(\$4,720,866)	(\$5,289,707)	(\$4,914,969)	(\$5,329,969)
County Costs (net)	\$9,316,023	\$8,944,845	\$10,686,827	\$9,896,255	\$11,757,068	\$9,943,921
Emergency Telephone Fund						
Emergency Telephone Fund	\$494,738	\$652,938	\$484,535	\$581,647	\$726,026	\$726,026
Total Expenditures	\$494,738	\$652,938	\$484,535	\$581,647	\$726,026	\$726,026
Offsetting Revenue	(\$574,954)	(\$671,536)	(\$484,535)	(\$646,791)	(\$726,026)	(\$726,026)
County Costs (net)	(\$80,216)	(\$18,598)	\$0	(\$65,144)	\$0	\$0
Other Funds						
Fire Districts	\$2,275,782	\$2,387,097	\$2,596,127	\$2,608,127	\$2,831,807	\$2,831,807
Total Expenditures	\$2,275,782	\$2,387,097	\$2,596,127	\$2,608,127	\$2,831,807	\$2,831,807
Offsetting Revenue	(\$2,302,480)	(\$2,499,820)	(\$2,596,127)	(\$2,701,562)	(\$2,831,807)	(\$2,831,807)
County Costs (net)	(\$26,698)	(\$112,723)	\$0	(\$93,435)	\$0	\$0
Total Public Safety and Related Expenditures	\$16,435,879	\$17,283,888	\$18,488,355	\$18,375,736	\$20,229,870	\$18,831,723

Historical Revenues



Historical Expenditures

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07 Estimate
Governing & Management	\$3,682,967	\$4,543,759	\$5,087,135	\$6,234,336	\$7,073,018	\$8,224,469
General Services	\$7,460,705	\$7,758,825	\$8,304,167	\$9,159,258	\$9,549,688	\$10,735,597
Community & Environment	\$2,531,735	\$2,717,880	\$3,097,490	\$3,250,748	\$3,345,826	\$3,811,104
Human Services	\$25,270,995	\$27,414,115	\$29,542,793	\$30,503,998	\$31,825,581	\$34,378,808
Public Safety	\$10,746,852	\$11,790,640	\$13,226,246	\$13,665,359	\$14,243,853	\$15,185,962
Culture & Recreation	\$1,495,935	\$2,119,347	\$2,509,123	\$2,884,983	\$3,025,126	\$3,334,073
Education	\$43,008,464	\$44,150,356	\$46,461,682	\$48,752,268	\$52,271,554	\$56,693,744
Non-Departmental	\$21,790,225	\$18,538,005	\$21,047,639	\$21,464,135	\$28,290,933	\$31,636,702
Total Expenditures	\$115,987,878	\$119,032,927	\$129,276,274	\$135,915,085	\$149,625,579	\$164,000,459



General Fund Expenditures Percentage Change Year to Year

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	Year To Year Change	2006-07 Original Budget	Year to Year Change	2007-08 Commissioner Approved	Year to Year Change
Governing & Management							
Board of County Commissioners	\$475,201	\$482,874	1.61%	\$514,250	6.50%	\$484,311	-5.82%
County Manager	\$932,594	\$957,384	2.66%	\$1,048,590	9.53%	\$1,083,180	3.30%
Animal Services	\$913,064	\$1,435,733	57.24%	\$1,705,123	0.00%	\$1,642,015	0.00%
Budget	\$260,686	\$250,151	-4.04%	\$269,983	7.93%	\$267,879	-0.78%
Finance	\$413,357	\$425,162	2.86%	\$457,094	7.51%	\$441,838	-3.34%
Purchasing	\$240,383	\$252,179	4.91%	\$331,042	31.27%	\$314,751	-4.92%
Central Services	\$1,458,995	\$1,638,786	12.32%	\$1,834,187	11.92%	\$2,157,207	17.61%
Rents and Insurance	\$25,025	\$25,922	3.58%	\$123,194	375.25%	\$423,914	244.10%
Personnel	\$638,407	\$676,685	6.00%	\$718,078	6.12%	\$780,826	8.74%
Non-Departmental	\$876,625	\$928,142	5.88%	\$688,970	-25.77%	\$3,202,454	364.82%
Total Governing & Management	\$6,234,337	\$7,073,018	13.45%	\$7,690,511	8.73%	\$10,798,375	40.41%
General Services							
Board of Elections	\$471,360	\$420,472	-10.80%	\$429,609	2.17%	\$631,455	46.98%
Information Technology	\$1,118,172	\$1,149,665	2.82%	\$1,406,797	22.37%	\$1,547,934	10.03%
Land Records	\$489,078	\$473,108	-3.27%	\$513,154	8.46%	\$481,194	-6.23%
Register of Deeds	\$899,830	\$928,373	3.17%	\$1,038,754	11.89%	\$1,011,693	-2.61%
Tax Assessor	\$780,543	\$803,357	2.92%	\$887,399	10.46%	\$878,050	-1.05%
Tax Collector	\$717,021	\$796,184	11.04%	\$871,508	9.46%	\$837,980	-3.85%
Buildings & Grounds	\$2,891,363	\$2,857,089	-1.19%	\$3,051,526	6.81%	\$3,604,141	18.11%
Motor Pool	\$136,356	\$377,778	177.05%	\$367,861	-2.63%	\$555,392	50.98%
Sanitation	\$1,645,589	\$1,734,652	5.41%	\$1,908,640	10.03%	\$0	-100.00%
Non-Departmental	\$9,945	\$9,009	-9.41%	\$60,000	566.00%	\$10,000	-83.33%
Total General Services	\$9,159,257	\$9,549,687	4.26%	\$10,535,248	10.32%	\$9,557,839	-9.28%
Community & Environment							
Economic Development	\$232,853	\$255,535	9.74%	\$292,948	14.64%	\$278,408	-4.96%
Environment & Resource Conservation	\$456,549	\$458,356	0.40%	\$607,412	32.52%	\$661,041	8.83%
Planning	\$2,262,914	\$2,314,603	2.28%	\$2,526,600	9.16%	\$2,503,238	-0.92%
Soil & Water	\$257,853	\$263,704	2.27%	\$283,891	7.66%	\$277,427	-2.28%
Non-Departmental	\$40,580	\$53,627	32.15%	\$217,311	305.23%	\$185,341	-14.71%
Total Community & Environment	\$3,250,749	\$3,345,825	2.92%	\$3,928,162	17.40%	\$3,905,455	-0.58%

General Fund Expenditures Percentage Change Year to Year

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	Year To Year Change	2006-07 Original Budget	Year to Year Change	2007-08 Commissioner Approved	Year to Year Change
Human Services							
Social Services	\$17,930,784	\$18,614,875	3.82%	\$20,194,550	8.49%	\$21,506,843	6.50%
Health	\$6,242,423	\$5,976,281	-4.26%	\$6,630,855	10.95%	\$6,707,688	1.16%
Cooperative Extension	\$457,252	\$457,962	0.16%	\$505,241	10.32%	\$515,624	2.06%
Aging	\$1,366,585	\$1,341,181	-1.86%	\$1,267,163	-5.52%	\$1,309,788	3.36%
Orange Public Transportation	\$948,355	\$956,114	0.82%	\$1,079,021	12.85%	\$1,053,857	-2.33%
Human Rights and Relations	\$244,251	\$329,326	34.83%	\$384,203	16.66%	\$373,432	-2.80%
Child Support	\$773,369	\$780,285	0.89%	\$870,743	11.59%	\$850,791	-2.29%
Mental Health	\$1,369,265	\$1,464,233	6.94%	\$1,382,780	-5.56%	\$1,314,704	-4.92%
Non-Departmental	\$1,171,713	\$1,905,324	62.61%	\$1,853,027	-2.74%	\$2,073,662	11.91%
Total Human Services	\$30,503,997	\$31,825,581	4.33%	\$34,167,583	7.36%	\$35,706,389	4.50%
Public Safety							
Sheriff	\$8,265,597	\$8,325,775	0.73%	\$8,751,848	5.12%	\$8,895,006	1.64%
Emergency Management Services	\$4,949,633	\$5,485,332	10.82%	\$5,922,614	7.97%	\$5,770,557	-2.57%
Courts	\$141,545	\$134,183	-5.20%	\$169,901	26.62%	\$169,901	0.00%
Non-Departmental	\$308,584	\$298,562	-3.25%	\$563,330	88.68%	\$438,426	-22.17%
Total Public Safety	\$13,665,359	\$14,243,852	4.23%	\$15,407,693	8.17%	\$15,273,890	-0.87%
Culture & Recreation							
Recreation & Parks	\$1,362,518	\$1,416,107	3.93%	\$1,626,389	14.85%	\$1,715,039	5.45%
Library Services	\$967,135	\$1,028,599	6.36%	\$1,092,204	6.18%	\$1,086,659	-0.51%
Arts Commission	\$102,911	\$126,455	22.88%	\$110,384	-12.71%	\$112,157	1.61%
Other Municipal Support	\$375,141	\$375,141	0.00%	\$375,141	0.00%	\$375,141	0.00%
Non-Departmental	\$77,278	\$78,822	2.00%	\$110,425	40.09%	\$110,574	0.13%
Total Culture & Recreation	\$2,884,983	\$3,025,124	4.86%	\$3,314,543	9.57%	\$3,399,570	2.57%
Education							
Current Expense	\$46,736,614	\$49,981,296	6.94%	\$53,793,744	7.63%	\$57,055,720	6.06%
Non-Departmental	\$0	\$0		\$800,000	0.00%	\$988,000	23.50%
Recurring Capital	\$2,015,654	\$2,290,258	13.62%	\$2,400,000	4.79%	\$2,415,000	0.63%
Total Education	\$48,752,268	\$52,271,554	7.22%	\$56,993,744	9.03%	\$60,458,720	6.08%
Non-Departmental							
Debt Service	\$17,714,427	\$19,866,710	12.15%	\$23,379,243	17.68%	\$24,270,286	3.81%
Transfers to Other Funds	\$3,749,708	\$8,424,225	124.66%	\$8,056,457	-4.37%	\$10,253,827	27.27%
Total Non-Departmental	\$21,464,135	\$28,290,935	31.81%	\$31,435,700	11.12%	\$34,524,113	9.82%
Total Expenditures	\$135,915,085	\$149,625,576	10.09%	\$163,473,184	9.25%	\$173,624,351	6.21%

Estimated Changes to Fund Balance

Governmental Funds

This table is based on unaudited end-of-year revenue and expenditure estimates. Undesignated fund balance in the General Fund at year-end is expected to be approximately \$21.5 million or about 13 percent of estimated fiscal year 2006-07 expenditures. This percentage level surpasses the 8 percent minimum guideline recommended by the State of North Carolina Local Government Commission (LGC). Undesignated fund balance as a percentage of the fiscal year 2007-08 budgeted General Fund Expenditures is anticipated to be about 12 percent, also surpassing the LGC recommended minimum. The projected level of fund balance is appropriate to ensure that the County has adequate resources for unforeseen emergencies, revenue fluctuations and to maintain a strong financial condition in accordance with Board of County Commissioner directives. The County's overall financial position is expected to remain stable over the next several years.

	General Fund	Special Revenue Funds
Beginning Balance July 1, 2006	24,371,318	4,488,123
Revenues (FY 2006-07 Year End Estimates)		
Taxes	133,752,662	3,290,514
Licenses and Permits	275,670	0
Intergovernmental	18,200,972	5,346,653
Charges for Services	10,269,684	639,000
Investment Earnings	1,520,000	95,042
Operating Transfers In	3,683,545	313,850
Miscellaneous	506,729	235,817
Total Revenues	168,209,262	9,920,876
Expenditures By Function (FY 2006-07 Year-End Estimates)		
Governing and Management	8,224,469	0
General Services	10,735,597	114,013
Human Services	34,378,808	5,332,243
Culture and Recreation	3,334,073	0
Community and Environment	3,811,104	790,681
Public Safety	15,185,962	3,358,833
Education		
Current Expense	53,493,744	0
Fair Funding	800,000	
Recurring Capital	2,400,000	0
School Related Debt Service	17,599,568	0
<i>Total Education</i>	<i>74,293,312</i>	<i>0</i>
County Related Debt Service	5,780,677	0
Operating and Residual Transfers Out	8,256,457	0
Total Expenditures	164,000,459	9,595,770
Excess of Revenues Over Expenditures	4,208,803	325,106
Ending Balance, 6/30/2007 (Estimated)	28,580,121	4,813,229
Less:		
Fund Balance Reserved ⁽¹⁾	(7,118,350)	(806,120)
Fund Balance Designated for Subsequent Year ⁽²⁾	0	(400,258)
Undesignated Fund Balance	21,461,771	3,606,851
Fund Balance as a Percent of FY 2006-07 Expenditures	13.09%	37.59%
Fund Balance as a Percent of FY 2007-08 Budget	12.36%	41.14%

⁽¹⁾ This represents the amounts of year end accounts receivable, inventories and outstanding encumbrances that are not available for budgetary appropriation at year end.

⁽²⁾ Represents the amount of fund balance appropriated to the budget for the upcoming fiscal year.

Assessed Valuation, Tax Rate and Estimated Collections *General Fund*

	2006-07 Original Budget	2006-07 Estimated Valuation and Collections	2007-08 Commissioner Approved
Assessed Valuation of Real, Personal and Corporate Excess	\$11,326,324,430	\$11,342,519,030	\$11,662,800,959
Assessed Valuation of Motor Vehicles	<u>\$841,406,124</u>	<u>\$881,892,969</u>	<u>\$917,168,688</u>
Total Assessed Valuation	\$12,167,730,554	\$12,224,411,999	\$12,579,969,647
Ad Valorem Tax Rate per \$100 of Assessed Valuation	0.9030	0.9030	0.9500
General Fund Levy	\$109,874,607	\$110,386,440	\$119,509,712
Collection Rate (excluding motor vehicles)	99.25%	99.25%	99.25%
Collection Rate (motor vehicles only)	98.50%	98.50%	98.50%
Property Tax Collections (Real, Personal, Corporate Excess)	\$101,509,634	\$101,654,775	\$109,965,635
Property Tax Collections (motor vehicles only)	\$7,483,929	\$7,844,041	\$8,582,406

1 Cent on the Tax Rate Equals:	\$1,207,023	\$1,212,611	\$1,247,881
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Totals may be slightly off due to rounding.

Expenditures by Department (Non-Grant Funds)

(Alphabetical Order)

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Aging - Administration	\$232,626	\$190,012	\$201,030	\$201,321	\$201,450	\$196,484
Aging - Community Based Services	\$537,307	\$573,687	\$485,419	\$638,478	\$588,558	\$536,894
Aging - Eldercare Program	\$460,855	\$437,696	\$433,840	\$517,795	\$444,069	\$431,699
Aging - Retired Senior Volunteer Program	\$135,798	\$139,785	\$146,874	\$146,191	\$147,862	\$144,711
Animal Services - Administration	\$0	\$100,774	\$193,844	\$163,651	\$217,676	\$193,119
Animal Services - Animal Control	\$0	\$429,325	\$586,531	\$574,214	\$587,010	\$570,039
Animal Services - Animal Shelter	\$913,064	\$905,634	\$924,748	\$821,531	\$916,288	\$878,857
Arts Commission	\$102,911	\$126,455	\$110,384	\$129,527	\$115,720	\$112,157
Board of County Commissioners	\$475,201	\$482,874	\$514,250	\$520,142	\$547,744	\$484,311
Board of Elections	\$471,360	\$420,472	\$429,609	\$402,845	\$692,403	\$631,455
Budget	\$260,686	\$250,151	\$269,983	\$268,672	\$276,164	\$267,879
Central Services	\$1,458,995	\$1,638,786	\$1,834,187	\$1,952,525	\$2,241,305	\$2,157,207
Child Support Enforcement	\$773,369	\$780,285	\$870,743	\$835,710	\$874,949	\$850,791
Cooperative Extension	\$457,252	\$457,962	\$505,241	\$494,551	\$532,186	\$515,624
County Manager	\$932,594	\$957,384	\$1,048,590	\$973,798	\$1,227,052	\$1,083,180
Courts	\$141,545	\$134,183	\$169,901	\$149,742	\$169,901	\$169,901
Economic Development	\$232,853	\$255,535	\$292,948	\$296,356	\$285,635	\$278,408
Efland Sewer	\$140,409	\$144,258	\$160,000	\$181,605	\$184,250	\$184,250
Emergency Services - Administration	\$260,976	\$271,946	\$345,724	\$250,922	\$353,119	\$342,958
Emergency Services - Emergency Medical Services	\$2,985,560	\$3,455,523	\$3,539,026	\$3,651,646	\$3,849,992	\$3,457,457
Emergency Services - Fire Services	\$223,133	\$185,343	\$242,297	\$213,553	\$330,561	\$246,816
Emergency Services - Telecommunications	\$1,974,701	\$2,225,458	\$2,274,277	\$2,223,975	\$2,954,487	\$2,449,352
Environment and Resource Conservation	\$456,549	\$458,356	\$607,412	\$604,730	\$700,595	\$661,041
Finance	\$413,357	\$425,163	\$457,094	\$453,349	\$454,773	\$441,838
Health - Administration	\$763,557	\$828,972	\$922,067	\$901,814	\$961,612	\$897,668
Health - Animal Control	\$328,857	\$0	\$0	\$0	\$0	\$0
Health - Dental Health	\$583,836	\$686,976	\$773,427	\$694,615	\$799,010	\$782,061
Health - Environmental Health	\$923,214	\$1,008,166	\$1,181,084	\$1,044,160	\$1,453,862	\$1,305,917
Health - Personal Health	\$3,084,819	\$2,872,376	\$3,090,163	\$3,143,013	\$3,336,447	\$3,096,882
Health - Promotion and Education	\$367,983	\$360,959	\$450,969	\$374,053	\$445,664	\$433,702
Health - Risk Management and Quality Assurance	\$190,156	\$218,833	\$213,145	\$267,050	\$215,764	\$191,458
Housing and Community Development	\$4,495,790	\$4,267,655	\$4,534,982	\$4,549,982	\$4,408,586	\$4,408,586
Human Rights and Relations	\$244,251	\$329,326	\$384,203	\$321,800	\$383,301	\$373,432
Information Technologies	\$1,118,172	\$1,149,665	\$1,406,797	\$1,438,534	\$1,633,455	\$1,547,934
Land Records	\$489,078	\$473,108	\$513,154	\$501,553	\$545,653	\$481,194
Library - Carrboro Cybrary	\$67,598	\$71,181	\$91,006	\$91,406	\$83,569	\$81,639
Library - Carrboro Library	\$128,661	\$130,908	\$140,574	\$138,200	\$140,551	\$138,173
Library - Cedar Grove Library	\$70,424	\$87,845	\$118,075	\$120,531	\$107,840	\$106,072
Library - Orange County Library	\$700,453	\$738,666	\$742,549	\$758,315	\$774,907	\$760,775
Mental Health	\$1,369,265	\$1,464,233	\$1,382,780	\$1,314,162	\$1,314,704	\$1,314,704
Orange Public Transportation	\$948,355	\$956,114	\$1,079,021	\$993,804	\$1,075,660	\$1,053,857
Personnel	\$638,407	\$676,685	\$718,078	\$740,797	\$806,913	\$780,826
Planning	\$2,262,914	\$2,314,603	\$2,526,600	\$2,480,450	\$2,716,996	\$2,503,238
Public Works - Buildings and Grounds	\$2,891,363	\$2,857,089	\$3,051,526	\$3,187,944	\$3,728,906	\$3,604,141
Public Works - Motor Pool	\$136,356	\$377,778	\$367,861	\$529,210	\$595,445	\$555,392
Public Works - Sanitation	\$1,645,589	\$1,734,652	\$1,908,640	\$1,942,428	\$0	\$0
Purchasing	\$240,383	\$252,179	\$331,042	\$313,706	\$324,572	\$314,751
Recreation and Parks	\$1,362,518	\$1,416,107	\$1,626,389	\$1,610,528	\$1,984,720	\$1,715,039
Register of Deeds	\$899,830	\$928,373	\$1,038,754	\$990,176	\$1,042,082	\$1,011,693
Rents and Insurance	\$25,025	\$25,922	\$123,194	\$123,344	\$518,154	\$423,914
Sheriff	\$8,265,597	\$8,325,775	\$8,751,848	\$8,847,258	\$9,301,577	\$8,895,006

Expenditures by Department (Non-Grant Funds) (Alphabetical Order)

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Social Services - Administration	\$1,430,994	\$1,328,365	\$1,509,393	\$1,572,547	\$1,955,987	\$1,921,984
Social Services - Children/Family Services	\$4,032,439	\$4,079,836	\$4,696,204	\$4,458,906	\$4,754,485	\$4,633,724
Social Services - Economic Services	\$2,939,240	\$3,234,516	\$3,832,289	\$3,873,153	\$4,217,659	\$4,111,212
Social Services - Public Assistance	\$4,651,983	\$4,946,183	\$5,103,280	\$5,294,947	\$5,654,732	\$5,109,732
Social Services - Skills Development Center	\$68,514	\$60,096	\$76,443	\$63,845	\$76,554	\$75,163
Social Services - Subsidy	\$4,751,292	\$4,907,022	\$4,914,371	\$5,251,682	\$5,594,192	\$5,594,192
Social Services - Veterans' Services	\$56,321	\$58,858	\$62,570	\$61,724	\$62,746	\$60,836
Soil and Water	\$257,853	\$263,704	\$283,891	\$283,617	\$285,763	\$277,427
Solid Waste - Administration	\$862,673	\$989,301	\$1,255,629	\$1,425,547	\$1,467,948	\$1,467,948
Solid Waste - Landfill Operations	\$2,219,642	\$2,608,863	\$4,007,258	\$5,228,968	\$4,018,227	\$4,018,227
Solid Waste - Recycling Operations	\$3,296,304	\$3,972,084	\$3,081,983	\$3,365,863	\$3,499,704	\$3,499,704
Solid Waste - Sanitation Operations	\$0	\$0	\$0	\$0	\$2,215,894	\$2,215,894
Tax Assessor	\$915,827	\$879,794	\$1,021,980	\$983,593	\$1,038,552	\$1,014,999
Tax Collector	\$717,021	\$796,184	\$871,508	\$867,327	\$857,954	\$837,980
Visitors Bureau	\$524,941	\$597,045	\$688,153	\$790,681	\$958,863	\$958,863
Total Expenditures	<u>\$75,008,597</u>	<u>\$78,723,044</u>	<u>\$85,516,832</u>	<u>\$87,608,062</u>	<u>\$94,252,959</u>	<u>\$89,862,367</u>

Aging

Summary

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
By Program (General Fund)						
Administration	\$232,626	\$190,012	\$201,030	\$201,321	\$201,450	\$196,484
Community Based Services	\$537,307	\$573,687	\$485,419	\$638,478	\$588,558	\$536,894
Elder Care Program	\$460,855	\$437,696	\$433,840	\$517,795	\$444,069	\$431,699
Retired Senior Volunteer Program	\$135,798	\$139,785	\$146,874	\$146,191	\$147,862	\$144,711
Total Expenditures	<u>\$1,366,585</u>	<u>\$1,341,181</u>	<u>\$1,267,163</u>	<u>\$1,503,785</u>	<u>\$1,381,939</u>	<u>\$1,309,788</u>
<i>Offsetting Revenue</i>	(\$500,551)	(\$469,247)	(\$389,062)	(\$490,989)	(\$390,165)	(\$390,165)
County Costs (net)	\$866,034	\$871,934	\$878,101	\$1,012,796	\$991,774	\$919,623
Other Related Programs (Grant Fund)						
Senior Health Coordination	\$108,741	\$111,500	\$88,985	\$111,816	\$89,034	\$89,034
Total Expenditures	<u>\$108,741</u>	<u>\$111,500</u>	<u>\$88,985</u>	<u>\$111,816</u>	<u>\$89,034</u>	<u>\$89,034</u>
<i>Offsetting Revenue</i>	(\$118,633)	(\$84,261)	(\$56,892)	(\$79,950)	(\$56,892)	(\$56,892)
County Costs (net)	<u>(\$9,892)</u>	<u>\$27,239</u>	<u>\$32,093</u>	<u>\$31,866</u>	<u>\$32,142</u>	<u>\$32,142</u>
Total Expenditures	\$1,475,326	\$1,452,681	\$1,356,148	\$1,615,601	\$1,470,973	\$1,398,822

Aging - Administration

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Aging - Administration (General Fund)						Account: 4300
Personnel Services	\$177,217	\$156,525	\$158,491	\$160,498	\$158,911	\$153,945
Operations	\$55,409	\$33,488	\$42,539	\$40,823	\$42,539	\$42,539
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$232,626	\$190,012	\$201,030	\$201,321	\$201,450	\$196,484
Offsetting Revenues	(\$2,500)	\$0	(\$2,500)	(\$2,500)	(\$2,500)	(\$2,500)
County Costs (net)	\$230,126	\$190,012	\$198,530	\$198,821	\$198,950	\$193,984

Major Services

- Provide clerical support, financial/program accounting and shared resources for the various program divisions.
- Supervise and coordinate professional program staff.
- Provide administrative support to the Orange County Advisory Board on Aging and six required special focus advocacy boards or appointed committees.
- 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.
- Advocate and inform public and private community groups about the concerns and interests of older adults.
- Prepare grant applications, proposals and reports for the funding and administration of the Department.
- Coordinate departmental resources with other County departments and private agencies.

Objective

To provide information, administrative services and program planning to enhance and improve the quality of life for persons 60 years and older and their families.

Outcomes

- Print and distribute the Eldercare Resource Guide, including key organizations that serve the elderly, and post on the county website.
- Continue to offset the Department's operational expenses with non-County revenues.
- Produce and air a weekly public access television program on senior issues –“In Praise of Age”.
- Prepared a new updated format Master Aging Plan (MAP) for 2007-2011 which includes goals and objectives for BOCC adoption on May 22, 2007.
- Participate in the management of a non-profit agency to operate adult day health program and other senior services for the frail elderly.
- Staff senior center facility-planning committee who will plan the special events for the opening of the Central Orange Senior Center in 2007-08.

Department on Aging - Administration - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Distribute the Eldercare Guide & update on website	Resource information gathered	Resource guide printed and distributed	Website updated	Website update in progress	New format debut Sept, 2007
Produce "In Praise of Age" public television show	52 shows	312 shows	312 shows	312 shows	312 shows
Prepare new update of Master Aging Plan (MAP) for 2007-2011			Present MAP for BOCC approval	MAP presented to BOCC May 3 2007	Begin implementation of MAP
Prepare annual MAP Implementation report					Present to BOCC in February 2008
Provide staff support for meetings of five boards/committees (aging, transportation, nursing home, adult care home, long term care facility roundtable)	33	33	33	33	33

Budget Highlights:

- This budget maintains the same level of services for FY 2007-08.

Aging - Community Based Services

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Aging - Community Based Services (General Fund)						Account: 4301
Personnel Services	\$251,055	\$267,678	\$270,851	\$294,711	\$383,661	\$372,697
Operations	\$272,480	\$282,401	\$214,568	\$333,278	\$164,197	\$164,197
Capital Outlay	\$13,771	\$23,608	\$0	\$10,489	\$40,700	\$0
Total Expenditures	\$537,307	\$573,687	\$485,419	\$638,478	\$588,558	\$536,894
Offsetting Revenues	(\$194,791)	(\$187,572)	(\$154,385)	(\$187,757)	(\$154,385)	(\$154,385)
County Costs (net)	\$342,516	\$386,114	\$331,034	\$450,721	\$434,173	\$382,509
Senior Health Coordination (Grant Project)						
Personnel Services	\$53,808	\$54,231	\$57,211	\$59,284	\$59,284	\$59,284
Operations	\$54,450	\$57,269	\$31,774	\$52,532	\$29,750	\$29,750
Capital Outlay	\$482	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$108,741	\$111,500	\$88,985	\$111,816	\$89,034	\$89,034
Offsetting Revenues	(\$118,633)	(\$84,261)	(\$56,892)	(\$79,950)	(\$56,892)	(\$56,892)
County Costs (net)	(\$9,892)	\$27,239	\$32,093	\$31,866	\$32,142	\$32,142
Total Aging - Community Based Services and Related Expenditures	\$646,048	\$685,187	\$574,404	\$750,294	\$677,592	\$625,928

Major Services

- Operate two multipurpose senior centers to provide opportunities for enrichment, community involvement, socialization, and public service benefits.
- Provide services designed to meet the varied needs of the older adult population and promote health and wellness by encouraging self-determination, stimulation and continued activity
- Coordinate volunteer staff to assist in the operation of the two senior centers and the work done by the Friends of the Seymour Center, Inc. and the Friends of the Senior Center of Central Orange, Inc.
- Provide access to health services, education and exercise through the Wellness Program screenings, informational seminars, and fitness classes.
- Operate a Senior Net Learning Center established in conjunction with IBM and Bell South
- Coordinate senior programs at the Efland Community Central and the Northern Orange Human Services Center.

Objective

To provide needed enrichment, community involvement, socialization and better health and well-being through three multipurpose senior centers.

Outcomes

- Held ground-breaking ceremony for the new Robert and Pearl Seymour Center and construction is underway with a completion date of May 30, 2007. Plans were also completed for the new Central Orange Senior Center.
- Volunteer participation remained at over 4,000 hours with a value of over \$40,000.
- Continue the Chapel Hill Parks and Recreation Department special event offerings under contract with the Town, including three overnight trips.
- Maintain overall participation in the UNC Hospitals and Triangle United Way-funded Wellness Program.

Department on Aging - Community-Based Services - continued

- Continue contract to print and distribute 25,000 copies of The Orange Senior Times bi-monthly newspaper.
- Offered Senior Net computer classes to 413 participants.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Total # of Senior Center contacts	111,101	106,607	105,000	105,000	107,000
# of Senior Net participants	385	413	400	400	400
# of unduplicated people served	2,600	2,600	2,600	2,600	2,600
# of low-cost overnight trips	4	3	5	4	4
# of senior center volunteers	65	65	65	65	65
# of Senior Net volunteers	25	25	25	25	25
# of participation in Wellness	17,519	14,341	17,000	15,000	17,000

Budget Highlights:

- Includes full-year funding of an Office Assistant II (1 FTE) and a Facility Operator (.75 FTE) at the Robert and Pearl Seymour Center, as well as funding for a Senior Citizen Program Coordinator position which was transferred from the Recreation and Parks Department to the Department on Aging.
- The transfer of the Senior Citizens Program Coordinator position and related resources will help greatly in coordination of senior programming at the Efland Community Center and the Northern Orange Human Services Center with the Central Orange Senior Center. With the help of the Role of Community Center in serving Older Adults Task Force we will increase our outreach efforts in these communities.
- An overall increase in Temporary Personnel funds in FY 2007-08 of \$1,915 is related to instructors needed for classes associated with the transfer of the Senior Citizens Program Coordinator position (\$6,750), while there is a decrease (-\$4,835) due to transferring 2 hours per day of the telephone reassurance program from this division to the Eldercare division. The telephone reassurance program provides daily calls to homebound/at-risk individuals.
- The overall decrease in Operations in FY 2007-08 is related to not having to pay lease/rent payments at the Chapel Hill Galleria, due to the opening of the Robert and Pearl Seymour Center.
- There are some operational increases in supplies associated with the transferred Senior Citizens Program Coordinator position, and in Printing to cover the cost of printing and publishing the Senior Times insert into the Herald-Sun newspaper six (6) times per year.

Aging - Eldercare Program

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Aging - Eldercare Program (General Fund)						Account: 4320
Personnel Services	\$264,964	\$269,713	\$296,285	\$306,543	\$306,214	\$293,844
Operations	\$194,371	\$167,984	\$137,555	\$205,652	\$137,855	\$137,855
Capital Outlay	\$1,520	\$0	\$0	\$5,600	\$0	\$0
Total Expenditures	\$460,855	\$437,696	\$433,840	\$517,795	\$444,069	\$431,699
Offsetting Revenues	(\$220,862)	(\$207,266)	(\$158,752)	(\$225,224)	(\$159,052)	(\$159,052)
County Costs (net)	\$239,993	\$230,430	\$275,088	\$292,571	\$285,017	\$272,647

Major Services

- Provide Case Assistance services, such as in-home assessments of needs, consultations, and counseling regarding long-term care decisions, and other aging-related issues.
- Arrange and pay for in-home and adult daycare respite services to relieve caregivers.
- Provide immediate information and assistance on age-related issues to callers/walk-ins.
- Coordinate Seniors' Health Insurance and Information Program (SHIIP) consisting of volunteers trained by the NC Department of Insurance in Medicare and medical billing.
- Provide staff for community groups, including support groups, interagency task groups, and citizen advisory committees.
- Conduct safety assessments of impaired seniors in their homes.
- Recommend and coordinate safety and accessibility-related home modifications.
- Recruit, train, and coordinate a volunteer-based program to assist seniors in their homes.
- Coordinate Telephone Reassurance and Durable Medical Equipment Loan Programs.
- Provide Medicaid CAP-DA care management services to prevent nursing home placement.
- Provide non-CAP care management services to vulnerable seniors who lack an informal social network.
- Provide services to family caregivers, including: information, consultations, education, individual counseling, respite services, and support groups.
- Provide service coordination at a community apartment complex for low- income seniors.
- Provide pharmacy consultations to avoid medication errors and to maximize medication discounts.

Objective:

To provide information and services to older adults and their caregivers to maximize older adults' safety, enhance their quality of life, and facilitate their adjustment to age-related changes.

Outcomes:

- Provided case assistance for 350 clients.
- Utilized supplemental state & county funding to provide in-home, adult daycare, and respite services for 65 seniors/caregivers.
- Maintained the SHIIP volunteer program to assist 450 seniors with navigating the health care insurance systems.
- Provided 1,100 home visits for assessments, care planning, care monitoring, and home safety analysis.
- Maintained care management services for 35 frail seniors without social support and Medicaid benefits.
- Provided CAP care management to 13 clients/families.

Department on Aging - Elder Care Program - continued

- Respond to 2,500 requests for eldercare information.
- Provided volunteers to visit/help 60 isolated seniors.
- Provided 10 hours per week of service coordination at Manley Estates.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
# in-home visits/ assessments	1,355	1,083	1,300	1,100	1,100
# of seniors receiving assistance from Friend to Friend program	36	51	60	60	60
# of clients receiving individual or group counseling	97	113	130	120	see below
# of clients receiving individual clinical counseling					50
# of clients participating in psycho-educational support groups					50
# of case assistance clients	365	372	340	360	350
# of persons receiving in-home aide/respite services	86*	67	80	64	65
# of clients receiving CAP-DA	17	16	15	13	13
# of clients receiving non-CAP-DA care management	26	42	35	35	35
# of telephone or walk-in information consultations					2,500
# of people reached through community presentations and outreach					1,000
# of in-home safety and accessibility					40

*FY 2004 persons receiving in-home aide and respite services combine HCCBG funds and NFCSP funds.

Department on Aging - Elder Care Program - continued

Budget Highlights:

- Includes the transfer of 2 hours per day in temporary personnel (\$4,835) of the telephone reassurance program to this division from the Community Based Services division within the Department.

Aging - Retired Senior Volunteer Program (RSVP)

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Aging - Retired Senior Volunteer Program (RSVP) (General Fund)						Account: 4340
Personnel Services	\$111,993	\$114,421	\$121,739	\$120,758	\$121,924	\$118,773
Operations	\$20,627	\$22,335	\$25,135	\$25,433	\$25,938	\$25,938
Capital Outlay	\$3,178	\$3,029	\$0	\$0	\$0	\$0
Total Expenditures	\$135,798	\$139,785	\$146,874	\$146,191	\$147,862	\$144,711
Offsetting Revenues	(\$74,170)	(\$74,408)	(\$73,425)	(\$75,508)	(\$74,228)	(\$74,228)
County Costs (net)	\$61,628	\$65,377	\$73,449	\$70,683	\$73,634	\$70,483

Major Services

- Identify community needs that can be met through volunteer service, such as Disaster Preparedness, Adult and Child Literacy, English as a Second Language and the Volunteer Income Tax Assistance (VITA) programs.
- Recruit volunteers 55 years+ for meaningful volunteer placement.
- Match volunteers to assignments based on their interests, skills, expertise and knowledge.
- Provide volunteer benefits to ensure that they are able to make their desired community contributions. Benefits include supplemental accident/liability/life insurance coverage, mileage reimbursement, meal reimbursement, an annual recognition ceremony, VITA Tax Volunteer Recognition, and Reading Partners Program Recognition. Birthday cards are sent to each volunteer.
- Recruit, train and consult with agencies in developing or improving their volunteer management systems.
- Develop and provide RSVP homeland security program to assist individuals to prepare for and provide relief in times of disasters in partnership with Red Cross, public officials, the Health Department and EMS.
- Senior Education Corps (SEC): Maintain & continue development of the Senior Education Corps to address literacy needs of children and non-English speakers through the Reading Partners Program (Federal PNS Grant for Reading Partners - \$10,778) and the RSVP ESL Program (Federal PNS Grant for RSVP ESL - \$7,500-based on possible reinstatement with RSVP).
- SEC: Require background checks on volunteers working one-on-one with children.
- Volunteer Income Tax Assistance (VITA): Coordinate the Orange County VITA program to provide free tax preparation services for those with low- to moderate-incomes, targeting individuals who might qualify for Earned Income Credit.
- VITA: Offer program to local sponsors-town and county government employees-as a benefit.
- VITA: Promote electronic preparation and filing of returns to reduce error rates and accelerate the refund process.

Objectives

To develop meaningful and rewarding volunteer placement opportunities to address unmet community needs through non-profit agencies throughout Orange County.

To recruit volunteers 55 and older, with a new focus on attracting baby boomers.

Department on Aging - RSVP - continued

Outcomes

- Maintain a core of approx 580 volunteers with intentions to increase to 646 within the next 3-year federal grant cycle (FY 2006 - FY 2009) through efforts to retain, reactivate and recruit.
- Recruit 20 new volunteers by speaking to retiree groups and individuals.
- Work with 114 volunteer worksites annually to assess needs, update job descriptions and affirm their relationship with RSVP.
- Offer recognition opportunities to 85 volunteer station supervisors for their volunteers such as the NC Volunteer Awards and WUNC Village Pride Awards.
- Publicize volunteer opportunities through 5-10 media contacts monthly.
- Provide volunteers who serve a combined total of 65,000 hours annually or the equivalent of 33 full-time employees in service to RSVP-registered agencies.
- Recruit, train, and provide support for 96 volunteers to provide the VITA service for 2,000 persons at seven sites (one new), provide electronic filing at all sites, provide 20 Orange County-donated computers, 3 RSVP and 6 IRS printers, 15 IRS laptops.
 - a. Homebound/disabled individuals and the physically disabled employees of Orange Enterprise are served by VITA volunteers using laptop computers and small printers to prepare off-site returns.
 - b. Hispanic clients: Orange County provides a dedicated Hispanic telephone line to better serve this growing population.
 - c. Sites are: UNC Hospitals 2 days/wk (increased), Carrboro Town Hall 2 days/wk, Central Orange Senior Center 2 days/wk, Chapel Hill Senior Center 3 days/wk, NEW: Carrboro Plaza Site: 3 days/wk, Chatham Co. Council on Aging (Pittsboro and Siler City sites).
 - d. Please note: Many RSVP VITA volunteers live in Chatham County yet serve many volunteer hours in Orange County; therefore, we have VITA sites in Pittsboro and Siler City. We have developed collaboration with the staff from Chatham County Council on Aging who provides supervision and support. RSVP trains the volunteers and provides electronic filing services and equipment. Chatham County provides a dedicated telephone line to serve Spanish-speaking clients. This is a wonderful example of communities working together.
 - e. Assistance for Hispanic clients to receive tax ID numbers if they do not have valid social security numbers.
- RSVP Reading Partners Program for Orange County Schools: Recruit, train, recognize and provide continued support for 25 volunteers.
- RSVP collaborates with Orange County School district to provide tutor training.
- Participate as a Civilian Corps Council member to identify and address the needs of seniors in times of emergencies/disasters.
- Provide one disaster preparedness educational event annually.

Department on Aging - RSVP - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
# Of RSVP volunteers	576	*553	*580	580	580
# Of volunteer service hours	65,375	66,407	64,500	64,500	65,000
# Of non-profit agencies served	114	*102	114	114	114
# of VITA tax volunteers	94	95	94	96	96
Computer trained preparers:	74	73	74	64	64
Administrative volunteers:	20	22	20	32	32
# of persons helped by VITA	1,861	1,875	2,000	2,000	2,000
Value of volunteer hours donated to county agencies (calculated @ \$16.05/hour 2002 Eco. Report to the Pres.)	\$1,049,269	\$1,065,832	\$1,035,225	\$1,035,225	\$1,043,250

**Please note: The Corporation for National and Community Service, our federal sponsor, has issued new directives for RSVP to concentrate on quality instead of quantity and to actually show results through reports based on impact measurements. This transition is ongoing. While we continuously strive to meet our quantitative goals, our focus is to provide quality volunteers for the most pressing needs in the community, which has resulted in lower numbers of volunteers. This trend was predicted by the RSVP federal sponsor and has affected RSVP programs nationwide as expected.*

Budget Highlights:

- Increase in revenues (\$803) for FY 2007-08 is due to additional Federal grant funds anticipated to cover the increased cost of the annual volunteer recognition luncheon, as well as volunteer mileage reimbursement.
- This budget maintains the current level of services for this division.

Animal Services

Summary

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
By Program (General Fund)						
Administration	\$0	\$100,774	\$193,844	\$163,651	\$217,676	\$193,119
Animal Control*	\$0	\$429,325	\$586,531	\$574,214	\$587,010	\$570,039
Animal Shelter	\$913,064	\$905,634	\$924,748	\$821,531	\$916,288	\$878,857
Total Expenditures	<u>\$913,064</u>	<u>\$1,435,733</u>	<u>\$1,705,123</u>	<u>\$1,559,396</u>	<u>\$1,720,974</u>	<u>\$1,642,015</u>
<i>Offsetting Revenue</i>	(<i>\$255,908</i>)	(<i>\$375,087</i>)	(<i>\$361,684</i>)	(<i>\$375,560</i>)	(<i>\$419,682</i>)	(<i>\$419,682</i>)
County Costs (net)	\$657,156	\$1,060,647	\$1,343,439	\$1,183,836	\$1,301,292	\$1,222,333

*Animal Services is a newly constructed department that includes Administration, Animal Shelter, and Animal Control, which was previously housed in the Health Department.

Animal Services - Administration

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Animal Services - Administration (General Fund)						Account: 2152
Personnel Services	\$0	\$89,549	\$183,589	\$154,216	\$204,273	\$179,716
Operations	\$0	\$11,025	\$10,255	\$9,010	\$13,403	\$13,403
Capital Outlay	\$0	\$200	\$0	\$425	\$0	\$0
Total Expenditures	\$0	\$100,774	\$193,844	\$163,651	\$217,676	\$193,119

Major Services

- Organizational direction and fiscal management
- Coordination and development of departmental resources
- Operations analysis and policy formulation
- Strategic planning and program evaluation
- Staff support to the Animal Services Advisory Board (ASAB)
- Developing and maintaining partnerships with affiliated stakeholders and agencies

Objectives

- Ensure efficient, cost-effective, customer-focused services for animal care and control
- Assure public health and safety through programs that support community livability and animal protection
- Lead the review of policies, ordinances, products, and enforcement strategies pertinent to animal services
- Coordinate and oversee complex investigations and customer complaints
- Facilitate a comprehensive review of current fee structure
- Assist in the siting and design process for a new Animal Services facility

Outcomes

- Oversee and coordinate the integration of animal sheltering and animal control into a single cohesive department
- Monitor departmental budget and alert County management to trends impacting costs and/or revenues
- Foster effective, positive public relations and community understanding and cooperation around departmental objectives

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
ASAB Meetings & Support	*	6	8	9	8
Website	*	Created	Maintained	Updated/ Maintained	Updated/ Maintained
Program Review	*	*	Completed	Ongoing	Ongoing
Ordinance Review	*	Progress	Completed	Ongoing	Ongoing
Fee Review	*	Progress	Completed	Stage I Completed	Stage II Completed

* Indicates data not available or procedures/programs not in place during that time period.

Animal Services - Administration - continued

Other Measures

- Staff is and expects to continue to be centrally involved in the design process for the County's new Animal Services Center, working with the Design Committee appointed by the Board of County Commissioners as well as the architect and engineer, and doing so with an unexpectedly accelerated timetable. Preparation included visiting ten state-of-the-art facilities throughout the United States with various members of the design team.
- Staff is supporting an Orange County Tethering Committee appointed by the Board of County Commissioners.
- Staff coordinated the standing committee of the Animal Services Advisory Board responsible for hearing appeals of potentially dangerous dog declarations (as mandated by North Carolina General Statute).

Budget Highlights

- Completed a study of basic fees and fines collected through both departmental divisions, Animal Control and Animal Sheltering, in coordination with the County's Budget Office. A number of remaining fees, including animal adoption fees, are to be studied in the coming year in the second stage of this study.
- On the basis of the animal services fee study, increases in basic fees were approved, as recommended with the endorsement of the Animal Services Advisory Board, which reviewed initial staff recommendations. However, recommended changes to Civil Penalties and Fines were not approved and are to remain at the FY 2006-07 rates until the Animal Services Advisory Board and the Board of County Commissioners agree upon a public education and outreach program.
- With a portion of the proceeds from an increase in the license (tax) fee for intact adult cats and dogs, Animal Services is recommending the creation of an Orange County Spay/Neuter Fund to support proactive initiatives aimed at reducing pet overpopulation in our communities and ultimately the number of companion animals that the County must shelter.
- Contracts for animal control and Emergency Animal Rescue (EARS) services to the Towns of Chapel Hill and Carrboro are expected to be renewed on the basis of their effective delivery through the County's Animal Services Department.
- For the first time it is expected that for next fiscal year a share of costs for services provided to the Town of Hillsborough through the County's Animal Services Department will be recovered via contract or agreement.
- During FY 06-07, select animal control services were provided to the Town of Carrboro on an interim basis under a contract separate from their contract for EARS services.
- Under a new general statute, Animal Services staff worked together to petition District Court to have the defendant in a case of animal cruelty post a bond in excess of \$5,000 to cover the cost of caring for animals for the duration of the criminal proceeding. This was the first time such a bond was requested and required to be posted in Orange County.

Animal Services - Animal Control Division

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Animal Services - Animal Control Division (General Fund)						Account: 2153
Personnel Services	\$0	\$343,466	\$480,751	\$459,864	\$483,971	\$467,000
Operations	\$0	\$85,860	\$105,780	\$106,550	\$103,039	\$103,039
Capital Outlay	\$0	\$0	\$0	\$7,800	\$0	\$0
Total Expenditures	\$0	\$429,325	\$586,531	\$574,214	\$587,010	\$570,039
Offsetting Revenues	(\$860)	(\$112,393)	(\$171,470)	(\$184,780)	(\$219,652)	(\$219,652)
County Costs (net)	(\$860)	\$316,932	\$415,061	\$389,434	\$367,358	\$350,387

Major Services

- Protect residents and their pets from rabies.

Objectives

- Continue to ensure effective rabies surveillance and control.
- Continue animal tax/registration program.
- Educate about bite prevention and animal safety (see below for details).

Outcomes

- Investigate every reported case of contact between human or pet and rabies suspect and promptly test when circumstances indicate the potential presence of rabies.
- Ensure cat and dog vaccination among pets registered with Animal Control.
- Educate residents in new subdivisions and areas where rabies is confirmed.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Number of rabies investigations	163	227	162	264	218
Number of specimens tested	128	182	120	235	182
Average monthly vaccinations	1,312	1,286	1,315	1,341	1,313

Major Services

- Protect the public from nuisance, injury and loss caused by animals.

Objectives

- Respond to every call for service.

Outcomes

- Respond immediately to priorities such as rabies suspects, bites, animals in need of assistance, law enforcement assistance, imminent threats, or animals attacking animals.
- Respond within 24 hours to all other calls.
- After hours, respond to all calls in the unincorporated parts of the County and coordinate with Emergency Animal Rescue Service (EARS) for the provision of other services.

Animal Services - Animal Control Division - continued

- Continue to act as a resource for community regarding wildlife damage control.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projecte d
Total calls (estimated)	4,450	5,942	4,550	6,000	5,464
911 calls, after hours	601	573	625	668	614
ACO in-person responses, after hours	534	523	605	615	557
Wildlife calls	262	450	320	552	421

Major Services

- Register dogs and cats whose owners reside in Orange County and tax owners accordingly.
- Issue kennel permits and pet shop licenses as required by County Ordinance.

Outcomes

- Mail 40,000 registration forms.
- Register 20,000 dogs/cats annually.
- Perform kennel inspections and permit issuance.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Number of applications	45,754	46,728	48,000	47,500	48,000
Number of registrations	22,492	21,655	22,000	21,500	26,500
Ratio of registrations to applications	49%	46%	46%	45%	55%
Number of kennel inspections	20	20	20	20	21

Major Services

- Educate the public about animal issues and safety.

Objectives

- Improve residents' knowledge of animal safety issues.
- Educate school children about bite prevention, animal safety and animal services.
- Maintain community education programs and activities.

Outcomes

- Participate in community fairs or festivals or events to raise community awareness of animal issues and safety.
- Continue an education program for young children to be taught by Animal Control Officers in the schools, public and private. Some classes are part of a coordinated

Animal Services - Animal Control Division - continued

effort with Animal Shelter staff focused on “animal services” whereas others have a more specific focus, e.g., animal safety and bite prevention.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projecte d
Number of fairs and festivals	7	8	6	7	7
Number of bite prevention sessions	9	10	17	10	10
Number of school presentations	16	20	21	20	20

Major Services

- Protect animals from cruelty, abuse and neglect caused by humans.

Objective

- Respond to animal cruelty/neglect calls and investigations.

Outcomes

- Respond to animal cruelty complaints the same day they are made.
- Secure further training for Animal Control Officers.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Number of cruelty complaints	324	315	270	361	318
Days of cruelty training	17	10	18	23	34

Budget Highlights

- Fee increases for the pet license (tax) for intact animals and permits were approved on the basis of an assessment of Animal Control fees completed in coordination with the Budget Office.
- Proposed fee increases for Civil Penalties and Fines were not approved, and will remain at the FY 2006-07 rates until the Animal Services Advisory Board and the Board of County Commissioners agree upon a public education and outreach program.
- Animal Services has requested \$13,682 from the Town of Hillsborough for animal control services for the coming year as a starting point for the regular recovering of a “fair share” of the costs of providing that service.
- Animal Control earned revenue in the amount of \$14,310 during the past year for providing select animal control services to the Town of Carrboro on an interim basis.
- Increases in the motor pool mileage charge-back rate are expected to be offset by a recent change in policy that limits the use of vehicles as “take home” vehicles.

Animal Services - Animal Shelter Division

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Animal Services - Animal Shelter Division (General Fund)						Account: 2150
Personnel Services	\$635,431	\$655,051	\$623,969	\$550,033	\$635,528	\$598,097
Operations	\$272,706	\$238,208	\$300,779	\$264,507	\$280,760	\$280,760
Capital Outlay	\$4,928	\$12,375	\$0	\$6,991	\$0	\$0
Total Expenditures	\$913,064	\$905,634	\$924,748	\$821,531	\$916,288	\$878,857
Offsetting Revenues	(\$255,048)	(\$262,694)	(\$190,214)	(\$190,780)	(\$200,030)	(\$200,030)
County Costs (net)	\$658,016	\$642,940	\$734,534	\$630,751	\$716,258	\$678,827

Major Services

- Provide quality, humane care to animals received and housed in the shelter.
- Facilitate the return of animals to their owners or placement of animals to responsible owners.

Objective

- Effectively shelter stray and owner surrendered animals for the community.
- Reunite lost animals with owners.

Outcomes

- Care for shelter animals pursuant to the requirements of county and state statutes.
- Compare “lost” reports with animals housed in shelter and with “found” reports daily.
- Compare daily animal intakes and “found” reports with daily “lost” reports.
- Offer a website (<http://www.co.orange.nc.us/animalservices/lostpet.asp>) that posts stray animals in the shelter.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Animals sheltered (stray animals/ surrendered animals) *	4,910 (3,363/1,547)	4,319 (2,633/1,698)	4,525	4,530	4,586
Reclaim Rate**	16%	21%	17%	20%	20%

* Domestic animals only; all wildlife is omitted

** Rate of stray animal intakes that were reclaimed

Objective

- Promote animal adoptions

Outcomes

- Offer a website (<http://www.co.orange.nc.us/animalservices/adoption.asp>) that highlights animals available for adoption
- Publicize shelter services and adoptable animals through the media

Animal Services - Animal Shelter Division - continued

- Develop a comprehensive outreach program to promote adoptable animals, educate the community on spay/neuter and responsible pet ownership and present a continuing presence in the community.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Placement rate of adoptable* animals	57%	66%	62%	65%	65%
Annual promotional events	3	22	5	24	25
Educational outreach programs	N/A	59	65	65	65

* Adoptable does not include animal intakes in the following categories: wildlife, confiscate/bite, feral and euthanasia-requested surrenders.

Objective

- Provide appropriate medical evaluation and care

Outcomes

- Evaluate, treat and/or develop protocol for animal related health problems within 48 hours of intake
- Spay or neuter all appropriate age, adoptable animals prior to adoption and spay/neuter all others at appropriate time.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Potentially adoptable animals are examined and treatment decisions and protocols developed within 48 hours.	N/A	82%	80%	80%	80%
Animals spayed/neutered before adoption	N/A	98%	95%	96%	95%
Animals of suitable age and condition sterilized after adoption	N/A	99%	95%	99%	99%

Objective

- Offer and maintain a clean and sanitary facility that meets local and state regulation

Outcomes

- Clean and sanitize all cages, access areas and animal related items such as food and water bowls and toys daily or between occupants

Animal Services - Animal Shelter Division - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Occupied cages and access areas cleaned and sanitized daily	N/A	100%	100%	100%	100%
Water bowls cleaned daily	N/A	100%	100%	100%	100%
Food bowls cleaned after use	N/A	100%	100%	100%	100%
Meet and greet area cleaned after each use	N/A	100%	100%	100%	100%

Objective

- Conduct humane euthanasia program

Outcomes

- Certified employees perform euthanasia according to veterinarian approved procedures

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projecte d
Euthanasia performed by employee certified by management and consulting veterinarian	100%	100%	100%	100%	100%
Euthanasia performed with drugs specified by consulting veterinarian according to administrative procedures and law	100%	100%	100%	100%	100%

Budget Highlights

- Increases for fees, such as impound and daily board, were approved on the basis of an assessment of Animal Shelter fees completed in coordination with the Budget Office.
- Fee issues to be addressed in the coming year with the Budget Office include animal adoptions and animal transfers to placement partners.
- Until the completion of the County's new Animal Services Facility, which will include a suite for pre-adoption sterilizations, obtaining such services may prove to be a challenge with respect to cost if not availability.

Arts Commission

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Arts Commission (General Fund)						Account: 6010
Personnel Services	\$47,441	\$48,334	\$52,172	\$51,864	\$52,326	\$50,763
Operations	\$54,711	\$78,121	\$58,212	\$77,663	\$63,394	\$61,394
Capital Outlay	\$760	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$102,911	\$126,455	\$110,384	\$129,527	\$115,720	\$112,157
Offsetting Revenues	(\$19,438)	(\$39,564)	(\$24,651)	(\$38,533)	(\$24,442)	(\$24,442)
County Costs (net)	\$83,474	\$86,892	\$85,733	\$90,994	\$91,278	\$87,715

Major Services

- Distribute art grants to non-profit organizations and individual artists
- Provide information and referrals to citizens, visitors, artists, and arts administrators on local arts resources through website, personal contacts, and workshops
- Manage comprehensive database of Orange County artists and arts organizations
- Publish and distribute arts resource guides, calendar of events, cultural landmarks map and newsletter to citizens, visitors, artists, and arts administrators
- Coordinate forums for artists and arts administrators on business planning, promotion, funding, available space and other topical issues
- Facilitate long-range planning of arts and culture in Orange County

Objective

- Strengthen the Orange County Arts Commission (OCAC) role as an information source for the arts

Outcomes

- Increase awareness of Arts Commission publications and services
- Increase public awareness and participation in Orange County arts events and programs
- Provide greater access to Arts Commission publications, specifically the Arts Resource Guide, via the Internet and increase exposure of publications produced

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Publications Distributed					
• Arts Resource Guide/Brochures	1,800	1,800	1,800	1,800	1,800
• Newsletters	46,000 (2x/yr.)	52,000 (2x/yr.)	52,000 (2x/yr.)	52,000 (2x/yr.)	52,000 (2x/yr.)
• Postcards	8,000 (4x/yr.)	8,000 (4x/yr.)	8,000 (4x/yr.)	8,000 (4x/yr.)	8,000 (4x/yr.)
# of requests for information & referrals	750	800	850	900	950
# of hits on OCAC website	272,968 (7/1/04-3/31/05)	409,945	650,000	305,902 (7/1/06-3/14/07)	650,000

Arts Commission - continued

Objective

- Expand opportunities for participation in and support of the arts

Outcomes

- Increase public awareness of local arts events, programs and individual artists' work
- Increase volunteer involvement in OCAC activities
- Increase number and diversity of arts grants applications
- Increase audience through collaborations with arts, cultural, and community groups
- Expand reach of services to encourage involvement of under-served populations
- Offer workshops for artists and administrators
- Increase distribution of publications and programs to public

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Publications distributed					
• Calendar of Events/Newsletter (2 times per year)	46,000	46,000	50,000	52,000	52,000
• Postcards (4 times per year)	8,000	8,000	8,000	8,000	8,000
Media Campaigns	8	8	8	8	8
# of press releases & Public Service Announcements distributed	600	600	600	600	600
# of media contacts	100	100	100	100	100
Volunteer participants	25	25	25	25	25
# of collaborative projects	10	10	10	10	10
Workshops	10	10	10	10	10

Budget Highlights

- During FY 2006-07, the North Carolina Arts Council, via a FY 2006-07 Arts in Communities - Grassroots Arts Program Grant, awarded the Orange County Arts Commission a one-time increase in funds of \$13,310 for re-granting and arts projects.

Board of County Commissioners

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Board of County Commissioners (General Fund)						Account: 2000
Personnel Services	\$327,214	\$330,221	\$376,477	\$351,301	\$413,053	\$349,620
Operations	\$144,338	\$150,778	\$132,028	\$162,996	\$134,691	\$134,691
Capital Outlay	\$3,648	\$1,875	\$5,745	\$5,845	\$0	\$0
Total Expenditures	\$475,201	\$482,874	\$514,250	\$520,142	\$547,744	\$484,311

Major Services

- Responds to daily citizen inquiries, answering questions and providing requested information.
- Provides staff support to members of the Orange County Board of Commissioners.
- Provides information to citizens and news media on current and upcoming issues.
- Maintains public records including agenda material, minutes, ordinances, contracts, resolutions.
- Supports County volunteer boards and commissions by providing orientation and effectiveness training, maintaining membership records and assisting in advertising and filling current vacancies.
- Maintains the official duly executed copies of all agreements, contracts, memos of understanding and resolutions for the County.
- Coordinating through the County Manager's office to assist other departments in communicating their policies and services to the public.
- Provides on the County's website agenda materials/minutes for BOCC meetings/public meeting calendars.
- Maintains the County's web page, as well as other departments, updating as necessary.

Objective

The objective of the Clerk's office is to serve the citizens and elected representatives of Orange County by providing requested information in a timely manner; provide County Departments with internet technical support and editorial assistance as necessary; provide staff support for members of the BOCC and other County boards and to maintain County ordinances, meeting minutes and other official documents in accordance with State law.

Outcomes

- Citizens and elected officials are served in a timely manner by professional and knowledgeable staff and receive correct information.
- Citizens are provided with information electronically through the County's web site.
- BOCC members are provided information with which to make informed decisions.
- Effective communication strategies result in a positive image for the County.
- Full membership on advisory boards and commissions enhances the probability for better decisions.
- Meetings are conducted according to the general statutes and the Open Meetings Law.
- Citizens are provided effective services through optimum utilization of resources and talents.
- Citizens, elected officials and County staff are treated with honesty and integrity.
- Staff has the opportunity to be resourceful and innovative in meeting the needs of each of our citizens.

Board of Commissioners - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Telephone calls and requests for information received from citizens and the media	5000	3500	5000	2500	2500
Requests received from County Commissioners	1400	1500	1575	1500	1500
Requests received from County departments/employees	1200	1300	1350	1200-1300`	1200-1300
Contracts, Agreements, resolutions and other legal documents maintained in the Clerk's Office	400	425	550	Approx 400	Approx 400
BOCC meetings	75	80	80	70	75
Closed Session Minutes	9	15	20	29	20
Regular/Special Meeting Minutes	75	80	80	70	75
Membership on Boards and Commissions, TF, and other short-termed committees	450	400	400	375-400	375-400
Web page updates	800	1000	1200	Approx 1000	1000
News Releases prepared and distributed	150	250	250	300	350

Budget Highlights:

- The decrease in Personnel Services for FY 2007-08 is due to the reassigning of a 1.0 FTE position (currently classified as a Communications Specialist) from the Clerk's Office to the County Manager's Office to serve as Staff Attorney. The Staff Attorney is budgeted to begin November 1, 2007.
- Operational increases for FY 2007-08 include additional funds to cover the cost for telephones, dues, and Board of County Commissioners training and travel.
- The Clerk's Office continues to maintain in a systematic and effective manner the correspondence files, the permanent agenda files, the ordinance books, the minute index, and other files for easy access (minutes are both hard copies and electronically on the internet/intranet- in PDF format—and Staff continues to scan background PAF (permanent agenda files) and the indexed minutes and agenda materials can be linked and accessed through the web—but this process can be labor – intensive.
- However, we are in pursuit of laserfiche –a document management tool for local government for records management and public accessibility to County records in order to enforce a more consistent records procedure; to find and access information faster; to protect documents and records; and most importantly to improve access to public records by both staff and the public.

Board of Commissioners - continued

- Maintain detailed BOCC meeting agendas online.
- Indexed minutes up to date (on Intranet and Internet).
- Submittal of articles and news briefs to CountyLines (NCACC newsletter).
- News/media releases
- Day to day citizen support as the mailbox behind “webmaster”.
- Volunteer PSA’s
- Events and meetings listed on area media calendars.
- Significant increase in photographic coverage of County events.
- Respond to questions and research requests from citizens.
- Maintain public meetings calendar online.
- Upon request, provide audio, video, and/or text from past BOCC meetings.
- Provide primary web support for BOCC and several departments.
- BOCC/department input for Tax Inserts yearly.

Long-range goals and processes include the following:

- Live-casting of BOCC meetings (at Southern Human Services Center for now).
- Web streaming of BOCC meetings.
- Professional records management/storage- laserfische.
- Paperless Agendas (electronic-in coordination with the Manager’s office).
- Continuation of accurate recordings of meetings- cd’s.
- Continuous evaluation and upgrading of Boards/Commissions database to streamline process.
- Less usage of paper (increase usage of electronically transmitted data).
- Efficient scanning of documents.
- Orange Book- completed but await further direction from BOCC if any updates are needed.
- Key Volunteer Awards Ceremony-continuation
- Continuation of the Indexing of minutes –Intranet and Internet – Minutes have been approved and indexed up to this year and we continue to keep this up to date.
- Continuing Education for staff (advanced computer courses, Spanish Classes, cultural diversity, Alcohol/drug awareness).

Board of Elections

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Board of Elections (General Fund)						Account: 3100
Personnel Services	\$334,230	\$307,203	\$316,198	\$288,625	\$426,893	\$419,356
Operations	\$111,459	\$112,595	\$112,511	\$109,227	\$260,851	\$208,851
Capital Outlay	\$25,671	\$675	\$900	\$4,993	\$4,659	\$3,248
Total Expenditures	\$471,360	\$420,472	\$429,609	\$402,845	\$692,403	\$631,455
Offsetting Revenues	(\$36,760)	(\$52,666)	\$0	(\$1,565)	(\$54,191)	(\$54,191)
County Costs (net)	\$434,600	\$367,806	\$429,609	\$401,280	\$638,212	\$577,264

Major Services

- Publish updated precinct workers manual.
- Serve on the Election Assistance Commission committee on voting machines standardization.
- Conduct precinct worker training.
- Conduct filing for elected office.
- Conduct one stop no excuse absentee voting for the Primary and General Elections.
- Conduct statewide recount and random hand-eye recounts in order to validate voting equipment.
- Process new registrations and updates.
- Process campaign finance reports and post on website.
- Serve as the County source for information on election law, procedures, and policies.
- Participate in State Board of Elections pilot program. Test all software before it is implemented statewide.
- Speak to civic, political and educational groups about voting.
- Earn and maintain the public's trust.
- Set the standard for customer service.
- Maintain up to date geo-coding, so all of jurisdictional boundaries are legal, current, and accurate.
- Diligently, accurately, legally, and aggressively maintain voter registration database.
- Appoint and train new precinct officials.
- Educate and inform the public on the new voting laws and procedures.
- Install telephones in all precincts.
- Train and implement new Campaign finance laws.
- Appoint new board members.

Objective

- Increase the percentage of early voting for each type of election by:
 - Placing announcements in every Orange County Newspaper and PSA on radio.
 - Working with parties and community groups to increase awareness of and trust in One Stop voting.
 - Better and more frequently publicizing One Stop voting locations, dates, and times in newspapers.

Board of Elections - continued

- Increasing the number of One Stop voting locations, and selecting locations that are close and convenient for most Orange County residents for Presidential Elections.
- Increasing the number of staff, computers, and voting booths at the One Stop voting locations to reduce voter lines and waiting time.

Outcomes

- Increase the percentage of total voters who vote early for similar type elections.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projecte d
Increase in percentage of total voters who vote early for similar type elections – One Stop Voter Turnout	12.34%	19.14%	6.00%	6.00%	50.00%

Objective

- Achieve a target of 2 percent provisional voting by:
 - Better training poll workers on provisional rules and process.
 - Adding an announcement in the *Daily Tarheel* that reminds students to update their voter registration records when they move.
 - Making voters aware that it is easier and more efficient for them to vote at their correct precinct.

Outcomes

- Achieve a target of 2 percent provisional voting.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projecte d
Percentage of total voters who vote a provisional ballot	0.25%	1.39%	0.50%	0.50%	1.50%

Objectives

- Maintain registered voters in inactive status should remain at or below 10 percent by:
 - Better adhering to list maintenance procedures and time lines.
 - Timely processing of removal and duplication lists received from the State Board of Elections.
 - Performing periodic checks for internal duplications.
 - Improving data entry and verification methods to decrease the number of internal duplications created.

Board of Elections - continued

- Insuring that inactive voters who show up to vote on Election Day fill out a voter registration update form

Outcomes

- Maintain registered voters in inactive status should remain at or below 10 percent.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Consistency in percentage of registered voters in inactive status	14.34%	8.66%	6.82%	6.82%	6.82%

Budget Highlights

- The Board of Elections will conduct three elections in FY 2007-08.
- The Board of Elections will continue to educate voters about voting One Stop and will ensure that early votes will be honestly and accurately counted and reported on Election night.
- The Board of Elections will continue to revise and improve the training process for poll workers and plans to hire a provisional coordinator for each precinct to concentrate on completing and processing Provisional ballots.
- The Board of Elections plan to increase advertisements and explore alternative methods for reaching people who are excluded from current advertisements (e.g. not all people read the newspaper).
- The Board of Elections will maintain the percentage of inactive voters in its voter registration database at an acceptable level by continuing to adhere to list maintenance procedures and time lines and will continue reminding the public of the importance of keeping their voter registration records up-to-date.

Budget

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Budget (General Fund)						Account: 2200
Personnel Services	\$247,580	\$241,193	\$256,420	\$254,639	\$262,601	\$254,316
Operations	\$11,486	\$8,958	\$13,563	\$11,433	\$13,563	\$13,563
Capital Outlay	\$1,620	\$0	\$0	\$2,600	\$0	\$0
Total Expenditures	\$260,686	\$250,151	\$269,983	\$268,672	\$276,164	\$267,879

Major Services

- Formulate and administer the County's annual operating budget.
- Develop the ten-year Capital Investment Plan for County and both School systems.
- Evaluate internal County policies and procedures.
- Provide analytical support for special projects, such as, service delivery models and cost analysis, outcome and service performance measurement.
- Offer staff support for various Commissioner appointed work groups including Capital Needs Advisory Task Force, School Collaboration, and Fair Funding. In addition, provide staff support to various citizen and internal committees.

Objectives

- Seek long-term solutions to lessen County's reliance on residential property tax revenues as its major source of revenue.
 - Continue to seek legislative authority to broaden local governments' revenue options to include real estate transfer taxes and local option sales taxes.
 - Seek viable and sustainable commercial development that adds to the property and sales tax bases and enhances employment opportunities for residents.
- Develop five-year financial forecast that projects future revenue growth and anticipates expenditure needs based on current
- Examine opportunities to reallocate/realign/restructure current resources while still being responsible citizenry needs. Conduct a self-assessment of currently offered programs and services to determine their viability in today's world.
 - Evolve from current budget process to one that is more program/service oriented.
 - Identify programs/services that can be streamlined, combined or eliminated.
 - Encourage all entities receiving County funding, including both school districts and non-profit agencies, to undergo the same self-assessment of their current programs.
 - Develop programmatic benchmarks tied to financial incentives.
 - Review County departments' dependency on filling permanent staffing needs with temporary employees and overtime.
- Conduct multi-year cost analysis of proposed County service delivery changes, new programs/services and additional facilities to determine full impact of staffing, operational, capital and debt service costs and equate the costs in terms of total dollars and cents on the tax rate prior to Board's commitment to fund (regardless of funding source).
- Conduct multi-year cost analysis, in conjunction with School staffs and possibly School Collaboration Work Group, of proposed School service delivery changes, new programs/services and additional facilities to determine full impact of staffing, operational,

Budget – continued

capital and debt service costs and equate the costs in terms of total dollars and cents on the tax rate prior to Board's commitment to fund.

- Evaluate current County financial policies, procedures and fee structures for their viability and amend, if needed, and develop/adopt new financial policies as deemed appropriate.
- Retain the GFOA Distinguished Budget Presentation Award and meet all the criteria of the awards program by all reviewers.
- Meet all time lines as required by the North Carolina Local Government and Fiscal Control Act and as established by the Board of County Commissioners.
- Provide information to help Orange County citizens understand the County budget, including County funding sources and tax dollar spending.

Budget Highlights:

- The Approved budget for the Budget Office reflects a continuation of current staffing and expenditures.

Central Services

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Central Services (General Fund)						Account: 2401
Personnel Services	\$114,257	\$97,392	\$87,973	\$87,592	\$87,761	\$85,136
Operations	\$1,344,737	\$1,540,657	\$1,746,214	\$1,842,285	\$2,153,544	\$2,072,071
Capital Outlay	\$0	\$738	\$0	\$22,648	\$0	\$0
Total Expenditures	\$1,458,995	\$1,638,786	\$1,834,187	\$1,952,525	\$2,241,305	\$2,157,207

Major Services

- Provide telephone support, including answering incoming calls not routed through the automated attendant, and training all employees in the use of the phone system.
- Administer the contract with Orange Enterprises, who provides mail and courier services to County Departments, effective December 1, 2005.
- Produce I.D. cards for all County employees.
- Maintain insurance policies as appropriate for County assets and business exposures.
- Convene and provide support to the County's Risk Management Team, comprised of representatives from County Departments.
- Provide technical assistance for such things as:
 - Fax machine installation and troubleshooting for various locations at which Central Services equipment is installed;
 - Copier troubleshooting and calls for service (nine copiers in various County buildings)
- Maintain a store room for frequently used office and computer supply items;
- Maintain inventory control system for central stores items.

Objective

Continue operating a systematic program whereby critical risk management issues are addressed, thereby minimizing the County's liability exposures.

Outcomes

- County facilities are safer for the public.
- Employees work in a safer environment.
- Insurance company and others who may inspect County facilities from time to time render favorable reports and no serious violations are cited.
- Employees feel connected to risk management and understand their role in ensuring its success.

Measures

- During the previous reporting period:
- No serious accidents have occurred in a County building as a result of a known unsafe condition.
- No serious County vehicle accidents involving bodily injury have occurred.
- Risk Management Team continues to address safety issues that affect County employees.

Central Services - continued

Objective

To continue promoting the use of direct inward dial telephone numbers into County offices.

Outcomes

- Different citizens desire telecommunications services in different manners. For those who choose to directly contact the County employee they seek, the direct inward dial continues to be a major convenience.
- Enhanced customer service for those who know where they need to call and want to get there directly.
- Fewer calls coming through the switchboard allows realignment of staff time. Switchboard attendants may now cover more than just switchboard duty, which allows the department to keep up with increasing demand without adding personnel.

Measures

- The percentage of direct inward dial calls now stands at 74.5% (vs. 72.8% one year ago and 69.06%, 65.6%, 59%, 56%, 49% and 28% in previous years since the 2000 implementation).

Budget Highlights:

- The increase in Operations for FY 2007-08 reflects an approximately 21% increase in Worker's Compensation premium costs over the actual costs in FY 2006-07, and a 10% increase in Bonds and Insurance.

Child Support Enforcement

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Child Support Enforcement (General Fund)						Account: 4400
Personnel Services	\$652,102	\$674,635	\$725,612	\$721,052	\$730,324	\$706,166
Operations	\$120,031	\$105,300	\$140,931	\$108,647	\$142,525	\$142,525
Capital Outlay	\$1,237	\$350	\$4,200	\$6,011	\$2,100	\$2,100
Total Expenditures	\$773,369	\$780,285	\$870,743	\$835,710	\$874,949	\$850,791
Offsetting Revenues	(\$696,293)	(\$844,057)	(\$747,000)	(\$673,873)	(\$760,400)	(\$768,400)
County Costs (net)	\$77,076	(\$63,772)	\$123,743	\$161,837	\$114,549	\$82,391

Major Services

Obtaining child support for the children of Orange County by:

- Locate non custodial parents
- Establish paternity for children born outside marriage
- Establish child support orders
- Enforce child support orders

Objective

To obtain child support for Orange County children; thereby strengthening the family's potential for economic independence and self sufficiency, improving the health and well-being of those children, and reducing the taxpayers' costs of welfare.

Outcomes

- Orange County children will receive the financial support they are owed and collections will total \$5,800,000 – a \$200,000 increase.
- New child support orders will be established for 240 families.
- Paternity will be established for 170 children.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Collections	5,272,840	5,554,855	5,500,000	5,600,00	5,800,000
New child support orders	258	241	275	240	240
Paternity established	188	164	200	170	170

Budget Highlights:

- The increase in Operations includes an increase needed for employee training.
- The increase in Revenues for FY 2007-08 includes an increase in anticipated Support Enforcement reimbursements.

Cooperative Extension

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Cooperative Extension (General Fund)						Account: 4500
Personnel Services	\$408,492	\$401,886	\$446,223	\$430,777	\$472,572	\$458,010
Operations	\$48,760	\$48,806	\$53,498	\$57,512	\$57,139	\$56,139
Capital Outlay	\$0	\$7,270	\$5,520	\$6,262	\$2,475	\$1,475
Total Expenditures	\$457,252	\$457,962	\$505,241	\$494,551	\$532,186	\$515,624
Offsetting Revenues	\$0	(\$4,853)	\$0	\$0	\$0	\$0
County Costs (net)	\$457,252	\$453,109	\$505,241	\$494,551	\$532,186	\$515,624

Major Services

- Help people improve the quality of their lives.
- Provide scientifically based information and informal educational opportunities focused on issues and needs.
- Provide programs in four major areas: Agricultural and Natural Resources, Family and Consumer Education, 4-H and Youth, and Community and Rural Development.
- Provide educational programs of interest to farmers, rural and urban residents, community leaders, homemakers, parents and youth.
- Provide information to the public through meetings, demonstrations, field days, conferences, media, and office visits.
- Programs open to all citizens, regardless of age, race, color, national origin, sex or economic circumstances.

Objective

- To provide research-based educational programs for crop, dairy, livestock, and horse producers on subjects such as crop management, livestock management, waste management, and farm business management.

Outcomes

- 400 livestock, horse, dairy, and crop producers will develop improved farm management, financial and technical skills to increase farm income and protect water quality by attendance at educational meetings, consultation with agricultural agents and participation in other Extension sponsored activities.
- 17 dairy, livestock and poultry producers who are certified Operators in Charge of animal waste management systems will be given the opportunity to participate in 4 hours of re-certification classes.

Cooperative Extension - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Participation by farmers, horse owners, and others in educational production programs	405	420	430	440	440
Farmers diversifying their operations	6	5	8	7	7
Number of dairy, swine, poultry, and beef producers increasing knowledge of water quality and waste management	101	99	85	85	85
Assisted beef producers in marketing calves through graded sales and other valued enhanced sales.	19	17	20	20	22

Objective

- Conduct training for Master Gardeners, Professional Landscapers, Private, Public & Commercial Pesticide Applicators, and Home Gardeners on maintenance of home lawns, gardens, and the proper use of pesticides.

Outcomes

- Reach over 5,000 individuals through various contact means such as seminars, trainings, individual consultations, publication distribution or phone calls.
- Provide leadership to Master Gardener Volunteers who will provide over 2,500 hours of service, 800 hours of training and travel time and over 10,000 miles of travel valued at over of \$40,000, to extend horticulture educational programs to the general public.
- Train licensed pesticide applicators on pesticide issues related to groundwater protection and personal protection during application.
- Provide educational opportunities for landscape professionals to implement grounds management practices aimed at reducing inputs such as pesticides, water and fertilizer.
- Provide educational opportunities for home gardeners to learn plant selection and landscape management techniques that minimize supplemental water use and chemical inputs.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Number of Master Gardener Volunteers	38	51	49	51	50
Number of formal educational program participants	805	725	1,000	900	950
Number of publications distributed	1,592	1,530	1,500	1,575	1,625
Contacts by phone, office, e-mail, demonstrations, (not including mass media)	5,103	4,950	5,000	5,150	5,250
Estimated value of volunteer service provided	68,000	65,000	70,000	60,000	65,000

Cooperative Extension - continued

Objectives

- Develop, implement, and coordinate educational programs on food safety, health, and nutrition issues to help citizens reduce chronic disease risks and promote healthier lifestyles.
- Coordinate food safety training for food service managers and employees. Plan two manager's workshops and two employee trainings – co-sponsored by Cooperative Extension Service and Environmental Health in Orange and Durham Counties. One employee training will target Spanish-speaking individuals.

Outcomes

- Homemakers and citizens will learn skills and increase knowledge in food safety through workshops, newsletters, news articles, and educational brochures.
- Food service managers and employees will increase their knowledge of food safety.
- Citizens will increase their knowledge of nutrition and health.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
People reached through food, nutrition and health programs.	3,652	2,805	2,500	4,098	2,000
People reached through food safety educational programs.	1,595	2,292	1,500	1,942	1,000
Food service managers participating in 18-hour food safety programs.	64	157	80	109	80
Food service managers receiving certification from the National Restaurant Association by passing certification exam.	57	123	75	86	70
Food service employees participating in 6 hour food safety training.	89	42	35	20	15

Objectives

- Provide family finance and consumer economics education to limited resource consumers and families to help increase knowledge of money management plans, estate planning, financial planning techniques and decision-making practices that will help achieve family financial goals.
- Provide families with the necessary knowledge and skills to secure, maintain, and enhance housing.
- Provide residential energy education programs to assist consumers in reducing their energy consumption and reducing their energy bills.

Cooperative Extension - continued

Outcomes

- Conduct educational programs on basic money management, consumer buymanship, estate planning, and consumer fraud for approximately 300 families in Orange County.
- Provide information on pest control for 100 Orange County households.
- Conduct educational programs on the purchase, care, and maintenance of the home for 50 families in Orange County.
- Conduct residential energy education programs for 100 families in Orange County to encourage the increased use of compact fluorescent bulbs, and to encourage and promote energy conservation in the home.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projecte d
People reached through consumer education programs	205	175	200	200	200
People reached through money management educational programs	100	308	200	100	200
People reached through consumer fraud educational programs	200	100	250	200	250
Household provided with pest control information	50	25	75	50	75
Homeowners educated on the purchase, care, and maintenance of the home	250	336	250	100	250

Objectives (Youth Development)

- To provide youth with enriching, hands-on experiences that build their leadership-abilities, help them become better citizens and give them opportunities to serve as volunteers in their community and county.
- To teach youth managing and thinking (Head), relating and caring (Heart), giving and working (Hands), and living and being (Health) life skills through various curriculum and activity offerings that identify the 4-H's of the organization's name (Head, Heart, Hands and Health).
- To provide a comprehensive program that focuses on enrichment and hands-on learning experiences for youth, ages 5-14, during summer, after-school care, special interest activities, and through community club activities.

Outcomes

- At least 40% of the total population of Orange County's youth (5-19) will be maintained and/or enrolled in the community club program and be active participants in club projects and activities.
- At least 20% of the total population of Orange County's youth (5-19) will participate in environmental and science programs.

Cooperative Extension - continued

- At least 25% of the total population of Orange County's youth will be added to the already existing after-school program activities.
- To enroll 20% of Orange County's total youth population, (5-19) in 4-H summer activities.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Number of youth enrolled in 4-H activities.	13,372	20,000	14,500	20,000	18,000
Number of youth enrolled in environmental education and science programming.	7,351	5,000	8,500	5,000	4,000
Number of youth enrolled in 4-H programs as a result of their previous experience with 4-H programs and activities.	10,861	17,640	10,000	17,640	1,600

Objective (Volunteer Development)

- To recruit, train and utilize volunteers to more effectively and efficiently provide hands-on learning experiences and leadership development activities for youth.

Outcomes

- To have at least 40 additional volunteers who complete training in a fiscal year.
- To have 25% of total volunteers take part in county, district, and state level training opportunities.
- To have 50% of trained volunteers implement subject matter workshops to the Orange County 4-H population.
- To have at least 50% of the total 4-H volunteers to be recognized during National Volunteers Month.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Volunteers who complete training in a fiscal year.	840	894	825	894	750
Number of volunteers who take part and/or implement county, district, and state level trainings.	365	400	450	400	350
Volunteers that participate in a formal recognition ceremony.	160	160	125	160	140

Cooperative Extension - continued

Budget Highlights

- The Approved Budget includes \$10,000 in startup funds in the Human Services Non-Departmental budget for the W.C. Breeze Family Farm Agriculture Extension and Research Facility.
- Approved capital includes \$625 for a portable PA system, \$350 for an ergonomic desk chair and \$500 for a self-cleaning oven for Food Lab demonstrations.

County Manager

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
County Manager (General Fund)						Account: 2100
Personnel Services	\$873,671	\$915,419	\$1,002,429	\$917,066	\$1,164,646	\$1,027,774
Operations	\$58,923	\$41,761	\$46,161	\$56,732	\$58,406	\$53,406
Capital Outlay	\$0	\$203	\$0	\$0	\$4,000	\$2,000
Total Expenditures	\$932,594	\$957,384	\$1,048,590	\$973,798	\$1,227,052	\$1,083,180
Orange/Chatham Justice Partnership (Grant Projects)						
Total Expenditures	\$192,495	\$247,892	\$178,314	\$205,059	\$216,431	\$216,431
Offsetting Revenues	(\$178,955)	(\$244,094)	(\$166,814)	(\$222,438)	(\$191,897)	(\$191,897)
County Costs (net)	\$13,540	\$3,798	\$11,500	(\$17,379)	\$24,534	\$24,534
Total County Manager and Related Expenditures	\$1,125,089	\$1,205,275	\$1,226,904	\$1,178,857	\$1,443,483	\$1,299,611

Major Services

- Establish budget criteria and performance levels of service for all County departments to assure that services are delivered to citizens with efficiency and effectiveness
- Coordinate the County legislative process through agenda preparation, presentation, and follow up
- Document, assign responsibility, and coordinate response to items identified at Commissioner meetings that need follow up action
- Implement Board of County Commissioners policies
- Monitor and evaluate County operations and coordinate the implementation of Board initiatives
- Oversee the development, presentation and administration of the annual operating budget and capital investment plan
- Investigate and develop strategies for improving service delivery, with emphasis on tangible and measurable service outcomes for County residents
- Develop and coordinate promotional materials and special programs among departments and staff
- Provide administrative oversight and support to the Orange/Chatham Justice Partnership projects and new initiatives
- Coordinate the withdrawal of water from, and maintenance of minimum flows in, the Eno River in accordance with the requirements of the Eno Capacity Use Agreement
- Manage the operation and maintenance of the Efland sewer system
- Provide engineering/environmental and technical guidance on water resources issues to the Board of County Commissioners and to various County-related intergovernmental committees and appointed citizen boards and commissions
- Provide engineering review, documents, guidance, and support to the Board of County Commissioners and County-related intergovernmental committees and appointed citizen boards and commissions on utility and water/wastewater utility extension policies and issues
- Provide guidance to the County's two school systems on matters related to funding for operations and capital facilities
- Provide management and analytical support to the development and implementation of solid waste management and reduction policies and programs

County Manager – continued

- Assist the Board of Commissioners in identifying, developing, monitoring, and advocating for proposed legislation for the BOCC's legislative agenda submitted annually to the North Carolina General Assembly
- Provide staff leadership and organizational support to the Human Services Advisory Commission, the Cable Advisory Committee, and the Sportsplex Community Advisory Committee
- Manage the outside agency annual grant application process
- Provide frontline customer relations and constituent services to visitors and callers to the Government Services Center

Outcomes

- Continued to serve as lead in executing technical and analytical tasks associated with Schools Collaboration and special endeavors regarding the school districts.
- Facilitated work and meetings of Sportsplex Community Advisory Committee and continued oversight of the SportsPlex as a County owned enterprise under professional contract management.
- Maintained consultative role to OPC/LME board and staff in the fiscal review and policy design phase of local program and service divestiture under mental health reform.
- Continued to monitor and utilize the Critical Needs Reserve fund to address consequences of federal and state budgetary actions and lessen adverse impacts on vulnerable populations.
- Supervised engineering design, permit approvals, and construction oversight of water and sewer utility extension to serve the Buckhorn Economic Development District, south Buckhorn community and Gravelly Hill Middle School.
- Convened the Human Services Advisory Commission Forum 2006: "Communities Responding to an Aging Society" in conjunction with the Aging Advisory Board, Master Aging Plan (Plan) Update Steering Committee, and the Department on Aging.
- Continued to provide high level staff support to major departmental initiatives, including the Ten Year Plan to End Homelessness and the Child Care Subsidy Task Force, and the annual outside agency application process.
- Participated in inter-governmental work group charged with site review and recommendations for relocation of the Inter-Faith Council Men's Residential Facility.
- Coordinated debut of live casting BOCC meetings from Southern Human Services Center and the creation of enhanced audio visual capabilities for public presentations.
- Engaged with the BOCC as needed to facilitate organizational transition to a new County Manager.
- Assisted the BOCC in the development and presentation of its legislative package to the local legislative delegation – and joined in the North Carolina Association of County Commissioner's efforts to invigorate statewide lobbying efforts.
- Initiated with BOCC endorsement a new model for conducting its annual goal-setting retreat and revising the agenda format for its regular public meetings.
- Provided management analysis and policy guidance to the BOCC on implementation of initial phases within the 2006 Space Needs Study Update

Budget Highlights

- The Approved budget includes funds for a new permanent full-time Staff Attorney position to begin November 1, 2007 (this 1.0 FTE is a transfer of a vacant position from the Board of County Commissioners Office to the County Manager's Office), as well as \$16,200 to employ a Master of Public Administration (MPA) intern during FY 2007-08.

County Manager – continued

- This budget includes additional funds for training to promote continuing education and employee development.

Courts

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Courts (General Fund)						Account: 7000
Personnel Services	\$0	\$9,000	\$0	\$0	\$9,000	\$9,000
Operations	\$135,952	\$125,148	\$154,901	\$142,100	\$145,901	\$145,901
Capital Outlay	\$5,593	\$35	\$15,000	\$7,642	\$15,000	\$15,000
Total Expenditures	\$141,545	\$134,183	\$169,901	\$149,742	\$169,901	\$169,901

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 FY 2007-08 Approved budget maintains the current level of service.

Economic Development

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
<i>Economic Development (General Fund)</i>						Account: 6000
Personnel Services	\$183,715	\$210,111	\$239,523	\$241,310	\$232,741	\$225,514
Operations	\$47,808	\$42,749	\$53,425	\$55,046	\$52,894	\$52,894
Capital Outlay	\$1,330	\$2,675	\$0	\$0	\$0	\$0
Total Expenditures	\$232,853	\$255,535	\$292,948	\$296,356	\$285,635	\$278,408
<i>Offsetting Revenues</i>	<i>(\$18,000)</i>	<i>(\$18,000)</i>	<i>(\$18,000)</i>	<i>(\$18,000)</i>	<i>(\$18,000)</i>	<i>(\$18,000)</i>
County Costs (net)	\$214,853	\$237,535	\$274,948	\$278,356	\$267,635	\$260,408

Major Services

- Consistent with the economic development strategic plan, develop and operate targeted programs to strengthen and market the local economy.
- Provide assistance to new, expanding, and relocating businesses, including farms.
- Develop and disseminate business, economic, and demographic data to citizens, businesses, non-profits, and elected officials.
- Promote business participation in civic, social, youth, and educational programs.
- Encourage, assist, coordinate with, and fund small business service providers; examples include the Small Business & Technology Development Center (SBTDC), the Small Business Center at Durham Technical Community College, and Good Work.
- Prepare customized studies, such as “The Economic Impact of the Cultural Arts,” “Hillsborough Retail Trends,” and “Analysis of Living Wage Ordinances.”
- Assist with and oversee activities of the Chapel Hill/Orange County Visitors Bureau and the Orange County Arts Commission.

Objective

- Provide citizens and businesses with information they seek in a timely and efficient manner.

Outcomes

- Research, develop, and prepare publications available free to anyone seeking information on small businesses and the local economy.
- Place publications in public places, such as local libraries and government buildings.
- Develop, publicize and update a web page containing the most-requested information, available 24 hours a day, 7 days a week.
- Inform public of availability of information through public speaking engagements, annual reports, newsletters, annual State of the Local Economy presentation, press releases, and media contacts.
- Respond to all requests for standard information within one working day and more detailed requests (other than custom research studies) within five working days.
- Perform customized research on a contractual basis.
- Track success in meeting 2005-2010 Strategic Plan goals; publicize results.

Economic Development - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Information Requests	392	411	425	425	430
Web Contacts – Home Page Visits	87,546	167,387	100,000	150,000	175,000
Responses to Media Request for Information	129	132	125	125	125
Public Speaking – Groups	20	26	24	24	25
Mailing List for Reports & Newsletters	2,770	2,800	2,850	2,900	3,000
Publications Distributed	2,770	2,800	3,000	3,000	3,000
Attendees at State of Local Economy Breakfast	360	320	360	260	350
Loan Requests – Small Business Program	1	0	3	1	5

*The status of the loan program will be determined this year.

Objective

- Consistent with updated strategic plan, contribute to positive economic conditions in County.

Outcomes

- Diversify businesses in Orange County by providing interested businesses and individuals with timely and accurate information, maintaining inventories of available buildings and land, and marketing the area.
- Operate *Buy Local* campaign to inform citizens and governments of the value of shopping locally. Activities include distributing a directory of area businesses, obtaining media coverage, conducting special events, and speaking to groups.
- Promote awareness of Orange County's history and cultural heritage, including African-American history.
- Increase work force participation of Orange County citizens by coordinating and linking the business community and various employment and training providers (such as Durham Technical Community College, Workforce Development Board, the Chamber's public education support efforts, and Work First programs).
- Increase the wages of Orange County citizens by providing information, outreach and recognition to companies paying higher than average wages.
- Encourage use of all existing buildings by maintaining a comprehensive database of all buildings and by providing that information to firms looking to start, expand, or relocate.
- Encourage development of additional markets for local farm goods through an interactive web site (www.orangecountyfarms.org) and by convincing local food service operations to purchase local farm products. Activities include efforts to site a regional value-added agricultural processing center.

Economic Development - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projecte d
EDC Business Clients	436	440	450	450	460
Buildings – Sq. Feet Surveyed (Millions)	8.5	8.6	8.7	8.75	8.9
Property Tax Base (\$ Billions)	9.7	10.85	11.2	11.96	12.5
Retail Sales (\$ Billions) <small>*Reporting changed to gross collections in FY06</small>	1.376	1.44	1.50	40.8*	42.0*
Orange County Employment	59,385	58,020	59,000	58,965	59,500
Number of Businesses	3,165	3,336	3,050	3,351	3,375
Average Private Sector Wage (Annual \$)	29,328	29,900	30,000	40,976	42,000
Unemployment Rate (%)	2.5	3.8	3.5	3.3	3.2
Commercial Building Vacancy Rate (%)	6.5	5.4	5.5	5.2	5.5
<i>Buy Local</i> information pieces distributed	2,400	2,500	8,000	10,000	10,000
Number of outlets purchasing Orange County produce	36	38	44	45	50

Objective

- To have a full range of services available to small businesses to encourage their start-up, expansion, and retention.

Outcomes

- In coordination with Cooperative Extension, provide business planning and other technical assistance to farmers, particularly those transitioning away from tobacco and other commodity production. Assistance includes technical and advocacy assistance in working through planning and zoning issues.
- Support for the Small Business and Technology Development Center regional office is included in this budget. The SBTDC provides business plan, marketing, capital, procurement, and other assistance to local businesses at no charge.
- A comprehensive *Small Business Resource Guide* will be updated in Fiscal Year 2008 and will be available in hard copy or via the Internet. This guide will allow prospective and existing businesses to access information regarding permits, licenses, taxes, finance, site location, and much more. The guide will be distributed at all locations where local business licenses are issued as well as other places around the community.

Economic Development - continued

- Provide ombudsman services to any entrepreneur or business owner as needed including participating in predevelopment conferences and planning for central permitting.
- Continue work to ensure that zoning permits adequate commercial activity in all parts of the county and that infrastructure is available to the Economic Development Districts. Develop and secure support for a list of desirable businesses for the Economic Development Districts.
- In March 2007, the Board of County Commissioners voted to provide seed capital to a reorganized Small Business Loan Program. The by-laws of the non-profit Orange County Small Business Loan Program Company will be changes to ensure business owner participation. It is anticipated that additional funds will be sought from other private and public sources after the program establishes a track record.
- Market local successes in business support to let both internal and external audiences know that "Orange County is open for business."
- Ensure that EDC is aware of upcoming space needs of existing businesses; enhance partnerships to provide advance information.
- Focus on expansion of medium-sized industrial/manufacturing businesses.
- Participate actively in the update of the County's Comprehensive Plan and oversee completion of the economic development element. Complete small area planning work for Eno EDD, Cornelius Street/Highway 70, and Highway 57/Speedway Area. Finalize zoning changes for Agricultural Support Enterprises.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projecte d
SBTDC Local Clients	212	217	225	225	225
Good Work Clients	35	18	25	25	25
Small Business Guides Distributed	720	700	750	750	1,000
Number of Businesses Listed in Women-Owned Business Directory	100	N/A	150	N/A	N/A
Small Business Loan Applications	1	1	5	1	5
Small Business Loans Approved	0	0	2	0	4

Budget Highlights

- The approved budget includes additional program efforts that will be funded with current budgeted amounts.

Efland Sewer Fund

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
<i>Efland Sewer Fund</i>						Account: 3601
Operations	\$140,409	\$144,258	\$160,000	\$181,605	\$184,250	\$184,250
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$140,409	\$144,258	\$160,000	\$181,605	\$184,250	\$184,250
<i>Offsetting Revenues</i>	<i>(\$62,479)</i>	<i>(\$59,435)</i>	<i>(\$60,000)</i>	<i>(\$64,681)</i>	<i>(\$62,000)</i>	<i>(\$62,000)</i>
County Costs (net)	\$77,930	\$84,823	\$100,000	\$116,924	\$122,250	\$122,250

Objective

Expand sewer service areas in Orange County to provide sewer service to the Buckhorn area (Economic Development District, Community and the Gravelly Hill Middle School) and central Efland.

Outcomes

- Complete construction of water and sewer extensions to the Gravelly Hill Middle School, the Buckhorn EDD and the southern end of the Buckhorn Community and where utility service is available, connect those homes, institutions and businesses to the utilities.
- Complete design, permitting, property acquisition and bidding and initiate construction of sewer system extension to serve the un-sewered portions of central Efland.

Objective

Provide new sewer service taps for new sewer customers.

Outcomes

- Work with property owners, developers, affordable housing organizations to design and construct sewer service extensions in accordance with existing land use plans.
- Use grant and bond funding to expand the sewer service area as necessary to make sewer service available to additional portions of the Efland community in accordance with the approved service area master plan and existing land use plans.
- Provide verbal response to request for sewer tap within one business day: determine if sewer service is available, extent and location of on- and off-site construction required and regulatory requirements for making sewer taps, etc.
- Coordinate with Town of Hillsborough to determine sewer tap fee cost within four working days of sewer tap request.
- Submit all permitting documentation for sewer tap construction to North Carolina Department of Transportation (NCDOT) as required within one business week.
- Complete all bidding and contract procurement requirements, begin tap construction within two weeks of NCDOT permit approvals.

Efland Sewer Fund - continued

Objective

Operate and Maintain sewer system infrastructure as required.

Outcomes

- Work with OWASA, NCDOT and Hillsborough to determine/evaluate infrastructure repair/ replacement requirements.
- Develop budget, secure funding to effect repairs/replacements that cannot be dealt with under normal maintenance budget.
- Coordinate system operation, repair and construction activities to ensure provision of uninterrupted sewer service and prevention of improper discharge of sewer.
- Initiate the capital improvement planning, sewer mapping, sewer inspection and sewer maintenance processes required by the new operations permitting requirements for the existing and expanded Efland sewer system.

Budget Highlights:

- The FY 2007-08 Approved budget includes a transfer from the General Fund of \$122,250, due to increased costs in operations. The current fee structure is not adequate to cover the costs of operations, and the General Fund continues to help subsidize operations. A sewer rate and fee structure study will be conducted by a consultant during the fall of 2007. The Board of Commissioners will then decide which of the consultant recommendations will be implemented.

Emergency Services

Summary

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
By Program (General Fund)						
Administration	\$260,976	\$271,946	\$345,724	\$250,922	\$353,119	\$342,958
Emergency Medical Services	\$2,985,560	\$3,455,523	\$3,539,026	\$3,651,646	\$3,849,992	\$3,457,457
Fire Services	\$223,133	\$185,343	\$242,297	\$213,553	\$330,561	\$246,816
Telecommunications	\$1,479,963	\$1,572,520	\$1,795,567	\$1,642,328	\$2,228,461	\$1,723,326
Total Expenditures	\$4,949,633	\$5,485,332	\$5,922,614	\$5,758,449	\$6,762,133	\$5,770,557
<i>Offsetting Revenue</i>	<i>(\$1,421,943)</i>	<i>(\$1,810,810)</i>	<i>(\$1,588,000)</i>	<i>(\$1,769,803)</i>	<i>(\$1,598,000)</i>	<i>(\$1,748,000)</i>
County Costs (net)	\$3,527,689	\$3,674,522	\$4,334,614	\$3,988,646	\$5,164,133	\$4,022,557
Other Related Program (Emergency Telephone Fund)						
Emergency Telephone System	\$494,738	\$652,938	\$484,535	\$581,647	\$726,026	\$726,026
Total Expenditures	\$494,738	\$652,938	\$484,535	\$581,647	\$726,026	\$726,026
<i>Offsetting Revenue</i>	<i>(\$574,954)</i>	<i>(\$671,536)</i>	<i>(\$484,535)</i>	<i>(\$646,791)</i>	<i>(\$726,026)</i>	<i>(\$726,026)</i>
County Costs (net)	(\$80,216)	(\$18,598)	\$0	(\$65,144)	\$0	\$0
Total Expenditures	\$5,444,371	\$6,138,269	\$6,407,149	\$6,340,096	\$7,488,159	\$6,496,583

Emergency Services - Administration

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Emergency Services - Administration (General Fund)						Account: 7500
Personnel Services	\$196,445	\$239,892	\$258,882	\$186,422	\$261,905	\$251,744
Operations	\$64,531	\$32,054	\$66,842	\$54,500	\$91,214	\$91,214
Capital Outlay	\$0	\$0	\$20,000	\$10,000	\$0	\$0
Total Expenditures	\$260,976	\$271,946	\$345,724	\$250,922	\$353,119	\$342,958
Offsetting Revenues	(\$43,818)	(\$32,354)	(\$20,000)	(\$30,212)	(\$20,000)	(\$20,000)
County Costs (net)	\$217,159	\$239,592	\$325,724	\$220,710	\$333,119	\$322,958

Major Services

- Provide coordination of county, state, federal, and private resources for disaster preparedness, response, and recovery
- Provide public notifications and education about disaster preparedness, response, and recovery
- Provide guidance and coordination for all volunteer emergency response agencies and various divisions within the Department.
- Seek grants for terrorism and disaster management and implement awarded projects
- Conduct terrorism and disaster management planning and training
- Assist in coordinating terrorism and disaster management response
- Coordinate disaster recovery operations

Objective

- To provide coordination and direction for daily emergency service operations and to prepare for and respond to disasters through information, training, planning, mitigation, response, and recovery efforts.

Outcomes

- Maintained a forum for other emergency response agencies and citizens to have a voice and provide input into the Emergency Management program, by interfacing with the Public Health Preparedness Committee, Local Emergency Planning Committee, Evacuation Planning Committee, Fire Chief's Council, and regional Terrorism Planning Task Force.
- Continued to work closely with other local and state agencies to prepare for a variety of disasters, including public health emergencies.
- Updated four Departmental Emergency Operations Responsibilities lists
- Continued countywide evacuation committee, working on evacuation planning
- Provided coordination and information to fellow partner agencies regarding the County's participation in the statewide 800 MHz radio system "VIPER" initiative.
- Continued to apply for appropriate emergency preparedness and response grants, and continued managing existing grant programs.
- Continued support of the Orange County Safe Kids/Safe Communities injury prevention and outreach group, including providing emergency preparedness information to community members

Emergency Services - Administration - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projecte d
Emergency plans updated / created	*	0	8	6	10
Terrorism Alerts	4	2	3	4	4
E.O.C. Readiness	8	4	8	4	8
E.O.C. Activation	0	0	8	1	4
Disaster Recovery Operations	0	0	1	0	2

* Indicates data not available or procedures/programs not in place during that time period.

Budget Highlights

- This budget maintains the same level of services for the Emergency Services Administration Division as in FY 2006-07.

Emergency Services - Fire Protection Services

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Emergency Services - Fire Protection Services (General Fund)						Account: 7505
Personnel Services	\$189,612	\$145,513	\$198,042	\$161,852	\$275,257	\$198,798
Operations	\$30,132	\$39,830	\$44,255	\$51,701	\$52,924	\$48,018
Capital Outlay	\$3,389	\$0	\$0	\$0	\$2,380	\$0
Total Expenditures	\$223,133	\$185,343	\$242,297	\$213,553	\$330,561	\$246,816
Offsetting Revenues	(\$13,876)	(\$14,094)	(\$13,000)	(\$17,500)	(\$13,000)	(\$13,000)
County Costs (net)	\$209,257	\$171,249	\$229,297	\$196,053	\$317,561	\$233,816

Major Services

- Administer the provisions of the North Carolina Fire Prevention Code.
- Review all building and subdivision plans submitted to the County Planning Department for fire code/life safety compliance and disaster planning.
- Provide fire education, life safety/disaster preparedness programs to day care providers, healthcare providers, civic organizations and public events for community outreach, upon request.
- Investigate fires to determine cause and origin of suspicious or undetermined fires.
- Investigate complaints of illegal open burning and other activities that could impact residents and the environment.
- Provide fire education classes to elementary schools and *Learn Not to Burn* fire education programs, upon request.
- Deliver training programs to county employees for OSHA compliance.
- Provide Community Emergency Response Team training to community members for disaster preparedness.
- Assist fire departments with county fire administration and training issues.
- Support fire and emergency response agencies at emergency incidents in the County.
- Administer the SARA Title III Regulations, which includes collection of data about chemical hazard in fixed storage facilities as well as existing plans and capabilities for emergency response.
- Provide coordination of public safety resources during times of emergencies and disasters.

Objectives

- Provide fire inspections as mandated in the inspection schedule of the North Carolina Fire Prevention Code.
- Conduct plans reviews as mandated for new construction or major renovations of facilities open to the public for fire code compliance.
- Reduce the numbers of fire re-inspections through fire safety education and awareness.
- Reduce the numbers of fires caused by carelessness or deliberately set fires through increasing public education and community outreach programs.
- Provide support to agencies as needed to mitigate incidents.

Outcomes

- Improve life safety and reduce fire damage in public buildings by conducting fire inspections in facilities as mandated by the North Carolina Fire Prevention Code.

Emergency Services - Fire Protection - continued

- Review new commercial construction and major renovation plans to existing buildings to ensure fire code and life safety code compliance when facilities become operational, thus enhancing life safety and reducing the dangers of fire and property loss.
- Deliver fire prevention programs, life safety programs, and disaster preparedness programs to citizens, school students, health care providers, day care providers and county employees to heighten fire prevention awareness, identify fire hazards, injury prevention and disaster planning.
- Continue to partner with UNC Health and Safety to share haz mat resources for technical or chemical response and continue development of the Special Operations Team to train for bio terrorism and weapons of mass destruction events.
- Assist fire departments with firefighter certification, OSHA training to enhance fire suppression and first responder activities in the rural fire departments.
- Assist departments at emergency scenes that may impact emergency services, residents or the environment.
- Provide fire extinguisher training, haz mat awareness, blood borne pathogens and terrorism training to county employees for quality assurance and fulfill OSHA requirements.
- Assist county fire departments with county fire administration issues, including response-rating surveys of rural fire districts for reduction of fire insurance premiums for residential and commercial properties and to enhance the overall county fire protection program.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projecte d
Fire Inspections	188	190	235	250	275
Fire Re-inspections	42	45	50	55	60
Investigations	128	165	280	275	350
Plans Review/Permits	140	150	160	155	170
Haz Mat/Emergency Response	40	28	50	30	35
Fire Education, Disaster, OSHA Programs	30	20	60	10	10
Emergency Planning	0	2	137	3	145
Special Events	15	10	15	10	10
Automatic Fire Alarms	238	259	280	295	330
Structure Fires	128	156	135	145	175
Woods/Brush Fires	38	115	125	46	50
Vehicle Fires	12	19	20	25	35
Code Enforcement	18	34	36	45	65
Motor Vehicle Accidents	22	33	28	35	45

Budget Highlights

- The increase in FY 2007-08 Department Request includes a requested new permanent full-time Assistant Fire Marshal position, as originally proposed with the department's four-year staffing plan of May 2006.

Emergency Services - Fire Protection - continued

- This budget maintains the same level of services for FY 2006-07.

Emergency Services - Emergency Medical Services

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Emergency Services - Emergency Medical Services (General Fund)						Account: 7575
Personnel Services	\$2,525,566	\$2,973,223	\$3,024,768	\$3,153,603	\$3,331,928	\$2,941,013
Operations	\$459,994	\$482,300	\$514,258	\$496,212	\$518,064	\$516,444
Capital Outlay	\$0	\$0	\$0	\$1,831	\$0	\$0
Total Expenditures	\$2,985,560	\$3,455,523	\$3,539,026	\$3,651,646	\$3,849,992	\$3,457,457
Offsetting Revenues	(\$1,364,250)	(\$1,764,362)	(\$1,555,000)	(\$1,722,091)	(\$1,565,000)	(\$1,715,000)
County Costs (net)	\$1,621,310	\$1,691,161	\$1,984,026	\$1,929,555	\$2,284,992	\$1,742,457

Major Services

- Provide thorough paramedic assessment and complaint-appropriate 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.
- Coordinate emergency medical services and public safety preparedness efforts for special events such as sporting events, festivals, and mass entertainment.
- Provide state-mandated continuing medical education for EMS staff, including volunteers.

Objectives

- Paramedic assessment and treatment will be available to persons with immediately life-threatening situations within fifteen minutes of a request.
- Transportation will be arranged or provided for any person who requests EMS service, needs to be transported, and cannot safely be transported by other means.
- Public Safety preparedness and potential medical needs will dictate the type and amount of service provided at special events. Emergency Management will coordinate this emergency medical service and ensure that field providers meet the medical and operational standards established for EMS in Orange County.
- Adequate outcome-based continuing medical education will be available to all EMS staff.
- Staff will work with community stakeholders to study the spectrum of non-emergency transportation services available and identify gaps between those services.

Outcomes

- EMS responds to more than 10,500 requests for service, makes patient contact with more than 11,000 patients, and provides transport for 7,000 people.
- The out-of-hospital cardiac-arrest save rate for Orange County will be at least 20%.

Emergency Services - Emergency Medical Services - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projecte d
Requests for EMS Service	9,050	9,486	9,500	9,910	10,500
Average emergency response	8:24	8:45	9:20	9:14	10:00
Special event coverage hours	1200	2200	1500	2000	2000
Number of EMS calls with response > 15 minutes	866	1,014	1,100	1,285	1,400
Number of Emergency EMS calls with response > 10 minutes	863	979	1,250	1,119	1,250

Budget Highlights

- In May 2006, the Emergency Services Department proposed a four-year staffing plan that would allow the Department to meet service demand increases and improve patient outcome. To that end, Commissioners approved four new Paramedic positions in fiscal year 2006-07. Timing has been such with hiring delays, recruitment challenges, and the length of necessary training, the four new positions have not yet begun to have an impact on Emergency Medical operations; staff anticipates seeing the full impact of the new positions within the first quarter of the upcoming fiscal year.
- The approved budget includes deferred hiring of two Emergency Services positions for FY 2007-08.
- Additional staff (six new permanent full-time EMT positions) was requested for fiscal year 2007-08; however, it is the Manager's recommendation that additional staffing needs should be assessed by the new Emergency Services Director who is anticipated to be employed early in fiscal year 2007-08.
- Increased service demands contribute to the increased revenue anticipated in fiscal year 2007-08.

Emergency Services - Telecommunications

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Emergency Services - Telecommunications (General Fund)						Account: 7550
Personnel Services	\$1,373,145	\$1,474,051	\$1,690,286	\$1,525,263	\$2,099,829	\$1,595,508
Operations	\$106,819	\$96,705	\$105,281	\$117,065	\$128,632	\$127,818
Capital Outlay	\$0	\$1,764	\$0	\$0	\$0	\$0
Total Expenditures	\$1,479,963	\$1,572,520	\$1,795,567	\$1,642,328	\$2,228,461	\$1,723,326
Emergency Telephone System (Emergency Telephone Fund)						
Overhead	\$36,000	\$36,000	\$36,000	\$36,000	\$53,559	\$53,559
Personnel Services	\$118,531	\$126,657	\$131,126	\$132,880	\$160,883	\$160,883
Operations	\$289,451	\$440,731	\$312,409	\$375,283	\$306,584	\$306,584
Capital Outlay	\$50,757	\$49,549	\$5,000	\$37,484	\$205,000	\$205,000
Total Expenditures	\$494,738	\$652,938	\$484,535	\$581,647	\$726,026	\$726,026
Offsetting Revenues	(\$574,954)	(\$671,536)	(\$484,535)	(\$646,791)	(\$726,026)	(\$726,026)
County Costs (net)	(\$80,216)	(\$18,598)	\$0	(\$65,144)	\$0	\$0
Total Emergency Services - Telecommunications and Related Expenditures						
	\$1,974,701	\$2,225,458	\$2,280,102	\$2,223,975	\$2,954,487	\$2,449,352

Major Services

- Serve as an access point for citizens to emergency services.
- Dispatch appropriate law enforcement, EMS, Fire and support services to meet the citizen's requests for services.
- Serve as access point for the Division of Criminal Information Computer Network for all law enforcement agencies in Orange County to report stolen items, wanted persons, missing persons, major crimes and to check license and car registration, outstanding warrants and run criminal histories.
- Provide Emergency Medical Dispatch by prioritizing emergency medical calls for appropriate dispatch and providing pre-arrival instructions for the citizens until medically trained personnel can arrive.
- Coordinate with Land Records, Planning, and municipalities, Logistic Systems, Inc. and fire departments to make the Geographical Information System (GIS) a useful tool for the communications center and emergency responders
- Work with Wireless Carriers on the implementation of cell phone location technology.

Objective

- To ensure that assistance requested by the citizen and agencies served is delivered promptly and professionally by answering the 9-1-1 calls within the first three rings and dispatching the appropriate response agencies within three minutes of receiving the call in the communications center.

Outcomes

- We have answered 97% of all 9-1-1 calls within the first three rings (within 15 seconds) into the communications center.
- We have completed 98% of all emergency dispatches of response agencies within three minutes from the time the telephone call is picked up in the Communications Center.
- Division of Criminal Information (DCI) is handled promptly and correctly. The State audit done on our department rated us at 100% in compliance by correctly following all

Emergency Services - Telecommunications - continued

rules and regulations set forth by the state, correctly documenting confidential information and doing quality assurance on all personnel under our agency jurisdiction.

- The medical assistance using Emergency Medical Dispatch (EMD) criteria has been reviewed for quality assurance and we have rated 95% in compliance following the correct protocol for the patient's condition and initiating the proper level of dispatch for responding units.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Calls for Service (Emergency/Non-Emergency) for all agencies	207,928	180,421	200,000	181,912	186,000
Law Enforcement Agencies	115,300	121,251	117,000	123,015	125,000
Fire Service for County and Municipalities	8,000	10,247	9,500	10,707	11,500
Calls following emergency medical and Prioritization and/or pre-arrival instructions	9,500	10,442	11,000	10,784	11,500
Support Agencies & EOC Activation	43,000	38,481	40,000	37,406	38,000

Budget Highlights

- The FY 2007-08 Department Request includes a requested two new permanent full-time Telecommunicator positions, as originally proposed with the department's four-year staffing plan of May 2006.
- The 12-Month Estimate for Overtime and Temporary Personnel is projected to exceed budget due to overages in overtime and temporary personnel.
- The increase in Operations for FY 2007-08 includes additional funds for relocation of telephone lines to another facility and is consistent with current spending levels.
- Revenue in the Emergency Telephone System Fund for FY 2007-08 consists of Subscriber Fees and Wireless 911 Fees. The FY 2007-08 budget includes capital expenses related to the upgrade of the 9-1-1 Communications Center in a new facility.

Environment and Resource Conservation

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Environment and Resource Conservation (General Fund)						Account: 6100
Personnel Services	\$396,550	\$408,177	\$501,498	\$514,981	\$588,345	\$552,507
Operations	\$59,999	\$50,179	\$97,514	\$81,549	\$97,650	\$96,834
Capital Outlay	\$0	\$0	\$8,400	\$8,200	\$14,600	\$11,700
Total Expenditures	\$456,549	\$458,356	\$607,412	\$604,730	\$700,595	\$661,041

Major Services

- Coordinate County efforts in environmental protection, resource conservation and preservation, including the provision of staff support to advisory boards such as the Commission for the Environment (including 4 subcommittees), Historic Preservation Commission, Agricultural Preservation Board, Inter-Governmental Parks Work Group and various ad hoc park design and other work groups.
- Coordinate and implement the County's Lands Legacy program, an acquisition, evaluation and management plan for prioritizing and acquiring the most-critical County natural and cultural resource lands.
- Identify, acquire, plan and design new County parks, nature preserves and natural areas
- Implement and manage the Voluntary Farmland Protection Ordinance, including the Voluntary Agricultural District Program.
- Maintain and enhance the Comprehensive Resource Database that contains Geographic Information System (GIS) coverages or overlays on the County's identified natural and cultural resources.
- Develop and oversee the creation of elements to the Orange County Comprehensive Plan in the areas of natural resources and cultural resources (Natural Areas, Parks and Open Space, Water Resources).
- Develop master plans for new parks and public open spaces with citizen advisory committees and other like mechanisms (timing of these plans as directed by the Board).
- Coordinate and integrate planning for surface and ground water, as part of the Water Resources Initiative and the comprehensive Water Resources component of the Natural and Cultural Systems Element of the Comprehensive Plan.
- Update the Parks and Open Space Element of the Comprehensive Plan, working in conjunction with the Recreation and Parks and Planning Departments.
- Oversee local and multi-jurisdictional efforts to assess and evaluate climate change and air quality, including greenhouse gas emissions and ground-level ozone.
- Address other environmental issues, as directed by the Board of Commissioners.

Objective

- Coordinate all efforts in natural and cultural resource conservation and preservation, including the provision of staff support to the Commission for the Environment (including committees of Air Quality, Biological Resources, Environmental Indicators and Education and Water Resources), Historic Preservation Commission, Agricultural Districts Advisory Board and Intergovernmental Parks Work Group.

Environment and Resource Conservation - continued

Outcomes

- Provide staff support to all boards and commissions working on resource conservation and environmental issues, produce reports and research as needed in support of Board goals.
- Acquire and manage lands identified as high priority resource lands through the Lands Legacy program.
- Address new air quality initiatives related to greenhouse gas emissions, ozone non-attainment, and alternative-fuel vehicles.
- Provide liaison to other groups with interests in this area.
- Coordinate closely with other conservation agencies on partnership opportunities, including the Orange Land Conservation Alliance of staffs from area resource conservation groups.
- Work with the Planning Department on goals of rural character and watershed protection.
- Work with the Economic Development Department on agriculture and integrating sustainability principles into County government.
- Work with the Recreation and Parks Department in identifying lands for recreation purposes and designing and constructing park facilities.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Convene meetings of the Environment and Resource Steering Committee	1	1	2	1	1
Provide staff support to the 4 advisory boards listed above and other ad hoc work groups as assigned					
Prepare and distribute advisory board agendas	60	62	56	57	58
Prepare reports and other needed documents					

Objective

- Continue to update and maintain the Comprehensive Resource Database, containing Geographic Information System (GIS) coverages or overlays on the County's identified natural and cultural resources.

Outcomes

- Maintain existing resource database (correct errors, convert data to new platform (NAD '83))
- Inventory existing data and data needs
- Identify coverages that exist and purchase needed data
- Create new coverages for data needs not addressed

Environment and Resource Conservation - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Existing Data Maintenance and Upkeep	Regular maintenance performed. New coverage on biosolids sites added. Parks and open space revised quarterly, new biosolids coverage created	Maintenance performed, new coverages added.	Five-Year review of Comp Resource Database and new data to be performed by 6/30/07	Database review underway.	Perform regular maintenance, make conversion to new ARC software platform.
Identify needs and purchase data where it exists			Complete stream buffer analysis for 2007 State of the Environment report	Stream buffer coverage completed, quality check underway.	Identify needs for 2008 State of the Environment report and Natural and Cultural Systems Element of Plan.
Create New Coverages			Complete stream buffer data and analysis for the 2007 State of the Environment report	Stream buffer coverage completed, quality check underway. Composite Parks Plan created. Biosolids coverage updated.	Complete stream buffer cover, complete coverages needed for Profile Element and Natural & Cultural Systems Element, Parks Element

Objective

- Administer the Lands Legacy Program.

Outcomes

- Prepare 2-Year Action Plan of priorities, using guidance from BOCC and advisory boards.
- Acquire priorities in the action plan.
- Complete and implement Long-Term Priorities document.
- Identify and secure alternative funding sources (grants) / Work collaboratively with other jurisdictions and land trusts on acquisitions.

Environment and Resource Conservation - continued

- Coordinate initiatives approved in the November 2001 Bond referendum.
- Prepare reports and issue papers on emerging issues related to Lands Legacy.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Prepare Two-Year Action Plan		New action plan in preparation	Adopt 2006-08 action plan, year 1 underway	Action Plan adopted 9/06, activities underway	Complete activities in current action plan, begin preparation of 2006-08 action plan in fall 2007
Acres acquired (all - includes fee, easements and joint acquisitions)	477	130	310	305	500
Complete Lands Legacy Long-Term Priorities document			Update Long-Term Priorities document for next Action Plan (08-10)	Update underway, coupled with new look at long-term objectives.	Update document on schedule with consideration of new 2008-2010 Action Plan (spring 2008)
Identify and secure alternative funding sources (grants). Work collaboratively with other jurisdictions and land trusts on acquisitions		Received grant from USDA for \$846,000 in May 2005. OWASA to fund 50% of 4 new farm easements, Completed easements with USDA, OWASA, Carrboro.	Prepare for 2007 grant requests to variety of sources, including the CWMTF and USDA FRPP. Complete 3 easements with USDA, TLC.	Application to CWMTF for joint Stollings acquisition with Eno River Assn. 3 easements completed with USDA, TLC.	Update farmland preservation program to be in position for maximum grant (30% match) for possible new NC FPTF grants. Complete 4 easements with USDA, TLC, Eno River Assn.
Coordinate with November 2001 bond referendum					

Environment and Resource Conservation - continued

Objective

- Develop and oversee the creation of elements to the Orange County Comprehensive Plan in the areas of natural resources, water resources and cultural resources.

Outcomes

- Consider methods of accomplishing resource-based Comprehensive Plan Elements called for in BOCC goals.
- Create process for combination of natural and cultural resource-based elements, and oversee the creation of subsequent Natural and Cultural Systems Element, to include chapters on Natural Areas/Open Space, Agriculture, Water Resources, Air Quality, Energy and Cultural Resources.
- Prepare to implement the Water Resources Initiative, pending further decisions by the Manager and Board.
- Create Parks Element of the Plan, in conjunction with Recreation and Parks and Planning.
- Assist the Planning Department as needed in development of new Land Use Element of Plan.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Natural and Cultural Systems Element	Work underway on Natural Areas Inventory update	Process identified, work underway on Natural Areas chapter	Natural Areas Component chapter draft under review by CFE Biological Resources Committee.	Participation in new Comprehensive Plan process and meetings, begin planning for creation of element, discuss with advisory boards.	Identify and complete goals and objectives for Natural and Cultural Systems Element (all chapters), within framework of Comprehensive Plan.
Water Resources Initiative		Funding reserved in budget for a new position, to be addressed later.	Pending decisions about Water Resources Initiative to be addressed.	Joint CFE/BOH committee meets on 4 occasions to discuss positions and outcomes, report to County Manager.	Pending review and decisions from joint committee report.
Parks Element			Consideration of whether to make a standing plan element, or incorporate into Natural and	Decision to make a standalone plan element. Participation in meetings about	Work with RPAC, Rec and Parks and Planning to identify and develop goals

Environment and Resource Conservation - continued

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
			Cultural Systems Element	Comprehensive Plan. Hold initial discussions with RPAC.	and objectives for Plan Element.
Work with Planning in developing Land Use Element	Provide information and advice as requested	Provide information and advice as requested	Provide information and advice as requested	Meet with Planning staff, provide maps and data for Profile Element.	Participate through liaisons in Land Use Element, provide feedback as needed for natural and cultural overlap

Budget Highlights:

- The FY 2007-08 Approved budget includes the funding of a new Water Resources Coordinator position, effective November 1, 2007.
- The Capital Outlay of \$11,700 for FY 2007-08 includes signs for Local Landmark program sites, new scenic byway signs for Old Highway 86, and the purchase of ARC Editor GIS software, which will enable staff to edit GIS data such as streams, riparian buffers, floodplains, and watersheds.

Finance

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Finance (General Fund)						Account: 2300
Personnel Services	\$384,214	\$398,863	\$432,623	\$428,822	\$429,258	\$416,323
Operations	\$29,143	\$26,300	\$24,471	\$24,527	\$25,515	\$25,515
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$413,357	\$425,163	\$457,094	\$453,349	\$454,773	\$441,838

Major Services

- Accounting and fiscal control in accordance with Generally Accepted Accounting Principles (GAAP) and North Carolina General Statutes to ensure sound financial condition is maintained.
- Prompt and efficient payment of all County obligations.
- Accurate and timely payroll processing for all County employees.
- Revenues properly deposited and reported.
- Internal controls in place to safeguard the County's assets.
- Sufficient cash on hand to meet obligations and investment of all idle cash.
- Debt management to include prompt payment of debt service; plan, execute, oversee debt issuance and monitor debt parameters for compliance with policy.

Objective

- Provide accurate and timely financial information to departments, management and County Commissioners allowing them to make informed fiscal decisions. Monitor financial condition to insure budgetary goals are met and sound financial condition is maintained.

Outcomes

- Correct financial transaction errors within two days of detection and availability of monthly reports by the tenth working day of each month 95% of the time.
- Insure prompt posting of all general ledger transactions on a daily basis.
- Complete the County's Comprehensive Annual Financial Report by October 31, 2007.
- 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 in Financial Reporting.
- Fund balance meets budgeted goals of 10 percent or greater.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Fund Balance % of General Fund Expenditures	9.96%	10.43%	10.00%	10.00%	10.00%
CAFR Issued By October 31	yes	Yes	Yes	Yes	Yes
Retention of GFOA Certificate	Yes	Yes	Yes	Yes	Yes

Finance – continued

Objective

- Process accounts payable for all county departments and payroll for all County employees efficiently, accurately and on a timely basis to ensure timely payment of vendors, employees and payroll withholdings in compliance with local, state and federal guidelines. Monitor and record daily deposits and receipts.

Outcomes

- Make accurate and timely payment of wages bi-weekly to more than 900 full-time and hourly employees. Payroll process completed 2 days prior to payday 100 percent of the time.
- Correct 100 percent of payroll errors within one day after notification or discovery.
- Make accurate and timely payment of payroll withholdings to avoid penalties.
- Make accurate and timely payments to all vendors. Invoices paid within 30 days 98 percent of the time.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
% of time invoices paid within 30 days	98.5%	98.5%	98%	98%	98%
% of Time Payroll Completed two days prior to payday	100%	100%	100%	100%	100%

Objective

- Ensure timely payment of debt service. Plan, execute and oversee debt issuance to comply with the Fiscal Control Act and insure fund availability for designated capital projects.

Outcomes

- Debt service on bonds and installment purchases is met with 100 percent accuracy. No penalties for late payment.
- Schedule and execute bond sale for 2001 voter approved bonds ensuring sufficient amounts are provided to meet cash flow requirements.
- Schedule and execute acquisition of alternative financing as the Board decides.
- Maintain excellent credit rating through sound financial policies and practices and strong financial condition.
- Monitor debt to ensure compliance with debt management policy.

Finance – continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
% of time debt service paid when due and penalties avoided	100%	100%	100%	100%	100%
Debt Service as a % of general fund expenditures	13%	13.3%	13.5%	13.5%	14%
Bond Sale/Alternative Financing	Summer 2004	Summer 2005	Winter 2007	Spring 2007	Spring 2008
Bond Ratings (Moody's, S&P, Fitch)	AA+, Aa1 AAA	AA+, Aa2, AAA	AA+, Aa2 AAA	AA+,Aa2 AAA	AA+,Aa2 AAA

Budget Highlights:

- The FY 2007-08 Approved budget maintains the current level of services.

Health Department

Summary

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
By Program (General Fund)						
Animal Control*	\$522,701	\$0	\$0	\$0	\$0	\$0
Central Administrative Services	\$763,557	\$828,972	\$922,067	\$901,814	\$961,612	\$897,668
Dental	\$583,836	\$686,976	\$773,427	\$694,615	\$799,010	\$782,061
Environmental Health	\$923,214	\$1,008,166	\$1,181,084	\$1,044,160	\$1,453,862	\$1,305,917
Personal Health**	\$3,084,819	\$2,872,376	\$3,090,163	\$3,143,013	\$3,336,447	\$3,096,882
Promotion and Education	\$367,983	\$360,959	\$450,969	\$374,053	\$445,664	\$433,702
Risk Management	\$190,156	\$218,833	\$213,145	\$267,050	\$215,764	\$191,458
Total Expenditures	<u>\$6,436,267</u>	<u>\$5,976,281</u>	<u>\$6,630,855</u>	<u>\$6,424,705</u>	<u>\$7,212,359</u>	<u>\$6,707,688</u>
<i>Offsetting Revenue</i>	(\$2,030,005)	(\$2,130,609)	(\$2,070,821)	(\$2,135,490)	(\$2,210,687)	(\$2,164,251)
County Costs (net)	<u>\$4,406,262</u>	<u>\$3,845,673</u>	<u>\$4,560,034</u>	<u>\$4,289,215</u>	<u>\$5,001,672</u>	<u>\$4,543,437</u>
Other Related Programs (Grant Fund)						
Dental	\$27,379	\$24,667	\$26,350	\$28,212	\$33,850	\$33,850
Personal Health	\$197,938	\$246,202	\$255,640	\$258,558	\$270,817	\$195,728
Promotion and Education	\$97,713	\$76,781	\$96,887	\$72,981	\$95,014	\$95,014
Total Expenditures	<u>\$323,030</u>	<u>\$347,650</u>	<u>\$378,877</u>	<u>\$359,751</u>	<u>\$399,681</u>	<u>\$324,592</u>
<i>Offsetting Revenue</i>	(\$318,815)	(\$275,534)	(\$330,309)	(\$315,303)	(\$305,946)	(\$305,946)
County Costs (net)	<u>\$4,214</u>	<u>\$72,117</u>	<u>\$48,568</u>	<u>\$44,448</u>	<u>\$93,735</u>	<u>\$18,646</u>
Total Expenditures	<u>\$6,759,296</u>	<u>\$6,323,932</u>	<u>\$7,009,732</u>	<u>\$6,784,456</u>	<u>\$7,612,040</u>	<u>\$7,032,280</u>

*Animal Services is a newly constructed department that includes Administration, Animal Shelter, and Animal Control, which was previously housed in the Health Department.

**The School Nurse program, which was previously included in the Personal Health division has been transferred to the Human Services Non-Departmentals.

Health - Administration

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Health - Administration (General Fund)						Account: 4100
Personnel Services	\$702,420	\$785,818	\$850,631	\$843,098	\$884,226	\$823,732
Operations	\$57,308	\$40,114	\$71,436	\$53,851	\$73,936	\$73,936
Capital Outlay	\$3,830	\$3,040	\$0	\$4,865	\$3,450	\$0
Total Expenditures	\$763,557	\$828,972	\$922,067	\$901,814	\$961,612	\$897,668
Offsetting Revenues	(\$129,789)	(\$76,319)	(\$42,885)	(\$42,885)	(\$42,885)	(\$42,885)
County Costs (net)	\$633,769	\$752,653	\$879,182	\$858,929	\$918,727	\$854,783

Major Services

- Provide high quality clerical, financial and medical record services to the Orange County Health Department as it renders its services to the residents of Orange County.

Objective

- Process birth and death certificates, burial and transit permits and other vital records in accordance with state guidelines.

Outcomes

- Strive to achieve 100% of birth and death certificates being processed, recorded and made available to citizens of Orange County within a five-day turnaround time required by the State. Issues such as working with an increasing number of non-English speaking client, an increase in home births (OCHD processes the birth certificates at our administrative offices), working with the UNC Medical Examiner's Office, and obtaining more burial transit permits for shipment of bodies out of the U.S.
- Maintain an error rate of less than 5%.

Measures

	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected Budget
Birth Certificates processed	3,000	3,257	3,257	3,250	3,300	3,500
Death Certificates processed	1,600	1,455	1,478	1,450	1,450	1,500

Major Services

- Internal fiscal and quality control.
- Administrative support for all Health Department programs and for the Board of Health.
- Manage the inventory control system for medical and pharmacy supplies.
- Data entry for request for PO's, check requisitions, and payment of invoices for four of the six Health Department divisions.

Objective

- Ensure efficient and effective management of all agency program funds.
- Ensure medical and pharmaceutical supplies will be available as needed.

Health – Administration- continued

- Ensure vendors are paid in a timely manner, work with vendors for return of merchandise, credits & any problems that may arise with ordering.

Outcomes

- Ensure 100% compliance with fiscal and program audit requirements.
- Ensure 100% compliance with all federal, state and local reporting.
- Provide prompt and friendly services for all customers.
- Promote better planning of medical and pharmacy supply orders.

Measures

	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Estimate	2007-08 Projected
Answer all incoming calls to main clinic lines within 3 rings	85%	85%	85%	90%	100%
*Compliance with federal, state, and local reporting requirements	N/A	N/A	100%	100%	100%

**New measure*

**100% compliance for programs that have been audited.*

Major Service

- Provides high-quality clerical, informational, financial and medical records services to the Orange County Health Department as it serves the residents of Orange County.

Objective

- Provide efficient clinical and clerical support for all programs, including patient appointments/scheduling, data entry and financial interviewing.
- Provide telephone support, including answering incoming calls to the Health Department not going directly to staff extensions. Language Coordinator provides telephone support for limited-English-proficiency clients.
- Create and maintain medical records for all patients seen at the Orange County Health Department in accordance with state guidelines.
- Administer patient billing system.
- Comply with Title VI requirements for services to Limited English Proficiency clients.

Outcomes

- Ensure eligibility and service requirements are met in accordance with State/Federal programs.
- Provide prompt and friendly services for all customers, including language assistance to all non-English speaking customers, regardless of language.
 - Providing services to a larger number of non-English speaking clients. Increasing number of different languages served in the clinics.
 - Language Assistance has been provided for the following languages (the number of different languages continues to increase each year):
 - Spanish
 - French
 - Japanese

Health – Administration- continued

- Korean
- Mandarin Chinese
- Burmese (including Karen dialect)

Measures

	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Estimate	2007-08 Projected
<i>Clinical Measures:</i>					
Collection rate on all billed claims	70%	N/A	See note	80%	85%
(Denied) Medicaid error rate due to staff errors	<5%	N/A	See note	<5%	<5%
Error Rate for completing medical records	<5%	N/A	See note	<5%	<5%
<i>Interpreter Services:</i>					
Number of Hispanic/Latino client visits (total number)	3,000	800	1,800	1,950	2,225
Number of incoming/outgoing phone calls OCHD Interpreter assisted LEP clients	900	900	1,600	2,050	2,500
Number of clients OCHD Interpreter assisted with visits	800	800	900	1,000	1,000
Number of clients Contractors or Language Line assisted with visits	Included above	100	300	550	750

NOTE: Due to a number of staff vacancies, the Medical Records Supervisor was unable to keep up these statistics.

Budget Highlights:

- Medicaid reimbursement is expected to continue without significant problems at the State. However, changeover to NPI (National Provider Identification numbers) will require some re-programming of the state HSIS system. There may be some Medicaid revenue problems at the beginning of FY 2007-08.
- The Administrative Assistant has continued work on the health department web pages. Conversion of the site to a county standard format has necessitated completely rewriting some pages.
- Conversion of client accounts from Medware to the mainframe system was completed in August 2006. Staff does not have to double-key information and can run reports easier from one system.
- Looking ahead to Spring 2008, Business Officer and Accounting Tech II will be starting to concentrate on Policies & Procedures needed for Accreditation.

Health - Animal Control

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Health - Animal Control (General Fund)						Account: 4170
Personnel Services	\$279,104	\$0	\$0	\$0	\$0	\$0
Operations	\$19,298	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$30,455	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$328,857	\$0	\$0	\$0	\$0	\$0
<i>Offsetting Revenues</i>	<i>(\$113,365)</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>
County Costs (net)	\$215,493	\$0	\$0	\$0	\$0	\$0

*This division has been transferred to the Animal Services Department as part of the County's consolidated Animal Services.

Health - Dental

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Health - Dental (General Fund)						Account: 4101
Personnel Services	\$362,437	\$478,026	\$546,452	\$375,467	\$554,447	\$537,498
Operations	\$215,897	\$189,408	\$215,575	\$307,801	\$241,213	\$241,213
Capital Outlay	\$5,502	\$19,543	\$11,400	\$11,347	\$3,350	\$3,350
Total Expenditures	\$583,836	\$686,976	\$773,427	\$694,615	\$799,010	\$782,061
Offsetting Revenues	(\$261,545)	(\$314,175)	(\$308,810)	(\$237,296)	(\$312,810)	(\$312,810)
County Costs (net)	\$322,291	\$372,802	\$464,617	\$457,319	\$486,200	\$469,251
Dental Screening (Smart Start Grant Program)						
Personnel Services	\$0	\$1,138	\$0	\$0	\$0	\$0
Operations	\$26,249	\$23,529	\$26,350	\$26,742	\$33,850	\$33,850
Capital Outlay	\$1,130	\$0	\$0	\$1,470	\$0	\$0
Others	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$27,379	\$24,667	\$26,350	\$28,212	\$33,850	\$33,850
Offsetting Revenues	(\$27,365)	(\$26,350)	(\$26,350)	(\$34,000)	(\$33,850)	(\$33,850)
County Costs (net)	\$14	(\$1,683)	\$0	(\$5,788)	\$0	\$0
Total Health - Dental and Related Expenditures	\$611,215	\$711,643	\$799,777	\$722,827	\$832,860	\$815,911

Core Functions

- Promote and encourage safe and healthy dental health behaviors in children and adults.
- Assure quality and accessibility of dental health services.

Essential Services

- Link people to needed personal health services and assure provision of health care, health education, and outreach services, especially to the vulnerable populations.
- Inform and educate people about health issues.
- Mobilize community partnerships and action to address community health needs.

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 within 24 hours to patients who experience pain/infection and swelling.
- Provide dental screenings and dental health education to the residents who are in daycare centers, family day care homes, schools, senior centers and other locations in Orange County.
- Provide the application of dental sealants to dental patients in the OCHD Dental Program with the emphasis on Medicaid eligible children. Conduct the special Seal Orange County Kids Program annually.

Objective

- Reduce incidence of tooth decay, periodontal disease, loss of teeth, pain and infection and oral cancer through dental assessments/ screenings, dental health education, prevention, sealant promotion and treatment to the residents of Orange County.

Health Department - Dental - continued

Outcomes

- Increase the percentage of caries-free children age 6-8 years old from 77% to 90% to meet the NC Dental Health Objective Year 2010. From the most recent Oral Health Assessment of 2005/06, 73% of kindergarten children in Orange County were caries free.
- Increase the proportion of 5th graders whose permanent teeth are free of decay to meet the NC 2010 target of 87%. From the most recent Oral Health Assessment of 2005/06, 81% of 5th grade children in Orange County are decay free.

To meet the above objectives, 2000 instructions on dental care, sealants, nutrition and fluoride are presented to parents, educators, healthcare professionals and children. For 2005-06, there were educational services provided to 4,348 (2004-05 1716) children and adults through the following:

- All grade levels at the Ephesus Elementary School
 - All 2 and 3 graders in the Orange County School System
 - All other schools in all grade levels served by the Public Health Dental Hygienist
 - Health Fairs in Orange County
 - Smart Start Preschool Program/Headstart
- Reduce tooth decay in preschool and kindergarten children to meet the NC 2010 target of 1.30 average number of decayed, missing and filled primary teeth with a 10 % improvement. From the most recent Oral Health Assessment of 2005-06, kindergarten children in Orange County are at .90 up from .88. The state average is at 1.67.
 - Increase the proportion of school age children with dental sealants in sixteen elementary schools in Orange County that have not reached the 50% target. (from the most recent screening of 2005/06 of 1266 5th grade children screened in Orange County, it showed that 44% had sealants present by providing the following:
 - annual Seal Orange County Kids Program targeting children in second through fifth grade who do not have sealants.
 - application of sealants to patients in the OCHD Dental Program.
 - Increase the referral and utilization of dental services to 75% of children ages 0-5, found to have dental needs through the Smart Start Screening, Education and Referral Program. Out of 172 children age 0-5 that were found to have dental needs, 145 (84%) were referred for dental treatment. Of the 172 children, 92 (53%) reported having or receiving dental care due to the Smart Start Dental Screening, Education and Referral Program for 2006.
 - Provide emergency dental services to any person that contacts our dental clinic with pain/infection/swelling within 24 hours.
 - Maintain access to dental care for Medicaid eligible children at 16.6%. There are 3041 Medicaid-eligible children and the Orange County Health Department Dental program treats 13% (505 children age 0-17).
 - Maintain access to dental care for Medicaid eligible adults. There are 2602 Medicaid-eligible adults and the OCHD Dental program treats 4.1% (107 adults age 18 and older).
 - Maintain the number of dental patient visits in the OCHD Dental Program at or around 4000 to 4200 visits per year.

Health Department - Dental - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
# Preschool, school age and adults educated	3625	4348	2400	4000	4000
# Sealants placed on teeth	1267	1282	1500	1400	1500
# 5th graders referred for dental sealants	673	523	675	600	675
# Dental Emergency Patients	361	397	412	408	412
# New 20-80 per cent dental patients	265	304	315	240	315
#New Headstart patient visits	31	20	50	20	50
# New Medicaid Dental Visits	194	217	230	215	230
# 20-80 per cent dental visits	1800	1982	1980	1700	1980
# Medicaid Dental Visits	1253	1260	1633	1200	1633
# Insurance patient visits	384	370	584	310	584
# Health Choice patient visits	265	242	393	350	393
# Headstart children patient visits	70	43	110	50	110
# No charge follow-up patient visits	97	88	100	60	100
# 100 per cent patient visits	36	25	40	30	40
Total number of dental patient visits	3937	4010	4000	3512	4000
# Smart Start Preschool children screened	1800	1446	1800	1500	1800
# Smart Start Preschool children with dental needs	190	172	165	170	170
# Kindergarten children screened	1200	1192	1200	1280	1300
# Kindergarten children caries free	1025	1061	1100	1100	1100
# 5th grade children screened	1250	1262	1300	1215	1220
# 5th grade children caries free	1115	1208	1200	1200	1200
# 2nd & 4th grade children screened	2500	2451	2500	2600	2650
# 2nd & 4th grade children caries free	2125	2199	2000	2000	2000

Budget Highlights

- The 12 Month Estimate in Personnel Services reflects vacancies in the Dental Office Assistant position from July 1, 2006 through November 20, 2006, and a Dental Assistant position only being filled for three months during FY 2006-07.
- These vacancies caused a decrease in the number of dental patient visits, and thus a reduction in revenues collected.
- The UNC School of Dentistry stopped providing dental student rotations two half days per week as of July 1, 2006, due to lack of funds at the School.
- The department is requesting a 2.5% increase in fees in order to stay at or above the Medicaid allowed charges for services, and is proposing 15 new fees related to additional services offered. (see the Approved County Fee Schedule included in this document).
- The increase in revenues is attributed to the Mouthguard Project, which provides reduced cost mouthpieces for athletes in middle and high schools. Although fees are approved to increase, no additional revenue is anticipated from these fee increases

Health Department - Dental - continued

due to the department seeing fewer Medicaid clients and an increasing number of clients in the 0-20% pay scale.

- The Capital Outlay for FY 2007-08 includes the replacement of a broken shredder, a new lateral file cabinet (due to all current files at maximum capacity), and purchase of a fax machine at the dental clinic.

Health - Environmental Health

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Health - Environmental Health (General Fund)						Account: 4130
Personnel Services	\$843,149	\$921,589	\$1,046,011	\$937,324	\$1,191,090	\$1,102,345
Operations	\$76,466	\$79,980	\$110,073	\$93,736	\$152,222	\$152,222
Capital Outlay	\$3,599	\$6,598	\$25,000	\$13,100	\$110,550	\$51,350
Total Expenditures	\$923,214	\$1,008,166	\$1,181,084	\$1,044,160	\$1,453,862	\$1,305,917
Offsetting Revenues	(\$387,624)	(\$379,045)	(\$510,705)	(\$461,374)	(\$570,095)	(\$570,095)
County Costs (net)	\$535,590	\$629,120	\$670,379	\$582,786	\$883,767	\$735,822

Core Function/Essential Service

- Prevention of food borne disease and assurance of proper sanitation in public facilities and institutions. The likelihood of any institutionally based disease transmission such as Salmonella, E. coli, and Hepatitis A increases if standards for sanitation and proper food handling techniques are not adhered to by food service establishments and other institutions.

Major Services

- Food, Lodging and Institutions: Permitting and sanitation inspections of all subject facilities. Education of food service managers, workers and child care operators.

Objective

Assure proper sanitation and food safety of facilities permitted in Orange County. Reduce the risk and incidence of food borne outbreaks.

Outcomes

- Achieve 100% of required inspections of permitted facilities.
- Prevent communicable disease outbreaks in 99.7% of inspected facilities with higher potential of disease transmission (swimming pools and facilities serving food).
- Sponsor or participate in at least 5 food service or day care service employee education workshops having a total enrollment of at least 150 persons.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Percentage of required inspections (total facilities)	94% (744)	90% (756)	95%	94% (770)	100% (780)
Communicable disease outbreaks in inspected facilities	3	2	<3	<3	<3

Health Department - Environmental Health - continued

Educational schools sponsored or participated in: (approximate number of attendees)	4 (120)	4 (260)	5 (175)	5 (200)	5 (200)
(Percentage of food service managers attending ServSafe who became certified by examination)	(90%)	(85%)	(74.5%)	(75%)	(90%)

Core Function/Essential Service

- Protect surface waters and groundwater in the county and minimize human exposure to untreated and partially treated sewage. Surface water and groundwater quality and prevention of disease transmission are dependent in part on the proper functioning of these systems.

Major Services

- Wastewater Treatment Systems: Wastewater system site evaluations, system permitting, construction inspections, repair diagnosis, and operational inspections.

Objective

Improve septic system performance and longevity and thereby decrease septic system failure rates to provide more effective treatment of wastewater.

Outcomes

- Increased numbers of Wastewater Treatment Management Program (WTMP) inspections. The number of systems requiring WTMP inspections has been projected to increase each year. Failure of systems under the WTMP program should be minimal (<5%).
- Continue as operator for wastewater systems owned by the County.
- Review of the local On-Site Wastewater regulations with recommended amendments to the Board of Health.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Percentage of WTMP inspections (total # of inspections)	94% (442)	96% (396)	100% (500)	95% (420)	100% (500)
Percentage of failing systems found during WTMP inspections	7.5% (28)	5% (16)	<5% (<25)	7.3% (24)	7% (25)

Health Department - Environmental Health - continued

Educational outreach activities sponsored or participated in: (Total number of contacts)	5 (300)	20 (600+)	6 (400)	20 (600)	20 (600)
New septic systems properly installed and approved for use according to State and Orange County Rules.	354	361	375	400	375
Backlogs for service	2-3 weeks	2-3 weeks	1.5-2 weeks	2-3 weeks	1.5 - 2 weeks
Percentage of Biosolids appliers monitored (number of visits)	(5)	(10)	(10)	(14)	(15)

Core Function/Essential Service

- Protection and preservation of the county's groundwater resources. Potable well water is essential for most of Orange County's rural population.

Major Services

- Well Water Supplies: Well permitting, construction inspections, water sampling, and consulting resource for well users.

Objective

Assure that citizens have access to potable water through well construction regulation, provisions for sampling well water, and by advising them of appropriate treatment technology when water quality problems arise. Develop a groundwater and surface water monitoring framework to begin collecting data for future sustainability and quality restoration.

Outcomes

- At least eight educational sessions for the public on water quality issues will be conducted.
- As needed, intensive well water sampling and well problem evaluation for specific communities with water problems.
- Implementation of new well construction legislative mandates.
- Review of the local Groundwater Protection Rules with recommended amendments to the Board of Health.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Public education sessions (Approximate number of participants)	5 (175)	5 (100)	2 (75)	4 (100)	6 200

Health Department - Environmental Health - continued

New wells properly installed and approved for use according to State and Orange County Rules.	290	333	350	275	350
Percentage of wells drilled after 1999 with persistent fecal coliform contamination. Percentage is for the budget year in which the well was drilled. (Number of wells)	0%	0%	<2% (<8)	1% (1)	<2% (<8)

Budget Highlights:

- Legislation requires additional site visits for newly constructed wells in FY 2007-08, and mandatory sampling of well water. Well permit fees will increase effective January 1, 2008 from a current fee of \$260 to \$430 in FY 2007-08 as a result.
- The increase in Personnel Services in the Approved budget includes the following three (3) new positions: an Environmental Health Specialist (1.0 FTE) in the Food and Lodging Program, effective January 1, 2008, to inspect food and lodging establishments and meet State mandated requirements for frequency of inspections; an Environmental Health Specialist (1.0 FTE) in the Well Construction Program, effective January 1, 2008, in order to comply with the above mentioned new State mandates associated with well permitting and water sampling (offsetting revenues generated by fees charged for these services will cover the salary/benefits and operational costs of this position; and an Environmental Health Technician (1.0 FTE), effective July 1, 2007, to provide testing of water samples and indoor air quality and comply with the new mandates requiring testing of private wells; this position will replace the on-going temporary position who currently provides nearly all of the water sampling services.
- The increase in Operations for FY 2007-08 are partially due to the three (3) new positions in areas of Certifications and Licenses, Telephone, Motor Pool, and Departmental Supplies. The additional increase is in Lab Services, which covers the cost for mandated sampling of new wells and requested samples from citizens (offsetting revenues associated with the increase in the well permit fee will cover this expenditure increase)
- The Capital Outlay includes office furnishings needed for the three new positions, field GPS equipment for the Well Construction Program position, and two new vehicles related to the positions.

Health - Personal Health

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Health - Personal Health (General Fund)						Account: 4140
Personnel Services	\$2,248,046	\$2,354,144	\$2,546,184	\$2,514,846	\$2,672,136	\$2,504,141
Operations	\$822,310	\$496,838	\$543,006	\$577,950	\$615,806	\$592,741
Capital Outlay	\$14,463	\$21,394	\$973	\$50,217	\$48,505	\$0
Total Expenditures	\$3,084,819	\$2,872,376	\$3,090,163	\$3,143,013	\$3,336,447	\$3,096,882
<i>Offsetting Revenues</i>	<i>(\$943,704)</i>	<i>(\$1,194,452)</i>	<i>(\$1,061,828)</i>	<i>(\$1,186,040)</i>	<i>(\$1,185,723)</i>	<i>(\$1,129,287)</i>
County Costs (net)	\$2,141,115	\$1,677,924	\$2,028,335	\$1,956,973	\$2,150,724	\$1,967,595
Enhanced CSC, Child Care Health Consultant, and Intensive Home Visiting (Grant Project)						
Personnel Services	\$192,587	\$240,382	\$253,518	\$253,518	\$267,345	\$190,691
Operations	\$4,514	\$5,820	\$2,122	\$5,040	\$3,472	\$5,037
Capital Outlay	\$837	\$0	\$0	\$0	\$0	\$0
Others	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$197,938	\$246,202	\$255,640	\$258,558	\$270,817	\$195,728
<i>Offsetting Revenues</i>	<i>(\$200,470)</i>	<i>(\$185,823)</i>	<i>(\$207,072)</i>	<i>(\$208,322)</i>	<i>(\$177,082)</i>	<i>(\$177,082)</i>
County Costs (net)	(\$2,532)	\$60,379	\$48,568	\$50,236	\$93,735	\$18,646
Total Health - Personal Health and Related Expenditures	\$3,282,757	\$3,118,577	\$3,345,803	\$3,401,571	\$3,607,264	\$3,292,610

Core Function/Essential Service:

To decrease the incidence of communicable disease in the community

Major Services:

- Provision of immunizations
- Provision of Tuberculosis screening and treatment services
- HIV Counseling and Screening
- Investigation and control of reportable communicable diseases

Objectives:

- To provide immunizations 5 days per week via same day or next day appointment
- To increase the number of recommended vaccines provided
- To prevent the occurrence and transmission of TB infections in the community
- To prevent the spread of HIV
- To prevent the spread of other communicable diseases

Outcomes:

- Provide 3425 flu vaccines with 50 % going to those \geq 65 years of age
- Provide 200 Hepatitis A vaccines
- 75% of preventative TB therapy cases will complete therapy within the recommended timeframe
- 100% of TB cases will complete therapy within the recommended timeframe
- Provide 69 doses of Gardasil (Human Papilloma Virus Vaccine) to 23 women 9-26 years of age to prevent cervical cancer
- Provide 30 doses of Zostavax (Shingles Vaccine)

Health Department - Personal Health - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budgeted	2006-07 Estimate	2007-08 Projected
% injectable flu vaccine provided to age \geq 65	1323 / 2979 (44%)*	1668 / 3493 (48%)	1755 / 3900 (45%)	1344 / 2215 (61%)*	1713 / 3425 (50%)
Hepatitis A vaccines provided	273	175	220	160	200
% preventive TB therapy cases completing therapy within recommended timeframe	32 / 38 (84%)	41 / 49 (84%)	30 / 40 (75%)	34 / 40 (84%)	34 / 45 (75%)
% TB cases completing therapy within recommended timeframe	1 / 1 (100%)	1 / 1 (100%)	2 / 2 (100%)	2 / 2 (100%)	2 / 2 (100%)
# of HPV vaccines provided [^]	Vaccine N/A	Vaccine N/A	0	12	69
# of Zostavax vaccines provided [^]	Vaccine N/A	Vaccine N/A	Vaccine N/A	Vaccine N/A	30

- vaccine too late arriving to provide community blitz; order reduced but surplus at end of season
- [^]new vaccines

Core Function/Essential Service:

To assure the quality and accessibility of health services

Major Services:

- Preventive clinical services provided primarily for women and children including family planning, prenatal, and well child/adolescent care. Services include physical exams, laboratory testing, medical treatment, health and nutrition counseling and teaching, psychosocial and substance abuse screening/counseling with referral and follow-up for high-risk conditions. (Men are eligible for Family Planning services)
- Primary Care clinical services provided in Hillsborough and Chapel Hill for clients enrolled in preventive services.
- Clinical services provided for STI (Sexually Transmitted Infection) clients including diagnostic testing, examination, treatment and education.
- Screening services provided for adults including blood pressure checks, glucose and cholesterol laboratory testing, skin testing for tuberculosis and pregnancy testing.
- Immunization and TB clinical services provided to children, adolescents and adults.

Health Department - Personal Health - continued

Objectives:

- To provide a medical home for traditionally served clients
- To promote wellness and physical/psychosocial development of children and adolescents.
- To reduce the number of unplanned pregnancies.
- To promote positive pregnancy outcomes and reduce/prevent infant deaths and low birth weight babies.
- To reduce illness and death from chronic diseases and to promote healthy lifestyles in adults.
- To prevent the occurrence and transmission of sexually transmitted infections in the community.

Outcomes:

- Provide 12,300 clinic visits to 7300 clients.
- Serve 320 clients with 625 encounters in Primary Care clinic.
- Increase the number of family planning clients served to 1220.
- 22% of total family planning clinic clients served are teens.
- Provide maternity care to 135 new prenatal clients.
- 95% of prenatal clients will deliver a newborn weighing more than 2500 grams.
- Maintain # of STI tests performed (includes syphilis, chlamydia, herpes and gonorrhea tests).

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budgeted	2006-07 Estimated	2007-08 Projected
# of clinic encounters for all clinics	11,755	10,667*	11,000	11,000*	12,300**
# of clients served in all clinics	6,697	5,180*	6,600	6,600	7,300**
# of primary care clinic encounters	196(1/2 yr)	544	550	550	625**
# of primary care clients served	120 (1/2 year)	279	280	280	320**
# of family planning clients	1,140	1,192	1,200	1,200	1,220
# of teens in family planning clinic (% of total served)	209 (18%)	258 (22%)	288 (24%)	264 (22%)	268 (22%)
# of new prenatal clients	129	124	120	135	135
% of OCHD prenatal					

Health Department - Personal Health - continued

client with a newborn weighing >2500 grams	95%	92%	95%	94%	95%
# STI tests (% pos)	4,511 (3% pos)	4,771 (3% pos)	4,275 (3% pos)	4,700 (3% pos)	4,700 (3%)

* Does not include flu statistics which were included in previous years' stats

**These numbers reflect the continuation of the Intensive Home Visiting Program in FY 2007-08.

Core Function/Essential Service:

- To link people to needed personal health services and assure provision of health care, health education and outreach services, especially to vulnerable populations.
- To promote and encourage safe and healthy behaviors.

Major Services:

- Baby Love Program: Maternal Care Coordinators (Social Workers) and Maternal Outreach Workers (paraprofessionals) provide counseling, education, supportive and referral services to Medicaid-eligible pregnant women through clinic and home visits.
- Child Service Coordination – Nurses and Social Workers provide case management services to children 0-5 years of age who are at risk for or diagnosed with medical or social developmental delays through home visits and telephone contacts.
- Psychosocial Counseling – LCSW provides behavioral and emotional counseling to Medicaid – eligible children and adults with referrals as appropriate
- Post-Partum/Newborn Home Visiting – Nurses provide home visits shortly after birth to assess the health of Medicaid – eligible mothers and babies, provide counseling, identify potential problems, and assure ongoing postnatal/infant care.

Objectives:

- To promote positive pregnancy outcomes and prevent/reduce infant deaths and low birth weight infants.
- To provide children with special needs the opportunity to reach their maximum developmental potential.
- To promote healthy, safe lifestyles and effective parenting skills for families with babies.
- To promote healthy coping skills and positive emotional health.

Outcomes:

- 95% of OCHD Medicaid eligible clinic patients will be enrolled in Maternity Care Coordination within one month of identification.
- 80% of Medicaid eligible OCHD prenatal clients will receive a newborn/postpartum home visit from a public health nurse within two weeks of delivery.
- 90% of enrolled MCC client's babies will be born drug/alcohol free.
- 85% of enrolled MCC pregnant women will receive regular prenatal care during pregnancy.

Health Department - Personal Health - continued

- 400 children with or at risk for developmental delays will be served via 2800 encounters.
- 95% of parents enrolled in Intensive Home Visiting (IHV) Program will show an increase in child development knowledge and express confidence in their parenting skills.
- 95% of families enrolled in IHV for longer than 6 months will not be substantiated for child abuse and/or neglect.
- 80% of Orange County Medicaid eligible children will receive at least one regular checkup.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budgeted	2006-07 Estimated	2007-08 Projected
% of OCHD clinic patients enrolled in MCC within 1 month	95%	95%	95%	98%	95%
% of NB/PP home visits carried out within 2 weeks of delivery	80%	64%	80%	67%	80%
% of enrolled MCC client's babies born drug/alcohol free	90%	90%	90%	92%	90%
% of enrolled MCC pregnant women who receive regular prenatal care during pregnancy	80%	90%	85%	82%	85%
# of CSC encounters (# of CSC children served)	2,489 (342)	2,697 (350)	2,800 (400)	2,750 (380)	2,800 (400)
% Medicaid eligible children receiving regular check up	73.6%	77.8%	80%	80%	80%

Budget Highlights:

- Increases in Operations for FY 2007-08 includes increased costs of vaccines, contraceptives, and pharmaceuticals, as well as in Contract Services to cover the increase need in Interpreter services for non-English speaking patients due to an increased number of clients with multiple language needs.
- The Capital Outlay reflected in the 12 month Estimate includes capital items purchased with Primary Care grant funds at both Whitted and Southern Human Services clinics.
- The department is requesting a 2.5% increase in fees in order to stay at or above the Medicaid allowed charges for services, and is proposing 16 new fees related to additional services offered.
- The department is offering the following new preventive Vaccines: Gardasil (Cervical Cancer), Zostavax (Shingles), & Varicella (prenatal chicken pox).

Health Department - Personal Health - continued

- Increased number of Chronic Disease Care Coordination services.
- The decrease reflected in the grant projects from FY 2006-07 to FY 2007-08 is due to only budgeting for a Public Health Nurse II position (1.0 FTE) within the Intensive Home Visiting Grant project. The two other previously grant funded positions, a Social Worker II (1.0 FTE) position, and an Office Assistant II (.50 FTE) position will be budgeted in the General Fund with partial offsetting revenues from Medicaid reimbursements. County costs associated with continuing the Intensive Home Visiting Program for FY 2007-08 are \$26,653.

Health - Promotion and Education

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Health - Promotion and Education (General Fund)						Account: 4120
Personnel Services	\$329,893	\$336,010	\$392,182	\$314,176	\$386,877	\$374,915
Operations	\$38,090	\$20,249	\$58,787	\$59,877	\$58,787	\$58,787
Capital Outlay	\$0	\$4,700	\$0	\$0	\$0	\$0
Total Expenditures	\$367,983	\$360,959	\$450,969	\$374,053	\$445,664	\$433,702
Offsetting Revenues	(\$52,185)	(\$27,516)	(\$48,453)	(\$53,453)	(\$33,961)	(\$33,961)
County Costs (net)	\$315,797	\$333,443	\$402,516	\$320,600	\$411,703	\$399,741
Health and Wellness Trust (Grant Project)						
Personnel Services	\$72,674	\$46,901	\$47,556	\$47,556	\$51,719	\$51,719
Operations	\$24,433	\$29,148	\$49,331	\$25,425	\$43,295	\$43,295
Capital Outlay	\$605	\$732	\$0	\$0	\$0	\$0
Others	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$97,713	\$76,781	\$96,887	\$72,981	\$95,014	\$95,014
Offsetting Revenues	(\$106,941)	(\$63,361)	(\$96,887)	(\$72,981)	(\$95,014)	(\$95,014)
County Costs (net)	(\$9,228)	\$13,420	\$0	\$0	\$0	\$0
Total Health - Promotion and Education and Related Expenditures						
	\$465,696	\$437,740	\$547,856	\$447,034	\$540,678	\$528,716

Public Health Core Function/Essential Services

- Monitor health status to identify community problems, needs and assets.
- Inform and educate citizens about health issues.
- Mobilize community partnerships and actions to address community health needs.
- Promote and encourage safe and healthy behaviors.
- Link people to needed health education and outreach services, especially to vulnerable populations.
- Develop policies and plans that advocate and support individual and community health efforts.

Major Services

- Provision of health promotion and education services for Orange County.
- Building of community health promotion and education services capacity.

Objective(s)

- Effectively manage the community health assessment and priority setting process.
- Develop valid, coordinated health improvement plan(s).
- Improve health status and encourage healthy lifestyle behaviors among Orange County residents.
- Integrate health promotion and education services across the Health department.
- Increase the availability of clinical nutrition services for all age groups for both prevention and treatment of chronic disease risk behaviors.
- Work collaboratively with coalitions and task forces mobilized around community health initiatives.

Health – Promotion and Education - continued

Outcomes

- Submission of the state mandated health assessment (2007), and in alternate years the State of the County (SOTCH) report (2006).
- Submission of Healthy Carolinians of Orange County community action plans.
- Accomplishment of annual Health Promotion Agreement addenda action plan.
- Provide interactive educational exhibits for at least 10 traditionally well attended community events.
- Train a minimum of 2 natural helper groups to address emerging health issues especially in disparate populations.
- Collaborate with departmental divisions to produce a minimum of 4 educational/awareness campaigns promoting healthy behaviors.
- Collaborate with departmental divisions to submit a minimum of 6 news articles addressing community health priorities.
- Provide a minimum of 75 clinical nutrition encounters for clinic clients.
- Provide a minimum of 15 clinical nutrition encounters for private clients.
- Provide a minimum of 2 nutrition home visits for CSC.
- Provide a minimum of 15 Senior Center nutrition seminars.
- Provide a minimum of 1 community wellness programs focusing on healthy weight and increased physical activity,
- Annually review and update all clinical nutrition protocols.
- Provide technical resources to at least 4 community organizations implementing health improvement initiatives or services.
- Serve as a technical resource for at least 10 health-related coalition/task forces.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Community Assessment submitted	Due 2007	Due 2007	Work Initiated '06-'07 *Due Dec. '07	Work Initiated '06-'07 *Due Dec. '07	1
Healthy Carolinians Community Action Plan(s) completed & submitted	3	*Reviewed and updated annually	*Due May '08	*Due May '08	*Due May '08
SOTCH Report completed	1	1	Due Dec. '08,'09'10	Due Dec. '08,'09'10	Due Dec. '08,'09'10
Health Promotion Contract Addenda submitted	1	1	1	1	1
# of community events attended	25	33	20	20	20
# of Natural Helper Groups trained	5	3	2	2	2

Health – Promotion and Education - continued

# of educational/awareness campaigns	4	5	4	4	4
# of health-related news articles submitted	23	29	25 *Per guest column priv.	24	24
# Organizations receiving Technical Resource services.	5	7	6	6	5
# Health-related Coalition/Task Force receiving Technical Resource Services	10	15	10	10	10

Measures – Clinical Nutrition Services

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
# of clinic client encounters	141	112	132	120	115
# of private client encounters	123	111	120	95	100
# of CSC home visits	3	1	6	2	4
# of clinical protocols reviewed and updated	4	6	5	6	6

Measures – Community Nutrition and Education

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Senior Center Visits	9	8	15	8	8
# of participants	135	107	135	100	100
% participants with increased knowledge of healthy eating or lifestyle behaviors	N/A	100%	80%	100%	100%
# Wellness Programs	6 *Project Direct Grant	3 Diabetes Co. Wellness	2	2 (Co. Wellness HRA)	2
# participating	52	443	20	400	50
% participants with increased knowledge of healthy eating or lifestyle behaviors	*Wellness Way *Payoff *Diabetes 100% reported	90%	80%	90%	90%

***Note: 2005-2006 estimates down due to staff on leave for six months.**

Health – Promotion and Education - continued

Budget Highlights:

- The 12 Month Estimate in Personnel Services reflects a reduced spending level due to difficulty in filling several staff vacancies during FY 2006-07.
- The decrease in Revenues for FY 2007-08 is due to the use of a one-time amount of deferred revenue in FY 2006-07 for the Healthy Carolinians Program, as well as seeing fewer Medicaid clients and more clients in the 0-20% pay scale in the Nutrition program.
- Community Health Assessment (CHA) is due in December 2007, and will require extensive community input.
- This Division generated over \$106,000 in grant funds for FY 2006-07 for funding of special projects.

Health - Risk Management

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Health - Risk Management (General Fund)						Account: 4160
Personnel Services	\$170,374	\$175,403	\$185,460	\$195,753	\$188,686	\$170,380
Operations	\$13,832	\$13,495	\$27,685	\$62,504	\$27,078	\$21,078
Capital Outlay	\$5,950	\$29,936	\$0	\$8,793	\$0	\$0
Total Expenditures	\$190,156	\$218,833	\$213,145	\$267,050	\$215,764	\$191,458
Offsetting Revenues	(\$141,793)	(\$139,103)	(\$98,140)	(\$154,442)	(\$65,213)	(\$75,213)
County Costs (net)	\$48,363	\$79,731	\$115,005	\$112,608	\$150,551	\$116,245

Public Health Core Function/Essential Services

- Diagnose and investigate health problems and health hazards in the community.
- Enforce laws and regulations that protect health and ensure safety.
- Mobilize community partnerships to address community health needs.
- Evaluate effectiveness, accessibility, and quality of services provided by the Orange County Health Department.
- Assure a competent public health work force.

Major Services

- Develop and maintain public health emergency response plans.
- Develop and maintain department-wide, continuous quality improvement processes and plans.
- Develop and maintain of department-wide safety and risk management plans.
- Consult with all divisions of public health on individual HIPAA privacy and security policies and procedures, training needs, and accreditation requirements.

Objective(s)

- Finalize public health emergency response plans as adjuncts to the Orange County Multihazard Plan.
- Develop a department-wide continuous quality improvement process.
- Analyze accreditation requirements and consult with divisions to prepare for the North Carolina accreditation of health departments.
- Consult with divisions in the health department regarding safety and HIPAA policies and procedures, such as OSHA compliance, bloodborne pathogens, HIPAA privacy and security.
- Develop and implement employee and volunteer orientation and training programs in consultation with each division.

Health Department – QA/Risk Management Unit - continued

Outcomes

- Finalize four components of the overall public health emergency plan.
- Plan and participate in at least three exercises that test the emergency response plans.
- Establish an internal continuous quality improvement committee with representatives from each division and establish a preliminary plan for a records audit process for at least six programs.
- Consult with divisions on needed policies and procedures as required by accreditation standards.
- Review in-place safety plans for all six divisions and consult on revising and updating these plans.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Exercises conducted testing emergency response plans	4	3	3	3	3
Consultations performed regarding divisional safety plans	6	5	5	5	5
Components of Public Health Emergency Plan finalized or revised	4	4	4	4	4

Budget Highlights:

- Personnel Services for FY 2007-08 includes continuation funding for a Senior Public Health Educator (1.0 FTE) position related to the Medical Reserve Corps project, which includes volunteer initiatives with the Public Health Reserve Corps (PHRC) and the Community Emergency Response Team (CERT). The Board of County Commissioners approved to retain this Medical Reserve Corps position for an additional year, and directed the department to search for additional grant funds for this project.
- The decrease in revenues for FY 2007-08 is due to the loss of grant funds to support the Medical Reserve Corps program.
- In FY 2007-08, Public Health Preparedness will require three (3) exercises to test various aspects of the County's Public Health Preparedness plan.
- Merging the Public Health Preparedness Committee with the newly re-formed County Emergency Planning Committee.
- The division anticipates completion of the remaining elements of the Public Health Preparedness plan in FY 2007-08.
- This division will take the lead for organizing and preparing for the Health Department's Accreditation in Spring 2008.

Housing and Community Development

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Housing and Community Development (Section 8 - Housing Fund)						Account: 4800
Personnel Services	\$372,089	\$338,259	\$345,248	\$403,213	\$357,990	\$357,990
Operations	\$36,035	\$19,062	\$24,400	\$22,000	\$0	\$0
Capital Outlay	\$654	\$0	\$1,000	\$0	\$0	\$0
Rental Assistance	\$4,087,013	\$3,910,334	\$4,164,334	\$4,164,334	\$4,050,596	\$4,050,596
Total Expenditures	\$4,495,790	\$4,267,655	\$4,534,982	\$4,589,547	\$4,408,586	\$4,408,586
Offsetting Revenues	(\$4,477,882)	(\$4,499,918)	(\$4,534,982)	(\$4,589,547)	(\$4,408,586)	(\$4,408,586)
County Costs (net)	\$17,908	(\$232,264)	\$0	\$0	\$0	\$0

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 through the HUD sponsored Section 8 Housing Choice Voucher Program.

Objective Administer the Section 8 Housing Choice Voucher Program.

Outcomes

- Provide rent subsidies to an average of 615 low-income families to enable them to obtain standard, affordable rental housing in the County.
- Process all applications for rental assistance received during the fiscal year as well as applications on the established waiting list.
- Provide complete program information to interested landlords and clients, thereby, increasing the number of units available for rent by program participants.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Number of applications processed	725	900	700	700	700
Number of families receiving rent subsidies	623	615	623	615	615

Housing and Community Development - continued

HOME Program

Expenditures - HOME Program (Housing Fund)

Homeownership Assistance – OCHLT	\$140,000
Homeownership Assistance – HOH – Highland Woods	\$250,000
New Construction – OCHLT – Winmore	\$300,000
Rental Assistance – Homelessness Initiative	\$ 23,883
Operational Support – OCHLT	\$ 30,000
Program Administration	\$ 66,122
Total	\$810,005

Revenue

Town of Chapel Hill – 2007	\$ 60,998
Town of Carrboro – 2007	\$ 20,829
Town of Hillsborough – 2007	\$ 7,439
Orange County Match – 2007	\$ 59,510
HUD Grant – 2007	\$661,229
Total	\$810,005

Major Services

- Housing Rehabilitation Program
- New Construction Partnerships
- First Time Homebuyers Programs
- Property Acquisition
- Tenant Based Rental Assistance

Objective

Administer the HOME Investment Partnership Program for the Orange County HOME Consortium. The Orange County HOME Consortium members include Orange County, Chapel Hill, Carrboro, and Hillsborough.

Outcomes

- Reduce the number of substandard housing units occupied by low and moderate-income families with housing code violations.
- Facilitate the creation of first-time homebuyer families who are below 80 percent of the area median income.
- Facilitate the provision of affordable rental housing for families at or below 50 percent of the area median income.

Housing and Community Development - continued

- Facilitate new housing options for special populations including older adults, disabled, mentally ill, and homeless persons.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Repair existing substandard housing units.	3	2	4	2	2
Provide new single-family housing units for first-time homebuyers with incomes at or below 80% of the area median	33		12	8	12
Property Acquisition for future housing development. # of lots	17		18	4	
Facilitate the provision of affordable rental housing for persons with incomes at or below 50% of the area median	0		5	4	
Provide second mortgage assistance to first-time homebuyers at 50% of the area median income.	12	8	10	12	10

Urgent Repair Program

Expenditures – Urgent Repair Program (Housing Fund)

Urgent Repairs	\$83,150
Program Administration	\$55,034
Total	\$138,184

Revenue

Transfer from Affordable Housing Fund	\$138,184
Total	\$138,184

Major Services

- Small Housing Rehabilitation Services

Housing and Community Development - continued

Objective

Establish an Urgent Repair Program designed to address repair needs that pose a threat to the life, safety, or health of low-income occupants, or address accessibility modifications for a disabled occupant.

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.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Repair dwelling units with immediate health and/or safety hazards.	11	18	20	15	20

Scattered Site Housing Rehabilitation Program

Major Services

- Housing Rehabilitation Services

Objective

Implement a Comprehensive Housing Rehabilitation Program to repair substandard housing occupied by low-income families in the Towns of Carrboro and Hillsborough as well as the unincorporated areas of Orange County.

Outcome

- Reduce the total number of substandard dwellings in the County.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Repaired substandard dwellings in the County.	2	4	7	4	3

Affordable Housing Initiatives

Housing and Community Development - continued

Individual Development Account (IDA) Homeownership Program

Orange County in partnership with The Women's Center is providing an Individual Development Account (IDA) Homeownership Program for first-time homebuyers with incomes below 80% of the area median income. Through this program potential homebuyer savings are matched 2:1 up to \$2,000. The Small Cities Community Development Block Grant Program and local general funds provide funds for the match.

Ten Year Plan to End Homelessness

Orange County as a member of the Partnership to End Homelessness has provided leadership in the development of the Orange County Ten Year Plan to End Homelessness that was completed in March 2007. This plan is a part of a nationwide initiative to end chronic homelessness in ten years. Orange County is one of 14 communities engaged in this initiative. There are five goals of the plan: reducing chronic homelessness; increasing employment; preventing homelessness; increasing access to services; and increasing public participation in ending homelessness. Full plan implementation is expected to begin in the July 2007 fiscal year.

Affordable Housing Bond Program

The Affordable Housing Bond Program continues to provide funding for affordable housing development initiatives in the County. To date, approximately \$2 million of the \$4 million dollar referendum approved by the voters has been committed to land acquisition, new housing construction, and second mortgage assistance.

Transfer to Affordable Housing Reserve

This transfer reserves funds to address long-term housing needs for decent and affordable housing in Orange County, as well as fund the Urgent Repair Program. The Approved budget includes a transfer of \$274,453 in FY 2007-08, which includes the following: Urgent Repair Program (\$138,184), HOME Program County Match (\$59,910), EmPOWERment Property Manager (\$13,545), and Impact Fee Reimbursement (\$62,814).

Budget Highlights:

- The HOME program for FY 2007-08 includes a new approved position, a HOME Program Coordinator (1.0 FTE), to administer the County's HOME Investment Partnership Program, which was confirmed by Housing and Urban Development (HUD) officials during a February 2007 on-site monitoring visit. The HOME Investment Partnership Program is a federal program that provides approximately \$650,000 annually to the Orange County

Housing and Community Development - continued

HOME Consortium. Orange County serves as the lead entity for the Consortium and therefore is responsible for program administration. The position costs are completely offset by HUD funds.

Human Rights and Relations

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Human Rights and Relations (General Fund)						Account: 4600
Personnel Services	\$194,000	\$272,076	\$316,655	\$270,342	\$319,001	\$309,132
Operations	\$49,746	\$57,250	\$66,948	\$50,258	\$64,300	\$64,300
Capital Outlay	\$505	\$0	\$600	\$1,200	\$0	\$0
Total Expenditures	\$244,251	\$329,326	\$384,203	\$321,800	\$383,301	\$373,432
Offsetting Revenues	(\$128,918)	(\$161,454)	(\$73,800)	(\$27,600)	(\$49,700)	(\$49,700)
County Costs (net)	\$115,333	\$167,872	\$310,403	\$294,200	\$333,601	\$323,732

Major Services

- Prevent discriminatory practices through education and outreach on civil rights laws and the Orange County Civil Rights Ordinance;
- Provide technical assistance to the business community and conduct education regarding equal opportunity, fair housing, equal access and civil rights;
- Provide training to community based organizations and individuals on social justice issues; e.g. dismantling oppression, gender equality, immigrant rights, etc;
- Provide technical assistance to community based organizations/agencies serving diverse populations;
- Address discriminatory housing and public accommodation practices through enforcement of the Orange County Civil Rights Ordinance, Title VIII of the Civil Rights Act of 1964;
- Promote community dialogue, address community concerns and improve human relations; and
- Research, advocate and make recommendations for policies, programs and/or funding that will improve the lives of Orange County residents.
- Conducts outreach and identifies LEP communities in Orange County; assesses needs, analyzes access to County government services, and identifies ways to improve access

Objectives

- Increase community understanding of civil rights laws and protections by providing workshops and other technical assistance;
- Increase community awareness of social justice issues by providing workshops and other educational intervention;
- Receive, investigate and seek to resolve discrimination complaints in the areas of housing, public accommodation and bias related incidents;
- Receive and refer employment discrimination complaints to the EEOC¹;
- Receive and refer hate crimes and hate related incidents to State and National reporting agencies;
- Receive and refer other civil rights violations to the appropriate federal and state agencies;

¹ In 2000, an Orange County Superior Court Judge declared the employment section of the Orange County Civil Rights Ordinance unconstitutional and severed the employment section of the Ordinance. This matter has been heard by the North Carolina Supreme Court and the Court has decided that the employment section of the Orange County Civil Rights Ordinance violates the North Carolina State Constitution. As a result of this ruling, Orange County and several localities no longer enforce employment discrimination laws. The Department continues to receive intake and forwards it to the EEOC for investigation.

Human Rights and Relations - continued

- Establish and maintain a resource center on social justice issues for public use;
- Identify and analyze social justice issues as they impact Orange County residents;
- Improve access to Orange County government for traditionally oppressed or under-represented populations; and
- Increase the capacity of non-profits serving under-represented populations to more effectively serve Orange County residents.
- Provides uniformity of policies with regards to LEP access and bilingual services and ensures appropriate measures are being taken to comply with Title VI.

Measures: Training Sessions Provided

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Dismantling oppression	3	1	1	1	1
Anti-discrimination	8	7	10	12	10
Cultural diversity	0	2	2	2	2
Model minority	3	1	1	1	1
Inter-ethnic conflict	1	2	1	3	1
Hate-related violence	2	2	2	2	2
Economic justice	2	2	2	2	2

Human Relations Commission

- Plan and coordinate Human Relations Month activities including the Pauli Murray Awards program;
- Provide three (3) community based activities to increase dialogue on social justice issues;
- Provide mediator services on human rights and relations issues;
- Monitor human rights and relations issues and advise the Board of County Commissioners.

Commission for Women

- Host the Orange County Women's Agenda Assembly;
- Provide travel to the State Legislature Advocacy Day;
- Plan and conduct activities during Women's History Month that recognize and promote the accomplishments of Orange County women;
- Maintain partnerships with three (3) agencies/organizations serving Orange County women;
- Monitor women issues and advise the Board of County Commissioners.

Capacity Building

- Provide technical assistance to local non-profits (4) through organizational development, strategic planning, or board service;
- Provide information regarding social justice issues effecting the targeted population of the non-profit agency/organization; and

Human Rights and Relations - continued

- Provide training regarding oppression and other social justice issues.

Civil Rights Ordinance Enforcement, Education and Outreach

- Maintain the average time for resolution of discrimination complaints at 103 days.
- Receive twelve (12) housing cases and resolve 25% within 100 days.
- Conduct three (3) employment discrimination-training sessions to businesses within Orange County.
- Conduct five (5) fair housing workshops or presentations to housing providers in Orange County.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projecte d
Complaints Received	24	28	30	30	35
Cases initiated	11	16	20	12	12
Cases Closed	11	18	20	10	12
Complaints forwarded to judicial system	1	2	1	2	2
Average length of resolution (days)	139.5	115	130	103	105
Supportive Service Provided	217	276	281	225	200
# of workshops and presentations	26	28	24	15	10
# in attendance at workshops and presentations	901	815	800	550	500
Partnerships with non-profits serving under-represented populations	5	7	5	5	5
Organizations/agencies receiving technical assistance	12	13	15	8	8

Budget Highlights

- The Orange County Human Rights and Relations Department received funding from the United States Department of Housing and Urban Development to begin a Community Civil Rights Educator (CCRE) Program. The CCRE program is designed to empower Orange County residents and help residents understand their rights and responsibilities. Additionally, use of CCRE will increase the level of trust community members have in the process and increase the likelihood that individuals will seek to vindicate their rights.

Information Technologies

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Information Technologies (General Fund)						Account: 3150
Personnel Services	\$689,974	\$663,168	\$812,965	\$808,134	\$813,495	\$787,984
Operations	\$425,699	\$486,497	\$593,832	\$630,400	\$819,960	\$759,950
Capital Outlay	\$2,500	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,118,172	\$1,149,665	\$1,406,797	\$1,438,534	\$1,633,455	\$1,547,934

Major Services

- Provide technological leadership for implementation of Information Technology (IT) Plan initiatives.
- Provide consultation with departments concerning future information technology directions and selection of hardware and software consistent with County information technology standards.
- Support County departments by administering local and wide area networks, providing system backup and protecting systems security, developing and implementing new software, and maintaining existing application software.
- Support users of approximately 800 networked PCs, 170 mainframe connections and 300 printers by providing technical services for troubleshooting, resolving hardware and software problems and responding to IT work orders.
- Pursue eGovernment initiatives in coordination with all departments to enhance the use of the Internet for better citizen service.
- Support users and departments in deploying systems to replace legacy systems currently in operation on the County mainframe.
- Provide training for information technology users through programs with departmental information technology coordinators and directly to users through specialized workshops.

Objectives

- Provide hardware and software troubleshooting and problem resolution services:
- Quicker resolution (by repair, replacement, or appropriate reconfiguration) of user problems with PCs and mainframe applications.
- Reduce user problems by instituting preventive measures such as virus prevention, intrusion protection, and standardizing desktops and software.
- Reduced user loss of productivity due to hardware or software problems.
- Prioritization of problem reports based on impacts on public or countywide services (priority 1), department or workgroup level productivity (priority 2), or individual user problems (priority 3).
- Provide user training and consultation on cost-effective uses for technology.
- Improve user efficiency with PC and mainframe technologies by automating manual tasks
- Better design, development or selection of new software applications to ensure cost-effective solutions are in place
- Standardization of County information technology to improve maintainability, compatibility and comparability of user skills.

Information Technologies - continued

Outcomes

- Improved user efficiency by automating manual activities and sharing data across departments
- Increased reliability of data retention
- Increased reliability of computing infrastructure

Measures – Computing Service Uptime

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Network Reliability	99.63%	99.56%	99.8%	99.46%	99.7%

- Information Technology staff will contain the number of incoming calls for assistance in relation to user community growth, which will decrease the number of users experiencing computer problems, although security policies will increase the number of user calls for password resets.
- Information Technology staff will resolve more help desk calls within the target times established, which are four (4) hours resolution for critical issues directly impacting the County's ability to provide services to citizens, eight (8) hours for issues affecting an entire department, and 16 hours for issues affecting individual users.

Measures – Trouble Ticket Resolution

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Incoming tickets	1,629	1,609	2,000	2,523	2,800
Resolution within targets	77.4%	88%	90%	77.6%	85%

Budget Highlights

- The cost of equipment service contracts has continued to rise with the addition of new software and security packages.
- Increase in Telephone charges reflects the transition of networking charges from Capital budget to Operating budget. This is the final year of a three-year plan to transition these charges into the Department's operating budget. The increase in Telephone also includes the addition of networking for one new facility and \$20,000 to begin creating a redundant mesh network, which will create parallel networks that could prevent the loss of networking services to key locations in the event of an outage.

Land Records

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Land Records (General Fund)						Account: 3200
Personnel Services	\$472,727	\$452,424	\$478,582	\$471,532	\$511,287	\$453,148
Operations	\$10,419	\$14,588	\$32,172	\$26,798	\$28,326	\$26,846
Capital Outlay	\$5,931	\$6,096	\$2,400	\$3,223	\$6,040	\$1,200
Total Expenditures	\$489,078	\$473,108	\$513,154	\$501,553	\$545,653	\$481,194
Offsetting Revenues	(\$11,134)	(\$10,510)	(\$11,000)	(\$10,167)	(\$7,500)	(\$7,500)
County Costs (net)	\$477,944	\$462,598	\$502,154	\$491,386	\$538,153	\$473,694

Land Records/GIS Major Services

- Process documents for recording in the Register of Deeds office by assigning parcel identifier(s) to the face of the document. Parcel identifier numbers (PINs) are the key to working with real property title records.
- Create records of new properties, based on surveys presented for recording that subdivide or combine parcels.
- Make adjustments or corrections to records of existing properties on the County's computerized property maps.
- Use public records (such as deeds, court orders, and estates) to create and maintain the record of property ownership in the County.
- Develop and administer the geographic information system (GIS), which is the County's computerized mapping system, by creating new applications and enhancing the type and amount of data available for use by County departments and citizens.
- Create and maintain County jurisdiction property addresses for County departments and citizens in MOAD (*Master Orange Address Database*).
- Help citizens find and obtain information about property, its ownership, and characteristics, and provide reports and maps as needed.
- Create and maintain the County's internet GIS site for citizens and land professionals, as well as design new GIS web sites for other County departments.

Objective

- Assign parcel identifier numbers (PINs) to land title documents in an accurate and timely manner.

Outcomes

- Citizens, attorneys, and other land professionals will receive timely and accurate processing of their property documents.
- Citizens, attorneys, and other land professionals will receive timely and accurate processing of their property conveyance documents that create two new properties by means of subdivision or recombination of parcels, where the document (deed, plat) has been submitted to the Land Records/GIS Office at least twenty-four hours ahead of recording as a pre-assignment request.

Objective

- Create records of new properties and roads & make adjustments or corrections to existing properties on the County's GIS.

Land Records/GIS

Outcomes

- Current, updated GIS parcel maps for all properties in Orange County will be available to citizens, County departments, and other agencies, in any desirable scale or on computer recording media 24 hours a day, seven days a week.
- Proposed new properties will be created before the recording of approved development plats in all townships and PINs will be pre-assigned for timely processing on the day of recording.
- Current GIS street centerline maps, with roads represented by a single line with road names and address range in all townships, will be available to citizens, County departments, and other agencies, in any desirable scale or on computer recording media 24 hours a day, seven days a week.

Objective

- Create records of new property addresses, make adjustments or corrections to existing property addresses, on the County's MOAD.

Outcomes

- Current updated property addresses and address points for all properties in Orange County will be available to citizens, County departments, and other agencies, in any desirable scale or on computer recording media 24 hours a day and seven days a week.
- Proposed new property addresses will be created before the recording of approved development plats in the County jurisdiction and pre-assigned for timely processing of permits on the day of recording.

Objective

- Automate available services through the implementation of enterprise GIS.

Outcomes

- Services such as buffer maps used to generate mailing labels, mls data forms, and GIS layer download will be available 24 hours a day on automated web services.
- Land Records/GIS Staff will be available to assist on-site customers and perform their work more accurately due to greater efficiency.

Objective

- Update Orthophotos and add oblique imagery. This will be funded by the County's CIP.

Outcomes

- Maintain Orange County's schedule for updating orthophotos imagery and add oblique imagery.
- Updated ortho and oblique imagery will assist with accurate tax mapping; accurate tax appraisals; EMS dispatch; the Planning Department's short and long term planning objectives; ERCD analysis; Economic Development analysis.
- If we do not maintain our schedule of imagery, existing efforts and accuracies in the above areas will degrade.
- Provide an outlet to share costs and promote agency interaction with Chapel Hill, Carrboro, and Hillsborough.

Measures

- Meeting new legislative mandates regarding delinquent tax notices resulted in over 300 hours of overtime at a cost of over \$9,200 to the County.
- Providing buffer maps, generating labels, and selling GIS data requires two staff members to spend an average of 12 hours per week satisfying customer requests. This generates a staff cost of \$13,302 per year and a supply cost of \$919 for a total of \$14,221. Our generated projected revenue for these services for 2006-07 is \$7,430. This creates a negative balance of -\$6,790. By automating these services, the revenue will greatly decrease, but we will gain back the staff time and create a positive revenue stream. These measures will be documented over the next fiscal year after the enterprise GIS and FTP site implementation.
- The number of plats to be pre-assigned is also increasing. In the 2005-06 budget year, 283 plats were processed. In 2006-07 approximately 310 will be processed.
- The 2006-07 budget year also saw the implementation of a GIS-based master address layer. All addresses must now be mapped and verified in GIS. This gives addresses a spatial component that allows EMS to actually dispatch and route emergency vehicles to the exact location of the address point and not just to a geocoded “guess” at where the address should be based on the street centerline ranges.

Budget Highlights:

- The Capital Outlay for FY 2007-08 includes the replacement of three (3) desk chairs for staff.
- Revenues continue to decrease due to more information continuing to be available to the public from the County’s GIS website.

Library Services

Summary

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
By Program (General Fund)						
Carrboro Cybrary	\$67,598	\$71,181	\$91,006	\$91,406	\$83,569	\$81,639
Carrboro Library	\$128,661	\$130,908	\$140,574	\$138,200	\$140,551	\$138,173
Cedar Grove Library	\$70,424	\$87,845	\$118,075	\$120,531	\$107,840	\$106,072
Orange County Library	\$700,453	\$738,666	\$742,549	\$758,315	\$774,907	\$760,775
Total Expenditures	<u>\$967,135</u>	<u>\$1,028,600</u>	<u>\$1,092,204</u>	<u>\$1,108,452</u>	<u>\$1,106,867</u>	<u>\$1,086,659</u>
<i>Offsetting Revenue</i>	(<i>\$160,573</i>)	(<i>\$168,268</i>)	(<i>\$155,696</i>)	(<i>\$179,683</i>)	(<i>\$155,596</i>)	(<i>\$155,596</i>)
County Costs (net)	<u>\$806,562</u>	<u>\$860,333</u>	<u>\$936,508</u>	<u>\$928,769</u>	<u>\$951,271</u>	<u>\$931,063</u>
Related Program (General Fund)						
Other Municipal Support	\$250,033	\$250,033	\$250,033	\$250,033	\$250,033	\$250,033
Total Expenditures	<u>\$1,217,168</u>	<u>\$1,278,633</u>	<u>\$1,342,237</u>	<u>\$1,358,485</u>	<u>\$1,356,900</u>	<u>\$1,336,692</u>

Library - Carrboro Cybrary

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Library - Carrboro Cybrary (General Fund)						Account: 5006
Personnel Services	\$46,813	\$59,665	\$68,716	\$69,896	\$68,129	\$66,199
Operations	\$14,293	\$11,516	\$17,490	\$17,210	\$15,440	\$15,440
Capital Outlay	\$6,492	\$0	\$4,800	\$4,300	\$0	\$0
Total Expenditures	\$67,598	\$71,181	\$91,006	\$91,406	\$83,569	\$81,639
Offsetting Revenues	(\$1,040)	(\$1,427)	(\$1,100)	(\$1,706)	(\$1,400)	(\$1,400)
County Costs (net)	\$66,557	\$69,755	\$89,906	\$89,700	\$82,169	\$80,239

Major Services

- Operate a branch library in the Carrboro Century Center.
- Provide basic library services, materials, and collections to the adult population of Carrboro in a centralized, downtown location.
- Provide adult programs of both a literary/cultural and informational/technological nature.

Objective

- Continue to make service population aware of branch and services
- Provide basic computer and Internet access to the downtown population
- Provide reference and reader's advisory services, both in person and electronically via NCLIVE and NCKnows
- Maintain basic adult book, audiobook, and periodical collections
- Give Carrboro residents access to collections of Hyconeechee region
- Promote lifelong learning via recreational reading initiatives, computer-based training, and other literary/cultural programs.
- Collaborate with Town of Carrboro and the University of North Carolina to enhance adult program delivery.

Outcomes

- Increased monthly door count
- Publish bimonthly paper newsletter and monthly email newsletter
- Provide computer and Internet assistance 44 hours per week
- Provide reference and informational assistance 44 hours per week
- Increased monthly circulation of collections
- Obtain materials from other regional libraries in a timely manner
- Facilitate three branch book clubs (two monthly, one quarterly)
- Offer four free computer classes each month

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Monthly Door Count	950	1,663	1,400	1,500	1,600
Monthly Computer Use	719	1,220	1,200	1,300	1,350
Monthly Circulation	165	250	175	200	250
Adult programs	7	43	16	39	45

Budget Highlights

- This budget maintains the same level of services for the Cybrary as in FY 2006-07.

Library - Carrboro Library

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Library - Carrboro Library (General Fund)						Account: 5001
Personnel Services	\$95,220	\$97,576	\$104,675	\$102,313	\$103,064	\$100,686
Operations	\$33,271	\$33,332	\$35,899	\$35,887	\$37,487	\$37,487
Capital Outlay	\$170	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$128,661	\$130,908	\$140,574	\$138,200	\$140,551	\$138,173
Offsetting Revenues	(\$6,902)	(\$7,902)	(\$7,400)	(\$7,141)	(\$7,000)	(\$7,000)
County Costs (net)	\$121,759	\$123,006	\$133,174	\$131,059	\$133,551	\$131,173

Major Services

- Provide a branch library in Carrboro offering books, audio books, CDs, DVDs, reference services, programs and classes.
- Provide service to the citizens of Orange County through Carrboro Branch Library.

Objective

- Provide increased visibility to Hispanic Community; offer increased library programming to average two Hispanic oriented programs per month.

Outcomes

- Increase patron registration and new registrations each year.
- Operate a branch library in Carrboro with 26 service hours per week
- Increase registration of Spanish speaking children and adults.
- Increase computer literacy of adult population with regular computer classes.
- Offer programs and classes for both children and adults, to number at least 5 per month.
- Increase local awareness of the arts with quarterly art classes and demonstrations.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Patron Registration	7,088	4,848	6,700	6,501	7,801
Programs and classes	122	147	125	132	155
Circulation	48,023	53857	50,000	55,785	58,000

* Out-of-date patron records were purged at the end of the calendar year 2005.

Budget Highlights

- The approved budget includes an increase of \$500 in contract services due to increased fees charged by performers for Children's Programs.

Library - Cedar Grove Library

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Library - Cedar Grove Library (General Fund)						Account: 5005
Personnel Services	\$52,385	\$64,514	\$78,845	\$78,525	\$77,535	\$75,767
Operations	\$16,127	\$22,718	\$30,430	\$33,506	\$30,305	\$30,305
Capital Outlay	\$1,911	\$613	\$8,800	\$8,500	\$0	\$0
Total Expenditures	\$70,424	\$87,845	\$118,075	\$120,531	\$107,840	\$106,072
Offsetting Revenues	(\$260)	(\$581)	(\$450)	(\$583)	(\$450)	(\$450)
County Costs (net)	\$70,164	\$87,264	\$117,625	\$119,948	\$107,390	\$105,622

Major Services

- Operate a branch library in Cedar Grove offering books, CDs, audio books, DVDs, References services and collaboration with agencies in the county.
- Offer children's programs along with special programs/celebrations throughout the year.
- Offer adult programming. (Book Club, Knitting Circle, Literacy, etc)

Objective

- Provide information related to services in the community and the names of Agencies that work within Orange County.
- Maintain an up-to-date informational bulletin board of events and activities throughout the county.

Outcomes

- Increase the collection available for circulation.
- Increase patron registration.
- Maintain available hours of operation (5 days and 36 hours per week).
- Offer programs for adult readers.
- Increase computer literacy of adult population with regularly scheduled computer classes.
- Provide an outlet for patrons to receive materials from other regional libraries.
- Provide collections as appropriate to user's ethnicity and interest.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Children's programs	47	68	47	65	70
Children's programs attendance	828	1,523	950	1,600	1,700
Circulation	4,568	5,243	6,000	6,250	6,500

* Cedar Grove Branch Library opened on April 21, 2004.

Budget Highlights

- The approved budget includes a \$200 increase in Periodicals to provide additional materials requested by patrons.

Library - Orange County Library

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Library - Orange County Library (General Fund)						Account: 5000
Personnel Services	\$522,667	\$542,193	\$572,218	\$574,600	\$604,981	\$580,849
Operations	\$162,011	\$184,169	\$164,331	\$175,088	\$169,926	\$179,926
Capital Outlay	\$15,774	\$12,304	\$6,000	\$8,627	\$0	\$0
Total Expenditures	\$700,453	\$738,666	\$742,549	\$758,315	\$774,907	\$760,775
Offsetting Revenues	(\$152,371)	(\$158,358)	(\$146,746)	(\$170,253)	(\$146,746)	(\$146,746)
County Costs (net)	\$548,081	\$580,308	\$595,803	\$588,062	\$628,161	\$614,029

Major Services

- Provide use of print and non-print materials both within the library and for each checkout to children and adults.
- Provide programs targeted toward adult patrons.
- Offer programs for teens.
- Offer children's programs along with special programs throughout the year.

Objective

- Make readily available to the people of Orange County an up-to-date and diverse collection of fiction and non-fiction materials for personal and professional use.

Outcomes

- Maintain current hours of operation (seven days and 64 hours per week).
- Increase the number of titles available for checkout.
- Continue to replace outdated materials in the reference and circulating book collections.
- Update patron registration files annually.
- Continue to offer an afternoon and evening library book club for adult readers.
- Continue to offer quality teen programs.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Total units circulated	153,435	167,000	160,000	170,000	175,000
Adult Programs	19	38	26	40	45
Total registered patrons	15,751*	20,729	18,500	21,000	22,000

* Out-of-date patron records were purged during the library system's upgrade to Polaris.

Major Services

- Provide public access to the Library's electronic resources (CDROMs, Internet NCKnows and NCLIVE).
- Provide information about library services and activities via the library's website.
- Offer individualized reference service to library patrons.

Objectives

- Increase access to public information available through electronic resources.
- Educate patrons in using electronic resources to acquire informational needs.

Orange County Library - continued

- Increase patrons' options in accessing their informational needs (in-house or remote).

Outcomes

- Provide for regular public use of computers, the Internet and the library's electronic and traditional materials.
- Provide individual assistance to patrons needing help with online job applications, résumés, job searches, etc.
- Increase hours of on-duty reference service.
- Provide web link to NCKnows (online 24/7 reference service) from library's Web page.
- Provide wireless access to library's internet service.
- Make available Web based genealogical research through Ancestry.com.
- Provide remote access to library's online catalog via Polaris.
- Offer patron access to their individual library accounts via Polaris.
- Created and maintain a regional library webpage to give patrons uniform access to all library branches.
- Continue to upgrade and maintain library's computers.
- Acquired Books in Print Online to enhance the library's readers' advisory services.
- Keep communication open between students, media specialists and teachers to determine student informational needs.
- Train staff in using the library's electronic resources.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Total # of reference volumes	2,363	2,411	2,475	2,493	2,500
Total # of information services transactions	19,603	20,841	19,000	21,000	22,000
Public use computers (acquired through Federal grants)	15	6	14	0	4
Computer Usage	20,007	22,672	21,000	21,000	21,000

Major Services

- Provide extension service to daycare centers, daycare homes, and homebound patrons.

Objective

- Provide service to the citizens of Orange County through service outlet of the outreach van.

Outcomes

- Deliver Treasures and Traveling Treasures boxes to all daycare centers and churches.
- Increase the number of children who are read to by daycare personnel.

Orange County Library - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Number of Treasure and Traveling Treasure Boxes	66	67	68	68	69
Treasure and Traveling Treasure Boxes Circulated	745	722	700	680	650

Budget Highlights

- The approved budget includes an increase of \$11,000 in contract services due to increased fees charged by performers for Children's Programs (\$1,000) and funds for a library interoperability study (\$10,000).
- The approved budget includes an increase in operations to provide MYLIBRARYDV for regional library patrons to access downloadable videos in the library or from their personal computers.

Mental Health

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Orange-Person-Chatham Area Program (General Fund)						Account: 4205
Operations	\$1,294,000	\$1,381,720	\$1,294,000	\$1,294,824	\$1,314,704	\$1,314,704
OPC-Legal Support	\$75,265	\$82,514	\$88,780	\$20,162	\$0	\$0
Total Expenditures	\$1,369,265	\$1,464,233	\$1,382,780	\$1,314,162	\$1,314,704	\$1,314,704

The landscape for statewide mental health reform continues to be complex with the finances of the Orange-Person-Chatham (OPC) Area Program seriously influenced by the challenges.

During Fiscal Year 2006-07, the County position that previously served in the role of OPC-Legal Support transitioned from the OPC Area Program to the Orange County Personnel Department.

Orange Public Transportation

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Orange Public Transportation (General Fund)						Account: 4350
Personnel Services	\$717,756	\$730,362	\$814,468	\$752,115	\$811,107	\$789,304
Operations	\$228,588	\$224,306	\$264,553	\$240,966	\$264,553	\$264,553
Capital Outlay	\$2,012	\$1,445	\$0	\$723	\$0	\$0
Total Expenditures	\$948,355	\$956,114	\$1,079,021	\$993,804	\$1,075,660	\$1,053,857
Offsetting Revenues	(\$575,103)	(\$568,946)	(\$597,326)	(\$627,778)	(\$586,476)	(\$586,476)
County Costs (net)	\$373,252	\$387,168	\$481,695	\$366,026	\$489,184	\$467,381

Major Services

- Administer the operation of 28 vehicles for community, human services agency and public transportation.
- Provide transportation to a total of 6,000 different persons system-wide.
- Design and operate a total of 20 subscription routes for 8 different agencies.
- Operate 8 daily medical demand-response routes.
- Lease vehicles and drivers to non-profit organizations on a short-term basis.
- Operate rural Orange County's only public transportation service.
- Prepare NC Department of Transportation grant applications for Community Transportation Program (CTP) and Rural Operating Assistance Program (ROAP) funding.
- Comply with Federal Transportation Administration and North Carolina Department of Transportation guidelines.
- Provide staff support to the Transportation Services Board and the Board of County Commissioners.
- Promote regionalization with surrounding local transit agencies.
- Promote and market all public and para-transit services provided by OPT.
- Support community activities through mass transportation.
- (Wheels For Work) Provide assistance and individualized transportation plans for persons with mobility problems.

Objective: To improve the mobility of Orange County citizens by providing human service agency, contractual, public, and coordinated regional transportation.

Outcomes

- Offer services that will enable total number of passenger trips to remain at or exceed 117,000.
- Continue public transportation to sixteen routes in rural Orange County by coordinating efforts with regional transit agencies.
- Oversee the completion of a Regional Transportation Development Plan for consideration of Wake, Durham, and Orange Community transit services being coordinated or combined.
- Increase service visibility by marketing techniques to include printing and distributing new OPT Program brochure, community outreach efforts and development of OPT logo.
- Continue to coordinate the Hillsborough to Chapel Hill public route with Triangle Transit Authority. TTA will provide 75% of the operating funds with OPT providing 25%.
- CMAQ funding utilized to offer park and ride lots, Hillsborough in town route, and bus shelters.

Orange Public Transportation - continued

- (Wheels For Work) Coordinate transportation assistance with DSS through promoting and operating the Vehicle Donation Program for Work First/low income persons.
- (Wheels For Work) Support individualized vehicle transportation by providing funding and administrative support for vehicle repairs and/or automobile insurance.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Total Passengers	113,198	116,988	117,000	117,000	117,000
Number of routes open to general public	13	14	16	16	16
Re-evaluate OPT routes; Hillsborough to Chapel Hill route, in-town Hillsborough route, Efland nutrition route, and mid-day Hillsborough to Duke route	Merger with TTA of North/South route approved	North/South route Merger Implemented Jan, 2006	Revise TTA route based on six month operation; initiate Hillsborough Town route	Route Expansion Planned to Add stops and increase ridership	Revised route to be Implemented Summer, 2007

Budget Highlights:

- Revenues budgeted in FY 2007-08 include approved fee changes related to the department's services. The increased driver rates are based on 100% recovery of the average salary and benefits hourly rate of an Orange Public Transportation (OPT) driver. The increased Vehicle Lease Rates are consistent with the Motor Pool chargeback rates for FY 2007-08.
- Although the department's fees are increasing, the overall budgeted revenues are decreasing due to the continued trend of decreased revenues mostly in the driver lease collections; this is due to North Carolina Department of Transportation (NCDOT) regulations prohibiting special purpose contracts, such as the middle school afterschool program and some charter lease services not open to public ridership.

Personnel

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Personnel (General Fund)						Account: 2500
Personnel Services	\$516,193	\$563,043	\$586,825	\$607,540	\$667,454	\$646,427
Operations	\$121,116	\$113,243	\$131,253	\$132,727	\$139,459	\$134,399
Capital Outlay	\$1,098	\$399	\$0	\$530	\$0	\$0
Total Expenditures	\$638,407	\$676,685	\$718,078	\$740,797	\$806,913	\$780,826

Major Services

- Support County departments in recruitment, selection, and retention of well-qualified employees.
- Administer the County's equal employment opportunity program.
- Manage the position classification and pay programs for County employees.
- Develop, propose, communicate and administer personnel policies for employees.
- Support effective employee relations through a wide range of programs.
- Administer employee benefits program.
- Assess needs, design, and implement training and employee development programs.
- Maintain personnel records and process personnel actions.

Outcomes and Measures

Service Complete recruitment and selection activity in an efficient manner to support timely department action in filling openings and maintaining services to citizens.

Outcomes

- Post routine opening announcements on the Friday after the position vacancy notice is received in Personnel.
- Complete review of applications received and refer the applications of the more qualified candidates to the department within two working days of the closing date for most openings and within five days for more technical openings or ones with large (75 or more) applicant pools.
- Make employment offers within 24 hours of receiving the department's complete final selection decision, if the candidate can be reached.

Measures	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Openings	139	148	110	192	190
Openings posted the Friday after receipt	n/a	n/a	n/a	95%	95%
Applications received	4032	2815	4500	2800	3000
Referrals completed within two days	56%	78%	75%	88%	88%
Offered within 24 hours of selection decision	95%	n/a	95%	95%	95%
Permanent hires	128	107	107	120	120

Service Communicate personnel policy, benefit, pay and related information to employees and supervisors to support employee understanding of County policies and programs.

Personnel - continued

Outcomes

- Publish a bi-monthly employee newsletter updating employees on County programs and events.
- Communicate to employees and supervisors about employee pay and benefits, including classification and pay study implementation and any approved pay and benefits changes.
- Develop and issue biannually an updated equal employment opportunity plan reaffirming the County's commitment to equal employment opportunity.
- Respond to employee benefit inquiries, presently averaging 28-30 per day.

Measures	2004-05	2005-06	2006-07	2006-07	2007-08
	Actual	Actual	Budget	Estimate	Projected
Employee Handbook distributed	n/a	120	n/a	120	125
Newsletters issued	6	6	6	6	6
Benefit inquiries	7574	n/a	7865	7865	7800

Service Assess needs, develop, and implement training programs to support employee knowledge and skill development supporting the County's key policy initiatives.

Outcomes

- Make available employee training in support of County initiatives in the areas of computer skills building, workplace violence prevention, Spanish language skills, multi-cultural awareness, and supervisory training, including performance management.

Measures	2004-05	2005-06	2006-07	2006-07	2007-08
	Actual	Actual	Budget	Estimate	Projected
Participants in Training Programs (all types)	1032	1157	1050	1200	1200
Computer class participants	81	70	60	75	75
Work Place Violence Prevention Training	61	42	60	60	60
Spanish Language Training	86	18	60	35	35
Multi-Cultural Awareness	130	278	150	130	130
Supervisory Training (inc. Performance Mgmt)	102	169	100	180	200

Service Process personnel actions on time and accurately to support correct payrolling for County employees.

Outcomes

- Complete personnel action, overtime, holiday, longevity, and other pay processing within established pay schedule deadlines, without error and with no audit exceptions.

Measures	2004-05	2005-06	2006-07	2006-07	2007-08
	Actual	Actual	Budget	Estimate	Projected
Personnel actions processed	1796	1500	1502	2000	2000
Percent accurate/no audit exceptions	100%	100%	100%	100%	100%

Budget Highlights:

- The increase in Personnel Services and in Operations from the FY 2006-07 Original Budget includes costs associated with the transfer of the former OPC Legal Support position to the Personnel Department that the Board of County Commissioners approved in

Personnel - continued

- Fall 2006. These costs for FY 2007-08 include the full-year funding of this position, which was reclassified as a Policy and Compliance Officer when moved to Personnel.
- Increases in operational costs for FY 2007-08 include additional costs associated with the online Westlaw legal library, an increase in dues, training, and recognition programs, while there is a decrease in advertising due to greater use of electronic advertising.
- The Board of County Commissioners approved the reduction of \$3,000 in the department's printing line item as result of changing the delivery mechanism of the County's employee newsletter from paper to electronic distribution.

Planning

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Planning (General Fund)						Account: 6200
Personnel Services	\$2,087,206	\$2,131,272	\$2,304,811	\$2,276,228	\$2,465,478	\$2,281,649
Operations	\$174,361	\$180,151	\$218,789	\$201,222	\$219,159	\$221,589
Capital Outlay	\$1,347	\$3,180	\$3,000	\$3,000	\$32,359	\$0
Total Expenditures	\$2,262,914	\$2,314,603	\$2,526,600	\$2,480,450	\$2,716,996	\$2,503,238
<i>Offsetting Revenues</i>	<i>(\$1,013,176)</i>	<i>(\$1,208,259)</i>	<i>(\$1,135,700)</i>	<i>(\$1,074,274)</i>	<i>(\$1,071,300)</i>	<i>(\$1,071,300)</i>
County Costs (net)	\$1,249,738	\$1,106,344	\$1,390,900	\$1,406,176	\$1,645,696	\$1,431,938

MAJOR SERVICES

A. ADMINISTRATIVE/GIS DIVISION

- Develops plans to implement BOCC Goals
- Provides primary service as planning intergovernmental coordination liaison with Chapel Hill/Carrboro, Hillsborough, Durham, Mebane, Triangle J and surrounding counties.
- Coordinates planning activities with school districts.
- Provides countywide internal service function to other departments with socio-economic and demographic data and GIS mapping.

OBJECTIVES

- Analyze and study various county initiated projects from a planning perspective.
- Analyze and study private sector applications.
- Analyze and study proposals from local and county governments.

OUTCOMES

- Prepares functional plans and special studies and provide assistance to governing and advisory boards concerning land use issues in the county.
- Provides graphics/GIS support to department staff.
- Adopt action plans.
- Adopt amendments or new regulations.

MEASURES

MEASURES	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ESTIMATED	2007-08 PROJECTED
Prepare & distribute Public Hearing agendas	6	6	5	6
• Quarterly Public Hearing	4	4	3	4
• JPA Public Hearing	2	2	2	2
• Other Public Hearings	2	1	2	2
• Other Committees	30	34	33	35
• Other local government meetings	15	15	14	18

Committees /Task Forces/Teams/Work Groups

1. Addressing Project
2. Affordable Housing Bond Project Review & Selection Committee
3. AGRI-BUSINESS - Land Clearing Recycling Center
4. BOCC Redistricting
5. Business Climate Work Group
6. Chapel Hill Town Operations Center Project
7. Churton Street Corridor
8. Durham Agreement – Stonegate MHP
9. Durham-Chapel Hill-Orange Work Group
10. Durham Tech Satellite Campus
11. Economic Development District (EDD)
12. Educational Excellence Work Group
13. Efland/Mebane Small Area Plan Task Force
14. Fairview Park Master Plan
15. Hillsborough/OC Strategic Growth Plan
16. Homestead & HS Road Safety
17. Horace Williams Citizen Committee
18. LSMT [Land Services Management Team]
19. NCACC – Manufactured Housing Task Force Committee
20. NCDOT [North Carolina Department of Transportation]
21. Northern Human Services Center & Northern Park
22. Orange County Economic Summit Infrastructure Work Group
23. Orange Co./Hillsborough Comp. Stormwater Mgmt.
24. Orange Co./Hillsborough Urban Transition Task Force
25. OC Middle School Construction Work Group
26. Parks Operations Base/Storage Facility
27. Pickard Mtn. Eco-Institute
28. Rural Economic Development Districts
29. Small Business Work Group
30. Solid Waste Operations Center

Planning - continued

31. Sportsplex/Senior Center
32. TDR Task Force
33. Triangle J Council of Governments Smart Growth Task Force
34. Triangle Area Rural Trans. Planning Org. (Triangle Area RPO)
35. Triangle Leadership Database
36. Twin Creeks
37. US Census Bureau
38. Upper Neuse River Basin Assn. (UNRBA)
39. Web Redesign Project Steering Committee

B. COMPREHENSIVE PLANNING DIVISION

- Prepares/updates elements of the Comprehensive Land Use Plan
- Prepares and amends 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/conducts joint meetings with appropriate departments during the preparation and amendment of functional long- and short-range plans and special studies
- Coordinates with other County Departments and Divisions on ordinance and/or policy preparation/amendment required to implement the Comprehensive Plan
- Reviews project applications for compliance/consistency with the Comprehensive Plan and Land Use Plan
- Provides assistance to citizens with answers to questions relating to land use and comprehensive planning in the County.

OBJECTIVE

To prepare and amend functional long- and short-range plans and special studies as well as provide assistance to governing and advisory boards concerning issues related to long-range planning in Orange County.

OUTCOMES

- Complete County Profile (Data) Element and manage/coordinate completion of Goals for all Comprehensive Plan Elements.
- Manage/coordinate Comprehensive Plan Update Process 90% of which is to be completed this fiscal year.
- Develop Land Use, Services and Facilities, and Transportation Elements of the Comprehensive Plan and assist in the development of the Housing and Recreation and Parks Elements.
- Complete access management plans for Highway 70 through Efland and the Buckhorn Rd EDD area (recommendation in Efland/Mebane Small Area Plan).
- Implementation of the Efland/Mebane Small Area Plan.
- Courtesy review of projects within areas of Chapel Hill, Carrboro, Durham City/County, Hillsborough, and Mebane.
- Continue to analyze impacts of growth and development to inform Commissioners and interested citizens of the impacts of growth and development.

Planning - continued

MEASURES	2004-2005 ACTUAL	2005-06 ACTUAL	2006-07 BUDGETED	2006-07 ESTIMATED	2007-08 PROJECTED
Develop process to update Comprehensive Plan		Underway	Complete		
County Profile (Data) Element			Underway	Completion	
Management/Coordination of Comprehensive Plan Elements	Underway	Underway	Underway	Underway	
Develop Land Use, Services & Facilities, and Trans. Elements			Underway	Underway	Underway
Assist in development of Housing and Rec. & Parks Elements			Underway	Underway	Underway
Highway 70/Efland Access Management Plan					Underway
Buckhorn Rd. Access Management Plan					Completion
Small Area Plans for Rural Nodes				Research	Underway

MEASURES	2004-2005 ACTUAL	2005-06 ACTUAL	2006-07 BUDGETED	2006-07 ESTIMATED	2007-08 PROJECTED
Prepare & distribute advisory board agendas	56	59	65	65	65
Planning Board	20*	20*	20*	20*	20*
Board of Adjustment	12	12	12	12	12
Ordinance Review Committee	8	8	8	8	8
Other Committees	16	19	28	28	38

*Includes quarterly public hearings.

BUDGET HIGHLIGHTS

Program initiatives within the Comprehensive Planning Division of the Planning and Inspections Department for 2006-2007 include:

- Complete County Profile (Data) Element and manage/coordinate completion of Goals for all Comprehensive Plan Elements.
- Manage/coordinate Comprehensive Plan Update Process 90% of which is to be completed this fiscal year.
- Develop Land Use, Services and Facilities, and Transportation Elements of the Comprehensive Plan and assist in the development of the Housing and Recreation and Parks Elements.

Planning - continued

C. CURRENT PLANNING DIVISION

- Provide technical assistance to governing and advisory boards concerning land use and regulatory issues in the County.
- Review project applications for compliance with land development ordinances and approved plans.
- Administer the Flood Damage Prevention Ordinance to minimize public and private losses due to flood conditions in specific areas of the County.
- Issue zoning permits, conducts zoning site inspections associated with either new construction or alterations and use changes to existing structures and sites.
- Interact with all county divisions and general public regarding investigation of Zoning Ordinance, Subdivision Regulations, Environmental Impact Ordinance and Flood Damage Prevention Ordinance violations.
- Enforce the Statewide Watershed regulations to ensure compliance with watershed overlay district requirements.
- Coordinate activities with Environmental Resource and Conservation Department to preserve open space, natural areas, and wildlife corridors in the County.
- Coordinate with Economic Development Department to facilitate review of projects within the County's Economic Development Districts
- Preparation of ordinances and policies to implement the Comprehensive Plan.
- Provide reports to Boards and other departments concerning subdivision and building development patterns within the County
- Coordination of infrastructure improvements (water/sewer provision, landscaping, proposed street patterns, open space networks, utility provision) during the development process
- Administer Environmental Impact Ordinance.
- Perform Courtesy Review of projects for Hillsborough, Durham, Chapel Hill, Carrboro and informal review of projects in Mebane.
- Provide assistance to the general public regarding zoning, subdivision, floodplain administration and environmental impact.

C. CURRENT PLANNING DIVISION

OBJECTIVE

Responsible for writing and enforcing land use regulations that are designed both to protect the natural environment and to affect the physical development of lands within the Orange County zoning jurisdiction.

OUTCOMES

- Comprehensive Plan – As part of the Comprehensive Plan amendment process the rewriting of the Zoning Ordinance, Subdivision Regulation, Environmental Impact Ordinance and the Economic Development.
- Rural Character Preservation – Through targeted amendments (buffer revisions, open space and density revisions) of the Flexible Development and Conventional Subdivision regulations Rural Character Preservation can be preserved and enhanced.
- Watershed Protection – Density revisions in the Upper Eno as well as other watersheds will promote stronger watershed protection. Additionally, implementation of the Neuse River Basin rules mandated by the state will assist in stronger watershed protection.

Planning - continued

- Drainage and Stormwater Management – Primarily addressed through the implementation of the Neuse River Basin rules. Transfer of development rights can be tailored to assist in this area.
- Transfer of Development Rights – A new program designed to guide development through creative and legally binding documents whereby conservation and development are mutually promoted.
- Sustainability – limited impact on this area through current planning.
- Analysis of Impacts of Growth and Development – Through better data handling software staff will be able to develop trend data to better inform Commissioners and interested citizens of the impacts of growth and development.
- Accela Software -- Fully implement software to enhance workflow in the division.
- Create Rural Enterprise provision in Zoning and Subdivision Regulations.
- Efland Small Area Plan – Integrate recommendations of the Committee into current Zoning Ordinance and Subdivision Regulations.
- Smart Growth Initiative – Integrate recommendations into current ordinance and regulations.

MEASURES

Customer Service and Permit Reviews

MEASURES	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ESTIMATED	2007-08 PROJECTED
Customer Service (walk-in, telephone, email, fax, letter correspondence)	6600	7000	7500	8000
Zoning Approval for Building Permits	750	675	630	690
Home Occupation Permits	12	8	2	10
Environmental Impact Ordinance Reviews	2	2	4	4
Subdivision Field Inspections (New Measure)	25	75	80	80
Zoning Compliance Permit Field Inspections*	*	*	380*	425*

*Previously included in Subdivision Field and Zoning Enforcement Site Inspections performed.

Subdivision Plans/Plats and Exempt Plats

MEASURES	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ESTIMATED	2007-08 PROJECTED
Total Plats & Plans Reviewed	240	199	138	222
Plats Reviewed	190	168	97	176
Major Plats	5	2	2	8
Minor Plats	50	64	20	48
Exempt Plats	135	102	75	120
Subdivision Plans	50	31	41	46

Planning - continued

Reviewed				
Major Plans	3	2	6	4
Minor Plans	47	29	35	42

Floodplain Management

MEASURES	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ESTIMATED	2007-08 PROJECTED
Letter of Map Amendments	*	3	2	3
Elevation Certificates	*	0	4	5
Elevation Determination	*	20	35	40
Map Information Queries	*	48	66	70
Training Seminars	*	2	1	2
No Rise Certifications	*	0	0	1
Letter of Map Revisions	*	0	0	1

Ordinance and Regulation Amendments

MEASURES	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ESTIMATED	2007-08 PROJECTED
Unification of Land Development Code			Ordinance Review Committee	
Stream Buffer Text Amendments			Public Hearing	Adoption
Economic Development District Text Amendment				Public Hearing/Adoption
Stream Classification Text Amendment			Public Hearing	Adoption
Zoning Enforcement Text Amendment				Public Hearing/Adoption
Master Telecommunications Plan	Suspended	Suspended	Suspended	PH/Adoption
Transfer of Development Rights Amendment		Study	PH/Adoption	Public Hearing/Adoption
Comprehensive Plan Zoning Ordinance Amendments			Study	Public Hearing
Rural Character/Farmland Amendments		Suspended	Suspended	Public Hearing
Flood Damage Prevention Ordinance Amendments	Study	Public Hearing	Adopted	
Rural Enterprise Amendments			Public Hearing	Adoption
Efland Area Zoning Map/Text Amendments			Study	Public Hearing
Signage Text Amendments			Public Hearing	Adoption
NC 57 Text Amendments			Public Hearing	Adoption
Conservation Cluster Perimeter Buffer Amendments			Public Hearing	Adoption
Revision to EDD Design Manual				Public Hearing
Landscape Ordinance Amendments				Public Hearing

Planning - continued

Board of Adjustment Cases and Zoning Atlas Amendments

MEASURES	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ESTIMATED	2007-08 PROJECTED
Special Use Permits	3	2	5	5
Variance/Appeals	2	3	3	5
Zoning Map Amendments	0	0	2	2

Zoning Enforcement

MEASURES	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ESTIMATED	2007-08 PROJECTED
New Complaints Received	150	187	150*	80
Cases Successfully Closed	10	140*	90*	60
Number of Site Inspections Performed	150	450	600**	200
Civil Penalties Pending	3	0	28	5
Cases in Court	3	2	15	2

*Several cases were over two (2) years old and were resolved with little additional enforcement expenditures.

**Included field inspections to verify compliance of building projects that are now tracked under Customer Service and Permit Reviews.

Advisory Board Agenda Preparation and Distribution

MEASURES	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ESTIMATED	2007-08 PROJECTED
Prepare & distribute Advisory Boards' agendas	62	66	60	75
Planning Board/QPH	18	20	20	20
Board of Adjustment	7	5	9	10
Ordinance Review Committee	5	8	12	5
Other Committees and Studies	20	12	12	10
BOCC Items	12	12	35	30

Planning - continued

D. EROSION CONTROL DIVISION

- Administer the erosion control programs to insure compliance with erosion and sediment control standards countywide (includes Hillsborough, Chapel Hill, Carrboro and a portion of Mebane in Orange County).
- Administer Stormwater ordinance for lands within the Neuse.
- Administer Riparian Buffer Rules for lands within the Neuse.
- Implement surface water classification/stream identification for zoning/subdivision ordinance requirement.
- Administer Phase II NPDES permit requirements for Town of Hillsborough.
- Coordinate with NC Forestry Service to protect surface water and stream buffers.
- Provide public assistance with any Stormwater/Erosion Control issues.

OBJECTIVES

- Administer the erosion control program to insure compliance with erosion and sediment control standards.
- Administer the Stormwater ordinance.
- Administer the Riparian Buffer Rules for lands within the Neuse.
- Issue and monitor NPDES permits for general construction.
- Represent county interest as stakeholders
- Clean Water Education Partnership (CWEP) Steering Committee
- Administer sedimentation and erosion control for Chapel Hill, Carrboro and Hillsborough, per NPDES Phase II requirements.

OUTCOMES

- Within 30 days of application, issue land disturbing permits for development activities when erosion control plans comply with standards.
- Inspect all erosion control devices to insure proper installation and function.
- Reduce nitrogen levels by 30% for new development in Neuse River Basin.
- Restore/protect Riparian Buffers in the Upper and Lower Eno, Little River and Flat River Watersheds.
- Begin reviewing all planned disturbances. There is no lower threshold in University Lake, Cane Creek and Upper Eno.

MEASURES

Measures	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Estimated	2007-08 Projected
Erosion control plans reviewed	42	82	61	70	71
Rural	20	60	35	42	40
Urban	18	8	20	11	21
Intense Urban	4	13	6	12	10
Grading permits issued	29	82	61	70	71
Rural	20	60	35	47	40
Urban	17	8	20	11	21
Intense Urban	2	13	6	12	10
Stormwater Management Plans	5	0	0	1	1
Inspections conducted	2,600	2,000	1,914	1,500	1,600
Surface Water ID	15	N/A	99	56	90

TOTAL PERMITTED EROSION CONTROL PROJECTS

		FY 06-07
Total Project Acres	1,181	through 3 rd quarter
Total Acres Disturbed	195.0	through 3 rd quarter
Surface water identification, stream sites	45	through 3 rd quarter

ACTUAL LAND DISTURBANCE OF LESS THAN 10,000 SQUARE FEET

	FY 04-05 ACTUAL	FY 05-06 ACTUAL	FY 06-07 ESTIMATED	FY 07-08 PROJECTED
University Lake Watershed	42 projects	54 projects	60 projects	60 projects
Cane Creek Watershed	20 projects	8 projects	10 projects	10 projects
Upper Eno Watershed	45 projects	19 projects	20 projects	20 projects

Investigated and resolved 24 of 26 complaints in 2003.
 Investigated and resolved 16 of 20 complaints in 2004.
 Investigated and resolved 41 of 45 complaints in 2005.
 Investigated and resolved 21 of 21 complaints in 2006.

E. BUILDING DIVISION

- Review plans, issue permits, conducts inspections, in the trades of building, mechanical, electrical, and plumbing systems associated with new construction and alterations to existing buildings,
- Interact with all county divisions on matters of Building Code issues,
- Respond to the general public regarding investigation of code violations.
- Conducts safety inspections of schools and child/adult care facilities.
- Increase customer service through use of field pen tablets which will connect 'automatically' a code section with each inspection 'turn-down' Additionally, will offer use of drawing program to allow inspectors to sketch useful diagrams to further communicate with customers in field.
- Increase customer service through use of GPS enabled field pen tablets which will capture the location of all buildings (commercial and residential)

OBJECTIVES

- Issue permits, review residential and commercial plans, conducts inspections, building, mechanical, electrical, and plumbing systems associated with new construction and alterations to existing buildings both commercial and residential.
- Enforce the application of the Building, electrical, plumbing and mechanical codes in order to protect the public's life, health and welfare in the built environment.
- Interact with all county divisions and general public regarding code questions, code changes and investigation of code violations.

Planning - continued

- Conduct safety inspections of schools, group care homes and child/adult care facilities.
- Inspect commercial facilities for ABC permits.
- Post occupancy loads in restaurants and other assembly occupancies.
- Implement International Building Codes.
- Expand use of permits software.

OUTCOMES

- Implement International Building, Plumbing, and Mechanical codes
- Implement Education of builders, citizens (owner builders) of International codes (State Building Codes).
- Issue building permits for building, electrical, plumbing and mechanical systems.
- Provide plan review of all residential permit applications; work with applicant until project is approved.
- Increase ISO rating for residential citizens through residential plans review, increased inspections staff and educational sessions.
- Provide plan review of all commercial permit applications, assuring all relevant codes and laws are complied with before approval
- Conduct inspections of all new construction and alterations to existing buildings within 48 hours of receipt of inspection request.
- Issue Certificates of Occupancy or Certificates of Compliance at the completion of all projects
- Maintain records and provide reports on building activities.
- Provide reporting for activities with new permits software.
- Interconnect with Current planning and Fire Marshal's office and Permits Plus
- Begin data conversion of 1984 – 2002 records for Environmental health
- Inspect 100% of the schools two times per year and child/adult care facilities annually.
- Inspect 100% of commercial facilities for ABC permits.
- Post occupancy loads in 100% of restaurants.
- Continue staff training of International Building Codes.
- Conduct seminars for public and builders.

Planning - continued

MEASURES

INSPECTIONS DIVISION ACTIVITY

	2002-03 Actual	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Budgeted	2006-07 Estimated	2007-08 Projected
Permits issued	3,681	4,015	3,649	3,754	4,000	3,507	3,400
Building	925	985	864	953	900	858	825
Electrical	1,264	1,311	1,226	1,302	1,000	1,236	1,225
Plumbing	672	1,006	900	908	1,000	946	1,020
Mechanical	820	713	602	591	670	567	450
Inspections conducted	18,995	17,775	18,239	18,726	18,000	18,286	18,500
Number of required Inspections per NEWSF permit **	19	19	19	19	19	20	20
Complaint/Inquiries	212	69	98	31	100	26	25
Incoming/outgoing calls/day	226	247	260	270	260	298	300
Commercial plan review	60	173	267	102	120	101	130
New single family	390	447	405	363	380	348	375
New mobile home	30	30	38	22	33	20	20
Replacement mobile home	78	60	92	38	70	18	21

	2002-03 Actual	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Budgeted	2006-07 Estimated	2007-08 Projected
Schools inspected	25	27	27	27	27	28	28
Child care facilities inspected	6	6	6	7	4	8	9
Adult care facilities inspected	6	3	3	5	4	6	6
Commercial facilities for ABC licenses inspected	16	6	5	0	5	3	4
Occupancy loads posted in restaurants	9	6	5	2	6	2	3

BUDGET HIGHLIGHTS

- Provide training on 2006 International Building Codes for public and staff.
- Code Enforcement Officers will continue code classes in Building, Electrical, Plumbing and Mechanical trades to obtain additional certifications to increase general knowledge of trades.
- Train plans examiners and inspectors through classes on new North Carolina Rehabilitation Code.

Planning - continued

INITIATIVES

- Provide residential and commercial plans review for 100% of residential applications within 2 days / 1 week respectively.
- Proactive communications program between Department and builders/citizens, including conducting seminars/classes on code updates and interpretations.
- Preparing and mailing informational flyers/brochures to builders/clients.
- Train and implement International Building, Electrical, Plumbing and Mechanical Codes.
- Increase and expand functionality of Permits Plus through in-house programming.
- Coordinate with I.T. to provide credit card availability to permit holders for payment of permit/impact fees and other Planning Department fees.
- Provide increased customer service, thorough web interaction. Allowing more permit information available through Internet, allowing inspections requests to be processed over Internet.
- Increase customer service through use of field pen tablets which will connect 'automatically' a code section with each inspection 'turn-down' Additionally, will offer use of drawing program to allow inspectors to sketch useful diagrams to further communicate with customers in field.
- Offer 'How to' series of seminars for public such as: 'How to install a Sealed Crawlspace, 'Building with engineered wood.'
- Fulfill Continuing Education requirements for all Inspections staff (33 classes)
- Obtain teaching certification in order to provide some of the C.E. credits in house.
- Provide permit design assistance to Environmental Health.
- Provide permit design assistance to Current Planning.
- Conduct (1 hour) in house code seminars each workweek.
- Capture GPS points for EMS – 911 response maps.

Program initiatives - within the Planning & Inspections Department (Administrative/GIS, Comprehensive Planning, Current Planning, Erosion Control and Building Divisions) include:

BOARD OF COUNTY COMMISSIONERS GOALS

PRIMARY RESPONSIBILITY

- Adequate Public Facilities (APF) and Phased Growth
- Comprehensive Plan
- Cooperative Agreements
- Drainage and Stormwater Management
- Economic Development Districts
- Efland/Mebane Small Area Plan
- Growth and Development Impacts Analysis
- Public School Impact Tax/Fee
- Regional Transportation Planning
- Rural Character Preservation Regulations
- Telecommunications Towers
- Transfers of Development Rights

SECONDARY & SUPPORT RESPONSIBILITY

- Affordable Housing
- Lands Legacy Program
- Natural and Cultural Resources

Planning - continued

- Shaping Orange County's Future
- Sustainability
- Wastewater Treatment Management Program
- Water Resource Quantity and Quality
- Watershed Protection

A. Administration/GIS

- Choreograph the completion of other Comprehensive Plan elements
- Implement Development Permit software for all functional divisions
- Fee Schedule Changes in Planning and Building
- Continue development of Orange County Information Exchange Team (OCIET)
- Increase Public Access to GIS data
- Progress further with intergovernmental coordination
- Use of Presentation Technology with BOCC agenda
- Adopt Hazard Mitigation Plan
- Master Telco Plan adoption
- Finalize City of Durham cooperative planning agreement
- Finalize City of Mebane land use planning initiatives

B. Comprehensive Planning

- Research, analyze and adopt the updated Orange County Comprehensive Plan Land Use Element
- Develop Ordinances revisions, including a Unified Development Ordinance, for implementation of the Comprehensive Plan
- Comprehensive Plan Land Use and Transportation Element development and implementation
- Efland/Mebane Small Area Plan
- Orange County/Hillsborough Coordinated Transportation Planning Program

C. Current Planning

- Unified Development Ordinance RFF development
- Text Amendment to implement Efland Small Area Plan
- Text Amendments to implement the NC 57 Rural Economic Development District
- Develop Fiscal Impact Study partially done in 2001 but with additional department service analysis necessary
- Sustainability Program
- Water Resource/Zoning Linkage/Subdivision Linkage
- Begin organization of material for Unified Development Ordinance (UDO)
- Create Rural Enterprise provisions in the Zoning and Subdivision Regulations
- Implement Zoning/Subdivision map and text amendments to support LUE update.

D. Erosion Control

- Issue National Pollutant Discharge Elimination System (NPDES) permits on behalf of Division of Water Quality (DWQ)
- All division personnel certified by State of North Carolina to establish ephemeral/intermittent point of county surface waters.

Planning - continued

- Develop Stormwater Plan for Town of Hillsborough to enforce Neuse Rules within Hillsborough municipal limits and extraterritorial jurisdiction.
- Implement countywide stream buffers for first order streams per Neuse Rules.
- Provide assistance to public to resolve Stormwater/Erosion problems.

E. Building

- Provide residential plans review for 100% of residential applications
- Maintain current ISO rating through residential plans review
- Proactive communications program between Department and builders/citizens, including conducting seminars/classes on code updates and interpretations.
- Preparing and mailing information flyers to builders/clients.
- Upgrading field inspection and development restriction monitoring.
- Train and implement new International Building Codes.
- Increase and expand functionality of Permits Plus for Environmental Health system through consultant assistance and in-house programming.
- Accela (new software) fully implemented and online with other departments.
- Software link with other County Departments
- Coordinate with other Planning and Inspections staff to assist in implementation of Accela (geo-based land management activities) software
- Public outreach seminars with new County Building Code.

Budget Highlights:

- Increases in Operations for FY 2007-08 includes first year payments of a 5 year lease for a scanner and plotter at a cost of \$7,800 per year.
- The Approved budget for FY 2007-08 maintains the current level of services.

Public Works - Buildings and Grounds

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Public Works - Buildings and Grounds (General Fund)						Account: 3400
Personnel Services	\$1,575,059	\$1,575,318	\$1,732,365	\$1,535,207	\$1,790,937	\$1,667,446
Operations	\$1,310,522	\$1,267,379	\$1,319,161	\$1,650,781	\$1,937,969	\$1,936,695
Capital Outlay	\$5,782	\$14,392	\$0	\$1,956	\$0	\$0
Total Expenditures	\$2,891,363	\$2,857,089	\$3,051,526	\$3,187,944	\$3,728,906	\$3,604,141

Major Services

- Maintain buildings and facilities for 36 County-owned and 10 leased properties (electrical, heating/ventilation/air conditioning (HVAC), painting, plumbing, carpentry, etc.). Services are provided through use of in-house staff and/or outside vendors as required.
- Assist in planning, designing and performance and/or administration/contract management of renovation work and new construction, including landscaping, etc.
- Provide grounds care services (mowing, trimming, mulching, tree and shrub care, etc.) for approximately 175 acres of County-owned properties including approximately 48 acres of landscaped areas.¹
- Maintain road signs for all State maintained roads in the County.
- Provide inclement weather services (sanding, salting, snow removal, brine application, storm debris cleanup and removal).
- Provide daily custodial services at 24 buildings, and periodic floor care for an additional three facilities. Provide custodial supplies for additional locations, including Jail, Carr Mill Mall dental clinic, Homestead and Efland Community centers.
- Provide support services for sound system operation and maintenance and meeting set and up and break down for County government meetings.
- Manage service contracts (elevator maintenance, pest control, alarm inspections, utilities management, etc.)
- Provide departmental services (moves, furniture assembly, hanging of items, etc.).

Goal

- To maintain clean, safe, comfortable and reliable buildings and associated infrastructure used by our customers – Orange County citizens and employees.

Objectives

- To minimize the number and complexity of corrective maintenance services required at County buildings and facilities through aggressive preventative maintenance programs.
- To reduce consumption of utility services (electricity, water, natural gas, propane, fuel oil).

¹ Does not include any increases that may result from addition/expansion/modification of activities at Fairview Park, Efland Cheeks Community Park, McGowan Creek Preserve, Little River Regional Park, Cedar Grove Park, Blackwood Farm or Cate Farm properties.

Public Works - Buildings and Grounds - continued

Outcomes

- Complete approximately 6,400 customer-generated service requests and in-house-generated work orders by the end of FY 2006-07. The following major projects have been completed or will be in progress by the end of FY 2006-07:
 - Animal Shelter – interior painting, including all kennel areas
 - Court Street Annex – foundation waterproofing; ADA accessibility improvements
 - New Courthouse – reroofing (shingle portion), window repair and repainting, all exterior trim repair and repainting; foundation waterproofing (selected areas)
 - Dickson House – wood siding repairs; exterior painting
 - Efland Community Center – lighting upgrades for energy reduction
 - Eno Mountain Communication Tower – installation of upgraded emergency power generator
 - John Link, Jr Government Services Center – lighting upgrades for energy reduction
 - Northern Human Services Center – repainted daycare classrooms; assistance for installation of new well
 - Southern Human Services Center – Health Department improvements; assisted with preparatory work for livecasting of BOCC meetings
 - Jail – interior painting of 1997 addition
 - Northside complex – exterior painting; foundation waterproofing
 - Planning and Agriculture building – Cooperative Extension renovations
 - Public Works – installation of compressed natural gas fuel facility
 - Whitted Human Services Center – foundation waterproofing
 - Central Recreation building – window replacement; restroom improvements; fire alarm system installation
 - Sawyer Building – flooring replacement, interior painting
 - Skills Development Center – foundation waterproofing
 - Purchasing and Central Services – electrical service upgrade
 - Seymour Senior Center – assist in coordination of Department on Aging relocation from Galleria and Northside Building 1
 - Meadowlands Annex – assumed full responsibility for utilities, HVAC equipment maintenance; assisted in installation of emergency power generator and various building repairs

Public Works - Buildings and Grounds - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
County-owned Buildings					
• # of buildings	35	35	38	37	39
• Total area (gross square feet)	406,709	406,709	469,000	453,710	515,700
• Landscaped area (acres)	46.62	46.62	TBD	TBD	TBD
County-leased Buildings					
• # of buildings	11	11	11	10	10
• Total area (sq. ft.)	38,850	38,850	38,850	38,950	29,810
• Landscaped area (acres)	1.6	1.6	1.6	1.6	1.6
Buildings and Facilities Repair and Maintenance Service Requests					
• Total received/generated	6,500	5,770	6,200	6,400	6,500
• Percent completed within:					
○ Less than 1 hour	*	11%	50%	13%	25%
○ 1 to 4 hours	*	69%	45%	66%	60%
○ More than 4 hours	*	20%	5%	21%	15%
• Emergency service requests responded to within 30 minutes	95%	97%	98%	99%	95%
Custodial Services					
• Total area provided with custodial services (GSF)	279,200	279,200	336,200	304,200	361,900
• Total number of restrooms	106	106	140	110	116
• Total desk-side trash cans emptied daily	990	1,360	1,090	1,434	1,500
• Total number of meeting set-ups	*		50	50	50
Road Signs					
• Total number of sign work orders completed	218	304	300	380	375
• Number of inspections performed during the fiscal year	3	3	4	4	4
• Signs repaired/replaced:					
○ Within 7 days of notification when sign is in stock	*	*	96%	*	*
○ Within 45 days of notification when sign must be ordered from sign company	*	*	4%	*	*

* Indicates data not available for, or procedures or programs not in place during that time period.

Budget Highlights

- During FY 2006-07, the Division added a permanent daytime Custodian position to provide daytime custodial services at the Homestead Road Campus. In addition, the Department contracted with Orange Enterprises to provide regular custodial services at the new Seymour Senior Center.
- The 12-Month Estimate is projected to exceed budget in electricity, water, natural gas and propane gas.

Public Works - Buildings and Grounds - continued

- Will add Meadowlands Annex (22,000 gross square feet) and the Seymour Senior Center (25,000 gross square feet) for a full year and the Gateway Center offices (46,700 gross square feet) for approximately 4 months during FY 2007-08.
- The FY 2007-08 Department Request includes the Division requesting one new permanent full-time Accounting Technician position and two new permanent full-time Custodian positions.

Public Works - Motor Pool

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Public Works - Motor Pool (General Fund)						Account: 3405
Personnel Services	\$307,323	\$310,253	\$355,513	\$360,135	\$361,648	\$351,595
Operations	(\$171,389)	\$67,525	\$12,348	\$169,075	\$233,797	\$203,797
Capital Outlay	\$422	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$136,356	\$377,778	\$367,861	\$529,210	\$595,445	\$555,392
Offsetting Revenues	(\$82,311)	(\$123,928)	(\$116,124)	(\$119,817)	(\$125,808)	(\$125,808)
County Costs (net)	\$54,045	\$253,850	\$251,737	\$409,393	\$469,637	\$429,584

Major Services

- Maintain the motor vehicles and equipment operated by the County in a safe and reliable condition.
- Provide preventive and corrective maintenance services and all State required emissions and safety inspections.
- Complete repairs to brake, electrical, electronic, suspension and heating/air conditioning systems.
- Maintain a parts and tire inventory to ensure quick service.
- Support a County fleet of over 300 vehicles, including emergency response vehicles, specialized equipment, buses, vans, heavy dump trucks, sanitation trucks, skid steer loaders and pickup trucks.
- Maintain more than 100 pieces of auxiliary equipment, including trailers, tractors, lawn mowers, vehicle mounted wheelchair lifts, animal cages and compressors.
- Operate and maintain the centralized automated fueling systems for gasoline, diesel and compressed natural gas for County-owned vehicles, motorized equipment, outside agencies and Town of Hillsborough vehicles.
- Maintain records and data for vehicles, parts inventory and centralized fueling station.
- Provide twenty-four hour/seven days per week breakdown and after hours assistance for County owned vehicles and emergency/auxiliary power generators.
- Develop and maintain an annual vehicle replacement schedule.
- Maintain a ready state for 14 emergency back-up generators, which involves preventive maintenance and monthly site visits to test the systems.

Objective

- Provide quality, timely maintenance to ensure safe and reliable transportation for all Orange County employees in the performance of their duties. Ensure safe and reliable dispensing of fuel for County, Town of Hillsborough and outside agency vehicles.

Outcomes

- 625 preventive maintenance services completed by the end of FY 2006-07.
- 1,400 corrective maintenance services completed by the end of FY 2006-07.
- Approximately 105 other services performed on County owned equipments such as generators, mowers, trailers and miscellaneous equipment
- Complete annual state emissions test and/or safety inspections on all County-owned vehicles and trailers
- Compressed natural gas fueling facility came on-line, and eight CNG vehicles in service at 03/2007

Public Works - Motor Pool - continued

- Four hybrid vehicles put into service during FY 2006-07
- Use of biodiesel initiated during FY 2006-07
- Fuel conservation activities resulted in approximately 3% reduction in gasoline use, 1.5% fuel use reduction overall (gas and diesel combined)

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Preventive Maintenance Services	465	899	650	625	700
Corrective Maintenance Services	1,560	1,474	1,650	1,400	1,500
Other Services	125	134	200	150	175
TOTAL SERVICES	2,150	2,507	2,500	2,175	2,375
Miles Driven	3,318,892	3,220,863	3,400,000	3,091,000	3,075,000
Gasoline dispensed (gal) – County only	228,604	223,410	N/A	224,144	*
Gasoline dispensed (gal) – Town of Hillsborough	46,681	45,559	N/A	42,563	44,691
Gasoline dispensed (gal) – other	5,640	6,922	N/A	9,767	10,255
Diesel dispensed (gal) – County only	37,057	50,624	N/A	52,544	*
Diesel dispensed (gal) – Town of Hillsborough	8,822	10,021	N/A	11,885	12,480
Compressed natural gas (CNG) dispensed (GGE)	N/A	N/A	N/A	*	*
Fleet Age (% of total)					
0-5 years	43%	*	45%	34%	34%
6-10 years	37%	*	35%	38%	38%
10+ years	20%	*	20%	28%	28%

* Indicates data not available or procedures/programs not in place during that time period.

Budget Highlights

- During FY 2006-07, the County brought online a compressed natural gas (CNG) fueling station to be initially used by county vehicles that have been converted to use compressed natural gas. The fueling station also is available and has been utilized by citizens.

Public Works - Motor Pool - continued

- New chargeback rates are effective July 1, 2007. The Public Works Department and the Budget Office have a long-range plan to continue examining the chargeback structure on an annual basis and look at the impact of alternative fuel vehicles.

Public Works - Sanitation

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Public Works - Sanitation (General Fund)						Account: 3410
Personnel Services	\$740,614	\$769,616	\$840,316	\$849,762	\$0	\$0
Operations	\$904,976	\$961,219	\$1,067,974	\$1,089,346	\$0	\$0
Capital Outlay	\$0	\$3,817	\$350	\$3,320	\$0	\$0
Total Expenditures	\$1,645,589	\$1,734,652	\$1,908,640	\$1,942,428	\$0	\$0
<i>Offsetting Revenues</i>	<i>(\$38,568)</i>	<i>(\$56,440)</i>	<i>(\$45,152)</i>	<i>(\$45,152)</i>	<i>\$0</i>	<i>\$0</i>
County Costs (net)	\$1,607,021	\$1,678,212	\$1,863,488	\$1,897,276	\$0	\$0

*This division has been transferred to the Solid Waste Enterprise Fund, effective July 1, 2007.

Purchasing

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Purchasing (General Fund)						Account: 2400
Personnel Services	\$228,209	\$243,294	\$314,812	\$295,132	\$311,342	\$301,521
Operations	\$12,174	\$7,766	\$13,230	\$12,279	\$13,230	\$13,230
Capital Outlay	\$0	\$1,119	\$3,000	\$6,295	\$0	\$0
Total Expenditures	\$240,383	\$252,179	\$331,042	\$313,706	\$324,572	\$314,751

Major Services

- Issue purchase orders for all goods and services costing more than \$100, and solicit bids for all items whose value collectively exceeds \$5,000.
- Administer capital projects as identified in the Capital Improvements Plan (CIP).
- Maintain fixed asset records and dispose of assets at the end of their useful County life.
- Review contracts to ensure compliance with County policies.
- Coordinate space allocations and leases including administering all leases with and for the County, drafting leases for attorney review and for Board of Commissioner approval.
- Administer the telephone system, analyzing system needs and making changes as necessary.
- Maintain data and bill departments for telephone services, duplicating, postage and central stores.

Objective

Continue to implement Environmentally Preferable Products Purchasing Program and High Performance Building Standards in County purchases and building projects.

Outcome

Products used by County departments will include an environmental standard in their specification with the intent to purchase only those products with the least environmental impact. Specific examples of products include cleaning products and other chemicals used by the County and products from paper to building materials that utilize recycled content. Buildings constructed by the County will overall have less environmental impact, both in their construction and on-going operation, than a conventionally built building.

Measures

- All buildings constructed and/or renovated by the County, or for which the County contributes a significant portion of construction costs, will be designed using elements of the High Performance Building Standards.
- All cleaning products that have environmentally sensitive alternatives are purchased for use in County buildings, to the extent feasible.

Objective

- To continue pursuing options that may become available in addressing space needs, as presented to the Board of Commissioners in January 2007.
- Develop implementation strategies for specific projects endorsed by the Board of Commissioners and consistent with available funding.

Purchasing – continued

Outcomes

- Departments will have space needs addressed in an orderly and timely manner, thereby eliminating potential lost productivity due to overcrowded conditions.
- Advance planning will allow departments to prepare for likely disruptions, which occur during renovations of buildings and/or relocation of departments.
- Workplace safety issues can be handled more effectively in facilities that are not overcrowded.
- County financial resources will be used more efficiently by diverting lease funds toward County-owned property, resulting in a better long-term investment.

Measures

- The Space Study recommendations are implemented according to the phases outlined in the 2005 report, as updated in January 2007.

Objective

Pursue the timely development/completion of the Justice Facility Expansion

Outcomes

The orderly planning and construction of court facilities in Orange County.

Measures

- Construction is begun.
- Farmer's Market is constructed to allow use for a portion of the 2007 growing season.

Objective

Pursue timely development of the Central Orange Senior Center, within established budgets and timelines.

Outcomes

- Opening this facility will complete this phase of senior center development and will provide conveniently located services to all of the County's seniors.
- Transition to the new facility at the Sportsplex will eliminate annual rental payments.

Measures

- Commissioners approve a Construction Manager at Risk Contract that includes a Guaranteed Maximum Price for construction of the Central Orange Senior Center;
- Construction of the new facility begins and maintains momentum pursuant to the established milestones throughout the project period.

Objective

Pursue the timely development/completion of the buildings associated with the West Margaret Lane County Campus.

Purchasing – continued

Outcomes

A substantial portion of the County's Space Plan that was first published in 2000 with revisions and updates in 2005 and 2007 will be achieved, thereby addressing long-term needs for operational space for the land services related departments and the library.

Measures

- Programming with proposed occupants of the three facilities is completed and provided to the Construction Manager at Risk in a timeframe and manner that facilitates the completion of the buildings as agreed.
- Construction of the Gateway Building is completed and occupied by the Register of Deeds, Land Records, Tax Assessor and Revenue Departments pursuant to the agreed upon timeline.

Objective

Pursue timely development of the 9-1-1 Center on Meadowland Drive, Hillsborough, within established budgets and timelines.

Outcomes

- Achieves another component of the Space Study by providing a location for Emergency Services that will provide additional space for current operations in a location that can also offer long-term growth opportunities.

Measures

- Commissioners approve a Construction Manager at Risk Contract that includes a Guaranteed Maximum Price for upfit of the Meadowlands facility;
- Construction of the new facility begins and maintains momentum pursuant to the established milestones throughout the project period.

Budget Highlights:

- The approved budget for FY 2007-2008 maintains the current level of service.

Recreation and Parks Services

Summary

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
By Program (General Fund)						
Recreation and Parks	\$1,362,518	\$1,416,107	\$1,626,389	\$1,610,528	\$1,984,720	\$1,715,039
Total Expenditures	<u>\$1,362,518</u>	<u>\$1,416,107</u>	<u>\$1,626,389</u>	<u>\$1,610,528</u>	<u>\$1,984,720</u>	<u>\$1,715,039</u>
<i>Offsetting Revenue</i>	(\$249,612)	(\$232,696)	(\$275,897)	(\$285,160)	(\$297,365)	(\$282,321)
County Costs (net)	<u>\$1,112,906</u>	<u>\$1,183,412</u>	<u>\$1,350,492</u>	<u>\$1,325,368</u>	<u>\$1,687,355</u>	<u>\$1,432,718</u>
Related Program (General Fund)						
Other Municipal Support	125,108	125,108	125,108	125,108	125,108	125,108
Total Expenditures	<u>\$1,487,626</u>	<u>\$1,541,215</u>	<u>\$1,751,497</u>	<u>\$1,735,636</u>	<u>\$2,109,828</u>	<u>\$1,840,147</u>

Recreation and Parks

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Recreation and Parks (General Fund)						Account: 5100
Personnel Services	\$957,361	\$1,043,509	\$1,150,918	\$1,159,708	\$1,383,261	\$1,213,035
Operations	\$343,668	\$338,237	\$460,471	\$425,878	\$528,645	\$500,590
Capital Outlay	\$61,489	\$34,362	\$15,000	\$24,942	\$72,814	\$1,414
Total Expenditures	\$1,362,518	\$1,416,107	\$1,626,389	\$1,610,528	\$1,984,720	\$1,715,039
Offsetting Revenues	(\$249,612)	(\$232,696)	(\$275,897)	(\$285,160)	(\$297,365)	(\$282,321)
County Costs (net)	\$1,112,906	\$1,183,412	\$1,350,492	\$1,325,368	\$1,687,355	\$1,432,718

Major Services

- Provide a variety of instructional recreation activities, including arts and crafts, nature oriented classes, fitness/wellness training, lunch hour programs, youth summer camps, recreation trips, special events, festivals, a performance series and general recreation programs for citizens of all ages. Increase interaction with other departments for the delivery of services.
- Implement leisure programs for special citizens, including, teens, developmentally, cognitively and physically challenged individuals.
- Implement a variety of athletic programs for youth, teens and adults, to include sports leagues and camps, instructional programs and clinics, special athletic events, coaches' criminal background checks and coaches' training.
- Strive to accommodate all interested individuals in these programs, without cut-offs, as possible within available resources in order to develop and reinforce healthy lifestyles and combat obesity in both youth and adults.
- Continue to develop and promote programs for teens in order to combat encroaching incidents of gang activity and violence.
- Continue to develop a parks division within the department with which the County's developed and undeveloped parks and preserves can be constructed, managed and operated.
- Provide for citizens a Program and Facilities Guide three times each year, as a means of promoting and increasing citizen awareness of all of the programs, parks and functions of the Department.
- Increase customer satisfaction by providing a Department website, affording the opportunity for mail-in registration, improving the facility reservation process, providing better service associated with reservations and more suitably identifying the County's recreation centers and offices.
- Operate the Little River Regional Park and Natural Area in conjunction with our Durham County partners.
- Manage the construction of the West Ten Soccer Center, Northern Community Park, Central Recreation restroom renovations, and other projects as timing requires.

Goal

Improve the Department's ability to manage the construction, operation and conservation of developed and undeveloped park and preserve lands.

Objectives

- Recruit, hire and train personnel, both full and part time with the essential experience and education required to manage park operations as well as the support functions required.
- Participate in the planning and development process for new parks and preserves.

Recreation and Parks - continued

- Continue to evaluate and select equipment and materials necessary to carry out essential tasks.
- Assess and evaluate products and procedures available for development and use while planning for the operation and maintenance needs for current and future parks.
- Manage the construction projects scheduled to begin during this fiscal year or soon thereafter: Northern Park, Fairview Park and West Ten Soccer Center.
- Provide in-house mowing and operations at New Hope, Millhouse, Twin Creeks and Hollow Rock properties.

Goal

Continue to improve Customer Service.

Objectives

- Provide adequate access for disabled persons to all recreation centers.
- Properly identify all recreation centers, developed parks and preserves.
- Assist with set up and breakdown for facility reservations. Assist as may be required for athletic reservations.
- Monitor and evaluate reservation management procedures.
- Provide building improvements at the Central Recreation Center through capital funding which will allow restroom renovation. This renovation will address delivery of hot water to the restrooms as well as handicapped access.

Goal

Provide comprehensive opportunities in the delivery of Recreation Programs and Services.

Objectives

- Provide recreation and athletics programs for people of all ages, interests and abilities.
- Increase opportunities in athletics, in particular with the formation of adult leagues and activities.
- Provide a "Performance Series" including the fifth annual Gospel Festival, fifth annual Jazz Festival, third annual Community Theatre Program and third Annual Bluegrass Festival.
- Continue to develop the "Arts Studio" at the Northern Human Services Center.
- Identify area facilities, which may be available for use.
- Assist Chapel Hill Parks and Recreation with the year 'round Special Olympics Program.

Goal

Operate The Little River Regional Park and Natural Area.

Objectives

- Monitor and address needs associated with increased park operating hours and increased visitor ship anticipated during the summer months.
- Initiate and monitor Group Camping activity.
- Renovate, repair and stabilize identified trail sections.
- Evaluate, and manage the parking capacity and septic capacity to determine park capacity and/or possible future capital improvement needs.
- Determine the final disposition of the Laws House.

Recreation and Parks - continued

- Develop MOU with adjacent landowner for the construction and use of equestrian trails.
- Continue to develop environmental programming initiative within budgetary resources.
- Develop Interpretive signage throughout the park.
- Construct an amphitheatre and additional kiosks in the park.
- Develop a Park Operational Guidelines document in conjunction with Durham County, for consideration by both Boards of Commissioners.
- Renegotiate the Interlocal Agreement between Durham and Orange County.

Goal

Begin the start-up operation of the West Ten Soccer Center. Prepare the Center for opening.

Objectives

- Order Equipment and supplies necessary for Center operations and maintenance.
- Recruit and orient staff needed to begin maintenance in September of 2007.
- Prepare for full take over of the Center in March 2008, Field opening in August 2008.
- Develop Public Private Partnerships.
- Develop field surfaces and field use policy using best field management practices.

Goal

Begin the start-up operation of Northern Community Park. Prepare the Park for opening.

Objectives

- Order Equipment and supplies necessary for Park operations and maintenance.
- Recruit and orient staff needed to assist with development and oversight in November of 2007.
- Prepare for full take over of the Park in the March-June, 2008 time frame. Park opening in the August-September 2008 time frame.
- Develop field surfaces and field use policy using best field management practices.

Budget Highlights:

- The approved Budget for FY 2007-08 includes three (3) new positions, an Athletic Program Supervisor (1.0 FTE – effective January 1, 2008) to provide technical and supervisory services in the delivery of programs, including tournaments and leagues to the West Ten Soccer Center and other parks and facilities as needed; a Parks Conservation Specialist/Turfgrass Manager (1.0 FTE – effective September 1, 2007), and a Parks Conservation Technician II (1.0 FTE – effective November 1, 2007) both to provide maintenance operations and care for the West Ten Soccer Center and the Northern Park.
- Increases in Operations for FY 2007-08 covers costs associated with the West Ten Soccer Center and Northern Park and to cover increases in Motor Pool, additional department supplies due to increased participation in programs, from which at least 75% of direct costs are recovered through fees charged, and in electricity costs due to the additional lighted facilities at Efland-Cheeks, the Community School Park, as well as extended use of the Orange High School Tennis Courts, which reflects actual spending during FY 2006-07.
- The Capital Outlay for FY 2007-08 includes the purchase of equipment needed to implement credit card processing for payment of program and athletic fees.

Recreation and Parks - continued

- Reductions in temporary personnel include the discontinuation of the Afterschool program for FY 2007-08. The Efland-Cheeks Community Center will be open on a reduced hours schedule and the Homestead Community Center will only be available for paid reservations or internal use.
- The increase in Revenues for FY 2007-08 includes Approved increases in Facility fees.

Register of Deeds

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Register of Deeds (General Fund)						Account: 3250
Personnel Services	\$765,791	\$781,156	\$857,449	\$816,022	\$859,598	\$829,209
Operations	\$132,034	\$145,181	\$180,085	\$172,934	\$181,834	\$181,834
Capital Outlay	\$2,005	\$2,035	\$1,220	\$1,220	\$650	\$650
Total Expenditures	\$899,830	\$928,373	\$1,038,754	\$990,176	\$1,042,082	\$1,011,693
Offsetting Revenues	(\$1,840,574)	(\$1,837,819)	(\$1,856,328)	(\$1,920,417)	(\$1,948,799)	(\$1,948,799)
County Costs (net)	(\$940,744)	(\$909,446)	(\$817,574)	(\$930,241)	(\$906,717)	(\$937,106)

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
- Issue certified copies of public permanent records
- Respond to citizen inquiries
- Special Projects

Objective

- Review each document presented for registration to ensure compliance with *NC General Statutes* and submit to Land Records for PIN (Parcel Identifier Number) assignment within five minutes of receiving the document.
- Within ten minutes of receiving the document from Land Records, complete the filing process by affixing book/page, date/time, collect and receipt.
- Index each document--names of parties, book/page, PIN and description within twenty minutes of filing (first phase of permanent record creation).
- Quality Control Check: Examine each document to ensure compliance with NC recording laws and NC Notary Public laws.
- Scan documents within four to six hours of recording; print copies for the permanent record books.
- Return all documents to designated party within 2 to 4 days of filing.
- Index births, deaths, marriages by name, book/page/date same day as received; update records with subsequent amendments as received from the State Office or Health Department.
- Issue marriage licenses and maintain permanent marriage records.
- Respond to citizens requesting certified copies of the public records as requests are received.
- Promptly and courteously assist citizens in obtaining information regarding personal and real property, vital, military discharge and notary records.
- Special Projects
 - Index, scan and label "old" birth records
 - Scan associated images of pre-1995 indexed records
 - Index and scan accounts payable and revenue records

Outcomes

- Each document was reviewed and certified to proof of acknowledgment of execution and other prerequisites to registration to ensure compliance with NC recording laws and

Register of Deeds – continued

submitted each land-related document to Land Records for PIN (Parcel Identifier Number) assignment within five minutes of presentation approximately 99% of the time.

- Completed the filing process, after document was returned from Land Records, affixed book and page, time and date, collected/receipted fee within ten minutes, approximately 98% of the time.
- Indexed document within twenty minutes of filing process approximately 97% of the time (this phase gives notice to title searchers that the document is on file).
- Each document processed by the Quality Control Supervisor within 24 hours of recording 99% of the time.
- Scanned recorded documents within three hours of recording approximately 98% of the time and printed permanent record book copies
- Returned filed documents to designated party within 2 to 4 days of filing approximately 97% of the time
- Issued marriage license within 20 minutes of application approximately 99% of the time.
- Indexed births, deaths the same day received approximately 99% of the time, marriages indexed within an hour after issuance approximately 97% of the time.
- Responded to citizens' requests courteously and timely.
- Special Projects:
 - Indexed, scanned and labeled approximately 15,000 "old" birth records
 - Scanned approximately 65,000 associated images of pre-1995 indexed records
 - Scanned and indexed approximately five years of accounts payable and revenue records
 - Scanned, indexed and labeled associated images of indexed records pre-1985

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Deeds, Deeds of Trust, D/T Cancellations, other documents, UCCs recorded, scanned and indexed	27,200	24,951	33,000	26,904	27,308
Land transfers, splits and merges created	4,300	4,500	4,560	This task assumed by Land Records	This task assumed by Land Records
Marriage Licenses issued	841	809	718	705	716
Births indexed	3,275	3,817	3,830	3,804	3,861
Deaths indexed	1,455	1,468	1,590	1,512	1,535
Certified copies of Vital records issued	16,367	16,649	16,365	17,355	17,615

Budget Highlights

- Offsetting revenues for this department anticipate that recording activity will increase slightly.
- The approved capital includes an additional storage cabinet (\$650).

Rents and Insurance

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Rents and Insurance (General Fund)						Account: 2402
Operations	\$25,025	\$25,922	\$123,194	\$123,344	\$518,154	\$423,914
Total Expenditures	\$25,025	\$25,922	\$123,194	\$123,344	\$518,154	\$423,914
Offsetting Revenues	(\$189,450)	(\$190,123)	(\$191,545)	(\$192,145)	(\$191,545)	(\$191,545)
County Costs (net)	(\$164,425)	(\$164,201)	(\$68,351)	(\$68,801)	\$326,609	\$232,369

Major Services

- Administrative account in which lease amounts for the following properties are budgeted:
 - Contribution for lease at Carrboro Plaza to provide a Driver License Bureau office in southern portion of County.
 - Gateway Center; Occupants: Register of Deeds, Land Records, Tax Assessor, Revenue
 - Property leased for County employee temporary parking on Cameron Street

Note: The following leased facilities are included in departmental budgets:

- Carr Mill Mall: 52% Health Department; Dental Clinic space
- Carr Mill Mall: 48% Courts; Public Defender space
- Meadowlands senior center site: Department on Aging
- 110 N. Churton St. Hillsborough: Child Support Enforcement
- 103 Laurel Avenue, Carrboro : Courts.
- Cornerstone: Recreation and Parks; Parks Operations Base
- Building insurance is also budgeted in this account.

Objective

To ensure that all lease renewals are presented to the Board of Commissioners for approval no less than 45 days prior to lease expiration.

Outcomes

- Leases are considered by the Board in advance of their expiration date. This provides ample discussion time for issues that may arise as a result of the renewal.

Measures (Note: Date indicates renewal due)

LEASES IN WHICH THE COUNTY IS TENANT	Lease Term Expiration
103 Laurel Avenue; Carrboro	6/30/08
Driver License Office; Carrboro	County contribution to state for lease
Carr Mill Mall; Carrboro	6/30/08
Meadowlands Senior Ctr	8/30/06
Gateway Center	1 year from occupying bldg.
110 N. Churton St. Hillsborough	11/30/08
Cameron St. temporary parking lot	3-31-09

Rents and Insurance- continued

Measures (Note: Date indicates renewal due)

LEASES IN WHICH THE COUNTY IS LANDLORD	
501 W. Franklin St. Tenants	
O.C. Visitor's Bureau	indefinite
Terra Dotta, Inc.	12/31/07
Builders Supply; Valley Forge Road, Hillsborough.	9/30/07

Budget Highlights:

- Increases reflective of six-months of lease payments for the Gateway Building (\$282,720) and a full year of lease payments (\$18,000) for temporary parking facility on Cameron Street.

Sheriff

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Sheriff (General Fund)						Account: 7100
Personnel Services	\$7,005,029	\$7,149,200	\$7,443,398	\$7,515,236	\$7,922,142	\$7,531,831
Operations	\$1,156,069	\$1,173,210	\$1,308,450	\$1,301,432	\$1,373,735	\$1,357,475
Capital Outlay	\$104,499	\$3,366	\$0	\$30,590	\$5,700	\$5,700
Total Expenditures	\$8,265,597	\$8,325,775	\$8,751,848	\$8,847,258	\$9,301,577	\$8,895,006
Offsetting Revenues	(\$2,594,100)	(\$3,134,717)	(\$2,845,768)	(\$3,102,200)	(\$2,905,035)	(\$3,170,035)
County Costs (net)	\$5,671,497	\$5,191,058	\$5,906,080	\$5,745,058	\$6,396,542	\$5,724,971

Major Services

- Provide continuous 24-hour routine patrol service to the entire county.
- Respond to crimes in progress, citizen complaints and incident investigations.
- Provide security checks for homes and businesses on a 24 hour basis.
- Seek out wanted persons and serve criminal processes.
- Serve civil processes as mandated by the court.
- Provide school/community resource deputies for Orange County's high and middle schools, to prevent school violence and work with at risk students in the community.
- Operate the County Jail Facility.
- Provide courtroom security for the courts and courthouse property.
- Transport inmates to court and maintain custody of same during court trials, transport inmates to and from other jail facilities and state prisons.
- Organize community watch and crime stoppers programs, assist citizens in protecting their property.
- Conduct the D.A.R.E./C.A.R.E./GREAT programs in the county school system.
- Provide assistance to domestic violence victims, child abuse and aid crisis victims.
- Provide assistance to the elderly and handicapped, providing assistance with their care and daily checking their well-being.

Objective

Increase citizen participation into communities now not actively organized or participating in community watch programs. 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.

Outcomes

- Increase citizen awareness, participation and involvement in community watch and community policing.
- Reduce the number of property crimes by 10%.
- Reduce the number of larcenies by 15 %.

Sheriff - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Number of OCSO Break-ins	474	438	580	334	350
Number of OSCO Larcenies	836	606	850	375	425
Number of OCSO suspicious/persons/conditions	10,155	11,597	12,848	11,597	12,200

Crisis Division

Objective

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.

Outcomes

- The staff will continue screening all reports from the OCSO and initiate contact with victims of domestic violence with a follow-up rate of 95 %.
- The staff will provide crisis intervention and will continue to provide assistance to victims as needed.
- The staff will coordinate training sessions on victims of crime issues twice yearly.
- The staff will provide, upon request training on issues relating to victims of crime issues for other law enforcement agencies, community groups, the District Attorney's Office, Judges, Magistrates and Department of Social Services.
- Reduce incidence of domestic violence by 10%.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Number reported domestic violence incidents	3100	3120	3650	3302	3500
Number of child abuse cases	204	225	250	225	300
Number of juvenile contacts by deputies (state law now requires juvenile contacts be reported)	11,000	10,486	12,500	21,804	21,804

Objective

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.

Outcomes

- Respond to 100% of citizens concerns regarding neighborhood drug and crime problems
- Target and reduce repeat calls for service in the same areas by 10%.

Sheriff - continued

- Continue our present level of DARE/CARE/GREAT Crime Prevention programs and sex battery /safety classes and increase student contacts by 50% through the DARE/CARE/GREAT program.
- Through our community policing program implement strategies involving citizens and law enforcement efforts to reduce street corner drug use and drug sales by 10 %.
- To continue our school resource deputy program to reduce crime and incidents of violence in our schools.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Number of drug arrest in targeted neighborhoods	441	438	750	513	525
Increase juvenile contacts through DARE/CARE/ GREAT Classes	13,975	14,280	14,500	16,800	17,200

Objective

Meet federal and state jail standards as mandates.

Outcomes

- Provide safe housing and security for housed federal and state inmates.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Average number of federal inmates per month	80	80	89	80	80
Number of state/federal regulations, inspections and compliance not met.	0	0	0	0	0
Average number of inmates per month	145	150	185	169	169

Budget Highlights:

- Increases in Operating costs for FY 2007-08 include Motor Pool costs associated with rising fuel costs, and costs associated with Year 1 of the Electronic Monitoring Grant Project, which began in February 2007.
- The Capital Outlay for FY 2007-08 reflects equipment costs associated with implementing the Electronic Monitoring Project, which is completely offset by revenues.

Department of Social Services

Summary

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
By Program (General Fund)						
Administration	\$1,430,994	\$1,328,365	\$1,509,393	\$1,572,547	\$1,955,987	\$1,921,984
Children/Family Services	\$4,032,439	\$4,079,836	\$4,696,204	\$4,458,906	\$4,754,485	\$4,633,724
Economic Services	\$2,939,240	\$3,234,516	\$3,832,289	\$3,873,153	\$4,217,659	\$4,111,212
Public Assistance	\$4,651,983	\$4,946,183	\$5,103,280	\$5,294,947	\$5,654,732	\$5,109,732
Skills Development Center	\$68,514	\$60,096	\$76,443	\$63,845	\$76,554	\$75,163
Subsidy	\$4,751,292	\$4,907,022	\$4,914,371	\$5,251,682	\$5,594,192	\$5,594,192
Veterans' Services	\$56,321	\$58,858	\$62,570	\$61,724	\$62,746	\$60,836
Total Expenditures	\$17,930,784	\$18,614,875	\$20,194,550	\$20,576,804	\$22,316,355	\$21,506,843
<i>Offsetting Revenue</i>	(\$9,404,269)	(\$10,204,510)	(\$9,932,808)	(\$11,220,207)	(\$11,455,691)	(\$11,575,691)
County Costs (net)	\$8,526,515	\$8,410,365	\$10,261,742	\$9,356,597	\$10,860,664	\$9,931,152

Social Services - Administration

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Social Services - Administration (General Fund)						Account: 4001
Personnel Services	\$1,060,548	\$952,887	\$1,118,638	\$1,113,810	\$1,138,501	\$1,104,498
Operations	\$339,042	\$352,836	\$385,755	\$420,641	\$733,886	\$733,886
Capital Outlay	\$31,404	\$22,642	\$5,000	\$38,096	\$83,600	\$83,600
Total Expenditures	\$1,430,994	\$1,328,365	\$1,509,393	\$1,572,547	\$1,955,987	\$1,921,984
Offsetting Revenues	(\$195,921)	(\$209,493)	(\$203,111)	(\$203,111)	(\$203,197)	(\$203,197)
County Costs (net)	\$1,235,073	\$1,118,872	\$1,306,282	\$1,369,436	\$1,752,790	\$1,718,787

Major Services

- Administration and Fiscal Support for Department Divisions and the Social Services Board
- Multi-site Reception/Switchboard services for information, referral and agency access
- Management of accounts payable and receivable

Objectives

- Assure compliance with fiscal and program audit requirements
- Provide prompt and friendly services to the public
- Assure access for persons with Limited English Proficiency
- Maximize state and federal funds available to Orange County for Social Services

Outcomes

- Have had no material or significant findings in the single county audit
- Collected 101 percent of budgeted revenue available to Orange County
- Provided 27,857 walk-ins with referrals, information requests, and/or service access assistance
- Bilingual receptionists were available at each site to assist public with language barriers
- Maintained contracts with qualified interpreters
- Maintained expenditures within approved county budget

Budget Highlights

- The FY 2007-08 approved budget includes the purchase of two hybrid cars to cut down on the amount of personal mileage driven by the Social Workers who conduct home visits and are assigned to the Chapel Hill office.
- \$340,000 is approved to automate the Social Services client files. The purchase, installation and training for this system will be partially reimbursed by increased State and Federal revenues that are budgeted in other Social Services divisions.

Social Services - Child/Family Services

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Social Services - Child/Family Services (General Fund)						Account: 4002
Personnel Services	\$3,462,212	\$3,482,075	\$3,924,154	\$3,681,994	\$3,937,119	\$3,816,358
Operations	\$570,227	\$597,761	\$772,050	\$776,912	\$817,366	\$817,366
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$4,032,439	\$4,079,836	\$4,696,204	\$4,458,906	\$4,754,485	\$4,633,724
Offsetting Revenues	(\$1,675,522)	(\$1,962,451)	(\$1,760,645)	(\$2,158,495)	(\$2,120,382)	(\$2,165,982)
County Costs (net)	\$2,356,917	\$2,117,385	\$2,935,559	\$2,300,411	\$2,634,103	\$2,467,742

Major Services

- Conduct Child Protective Services (CPS) intake and investigations
- Provide protective services treatment and substitute care for children
- Provide adoption services
- Conduct adult protective services investigations
- Provide adult in-home services
- Coordinate adult out-of-home placement
- Act as guardian and protective payee for incompetent or disabled adults

Child Protective Services

Objective

- Protect children by responding to referrals made alleging abuse, neglect, and/or dependency, providing services, preventing unnecessary removal, and achieving permanence expeditiously

Outcomes

- Provided CPS coverage 24 hours per day year round
- Completed CPS screenings and conducted investigations/assessments where appropriate
- Used a two level decision making process when a child's removal is considered
- Ensured parent education and/or family therapy were available and utilized when indicated
- Placed children in adoptive homes when termination of parental rights (TPR) was achieved

Social Services - Child/Family Services - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Total Children's Services inquiries	4,566	4937	5,000	4,700	4,900
CPS investigations completed	785	759	820	700	750
Children in households reported for suspected child abuse/neglect	1,162	1,240	1,250	1,374	1,449
Average number of Families receiving child welfare services	192	186	220	200	220
Individuals receiving parenting services	117	118	160	130	145
# children in DSS legal custody	136	136	130	140	140
# children who entered custody	56	59	65	70	70
# children freed for adoption	16	13	18	12	15
# children who achieved permanence	53	69	65	57	60
# children adopted	12	22	28	15	18

Adoption

Objective

- Assure the prompt availability of appropriate, prepared foster and adoptive families for the children in DSS custody

Outcomes

- Sufficient number of homes were available to assure timely placement of DSS children
- Provided required pre-service training (30 hours) for all applicants
- Completed approval process for applicant families within 60 days of their having completed pre-service training

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Monthly recruitment activities	3	4	5	6	6
Total # of children who are placed in adoptive homes	15	20	23	22	20
Pre-service training	5 groups/yr (150 hrs)				
# Licensed Foster Homes	69	73	85	75	80

Social Services - Child/Family Services - continued

Adult Services

Objective

- Protect elderly and disabled adults by responding to referrals alleging abuse, neglect, and/or exploitation, maintaining them in their own homes when possible, facilitating appropriate placements, and providing payee or guardianship services as appropriate

Outcomes

- Provided Adult Protective Services (APS) intake coverage 24 hours per day year round
- Provided Community Alternative Program (CAP) and in-home services to appropriate individuals
- Provided information regarding placement resources and level of care needed
- Monitored all adult care homes monthly for compliance with state standards
- Provided guardianship services and acted as protective payee for individuals when no other resource could be identified in the community

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
APS investigations	46	32	50	38	40
% confirmed	33%	17%	35%	45%	40%
CAP clients	74	84	86	86	86
In-home services clients	22	30	25	34	36
Adults receiving heavy care services	32	35	33	35	35
Guardianship cases	19	22	22	20	22
Payee cases	18	20	15	18	20

Budget Highlights

- Agency continued to use IV-E waiver funds to address child welfare needs. There are some minor changes in the IV-E waiver and State Foster Care reimbursements due to some proposed state changes.
- Although additional contract funds for 2007-08 were not requested for this purpose, the agency anticipates the need to utilize a temporary social work agency if turnover remains high. The agency proposes to transfer lapsed salary to pay this if necessary.
- Continued high demand and anticipated rate increases have necessitated an increase in the contract services for in-home aide services for elderly and disabled adults.
- The agency contract attorney has requested an increase to \$175 per hour. This contract provides legal consultation for all child welfare, guardianship and adult protective services cases. Information from other counties suggests that many agencies are experiencing increase in their contract attorney rates. These costs will receive approximately 50% in federal reimbursements.

Social Services - Economic Services

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Social Services - Economic Services (General Fund)						Account: 4030
Personnel Services	\$2,506,122	\$2,858,489	\$3,371,829	\$3,246,731	\$3,645,818	\$3,539,371
Operations	\$433,118	\$376,027	\$460,460	\$515,104	\$571,841	\$571,841
Capital Outlay	\$0	\$0	\$0	\$111,318	\$0	\$0
Total Expenditures	\$2,939,240	\$3,234,516	\$3,832,289	\$3,873,153	\$4,217,659	\$4,111,212
Offsetting Revenues	(\$3,276,340)	(\$3,454,506)	(\$3,823,270)	(\$4,025,502)	(\$4,211,196)	(\$4,285,596)
County Costs (net)	(\$337,100)	(\$219,990)	\$9,019	(\$152,349)	\$6,463	(\$174,384)

Major Services

- Provide funding for staff administering various Public Assistance programs, the Work First and Adolescent Parenting programs
- Provide orientation group sessions for Work First participants
- Assess Work First families' needs, strengths, and barriers to employment
- Provide job preparation sessions for groups and individuals
- Provide training and supportive services (such as child care and transportation)
- Assist Work First families to obtain employment
- Provide counseling and referral services
- Provide four quarterly adult training classes

Work First

Objective

- Move public assistance families into employment and toward self-sufficiency and personal responsibility

Outcomes

- Enabled 180 families to avoid welfare through Diversion Assistance
- Enabled 100 recipients to obtain employment
- Tracked families for 12 months after Work First assistance ended
- Assisted 35 public assistance recipients in improving their skill level by accessing short-term vocational training
- Conducted 4 two-week life management and 90 job keeping/seeking workshops
- Provided intensive employment services to 100 recipients
- Provided adult drivers' training to 20 Work First recipients

Social Services - Economic Services - continued

Measures: Work First

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Families Assessed	180	200	200	190	180
Employed Families (unduplicated)	130	116	110	110	120
Training Completions	40	32	35	32	40
Work Experience Sites	45	49	40	50	60
County Participation Rate	37%	43%	50%	50%	65%
Job Readiness/Preparation Workshops	64	129	60	108	110

Adolescent Parenting Program

Major Services

- Provide case management services to adolescent parents to delay future pregnancies
- Develop a contract with teen parents and volunteers to ensure continuance of education and completion of high school
- Recruit one on one volunteers to serve as mentors for adolescent parents
- Coordinate and collaborate with other agencies/organizations providing services to adolescent parents

Objectives

- Delay second pregnancies for adolescent parents
- Support continued school attendance

Outcomes

- 85% percent of teen mothers active in the Adolescent Parenting Program avoided a second pregnancy
- Provided information, education and peer support by conducting 15 peer group meetings
- Ensured that 85% of adolescent parents continue their education
- Assured each adolescent will have a day care arrangement
- Strengthened the involvement and participation of fathers. Fathers are encouraged to become involved with the program as a participant and/or attend monthly peer group meetings with topics ranging from budgeting/finance to dental care for themselves and their children
- Provided intensive case management support for teen parents and their families
- Improved life management and parenting skills for the participants
- Services enabled teen parents to graduate from high school. Five students are projected to graduate in June 2007

Social Services - Economic Services - continued

Measures: Adolescent Parenting Program

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Adolescent Parents	33	32	35	35	35
2 nd Pregnancy Avoidance	91%	97%	85%	85%	85%
Peer Group Meetings	21	16	20	15	15
Education Continuance	91%	91%	85%	85%	85%

Budget Highlights

- The agency is participating in a three-year pilot in the Work First program. Funds were received in 2006-07 and although the exact amount for 2007-08 is unknown, estimates of expenditures and revenues are included in the approved budget. Specifically, the budget includes funds for two time-limited positions that were previously approved by the Board of County Commissioners, incentive funds, and funds for numerous temporary staff, previously approved by the County Manager. Since the exact amount of the Work First Pilot grant is not known, two other time-limited positions approved by the Board of County Commissioners are not currently funded in the 2007-08 budget.
- A new Income Maintenance Caseworker II is approved to help with the increased workload experienced by public assistance staff. Specifically, this would reduce the current average caseload in the Family Medicaid and Food Stamps area from approximately 730 cases to 650 cases.
- The Orange County School System requested, and the Board of County Commissioners approved, that Social Services provide an additional social work position for Gravelly Hill Middle School. The cost of this position, including benefits, is paid through Medicaid funds and funds provided by the Orange County Schools.
- The Chapel Hill-Carrboro School system requested TANF funds to reinstate the Adolescent Parenting position at the school due to current demand. The Employment Security Commission contract will probably not be needed, and the funds from the Work First Block Grant may be used for the Chapel Hill-Carrboro City Schools Adolescent Parenting position. This program has been very effective at helping teen parents finish school. The net impact of these changes is an increase in the contract line item, which is offset by reductions in other Work First line items.

Social Services - Public Assistance

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Social Services - Public Assistance (General Fund)						Account: 4000
Operations	\$4,651,983	\$4,946,183	\$5,103,280	\$5,294,947	\$5,654,732	\$5,109,732
Total Expenditures	\$4,651,983	\$4,946,183	\$5,103,280	\$5,294,947	\$5,654,732	\$5,109,732
Offsetting Revenues	(\$198,666)	(\$228,021)	(\$139,535)	(\$251,282)	(\$143,778)	(\$143,778)
County Costs (net)	\$4,453,318	\$4,718,162	\$4,963,745	\$5,043,665	\$5,510,954	\$4,965,954

Major Services

- Work First Cash Assistance
- Food Stamps
- Medical Assistance
- Special Assistance for Domiciliary Patients
- Emergency Assistance

Objective

- Assist low-income families and individuals with meeting nutritional, medical, and other basic needs

Outcomes

- Provided Work First payments to 350 families per month to help meet the basic needs of dependent children
- Provided Food Stamp assistance to 3,370 households per month to help meet nutritional needs
- Provided Medicaid to 6,475 eligible families and individuals per month to help meet medical expenses
- Provided Special Assistance payments to 276 low-income disabled and elderly adults per month to help meet the costs of rest home care
- Provided emergency assistance to 635 households per month to help alleviate financial crisis situations
- Provided health insurance through Health Choice to 652 children per month

Measures (Figures represent Monthly Averages)

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Work First Cases	361	351	373	350	350
Food Stamps Households	2763	2987	3270	3212	3370
Medicaid Cases	5283	5785	5967	6247	6475
Special Assistance Recipients	238	234	245	248	276
Emergency Assistance Recipients	455	512	635	565	635
Health Choice Recipients	618	652	652	645	652

Social Services - Public Assistance - continued

Budget Highlights

- Caseloads remain high for public assistance, although Food Stamps did not increase this year. (This is the first year without an increase since 2001.)
- The FY 2007-08 Department Request reflects a significant increase in Medicaid expenditures. The approved budget includes funding at current FY 2006-07 funding levels. Although there is discussion about some state relief, the General Assembly has not yet made a decision on this issue.
- Emergency Assistance payments to over 3000 clients are made from several funding sources.

Social Services - Skills Development Center

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Social Services - Skills Development Center (General Fund)						Account: 4031
Personnel Services	\$45,700	\$43,164	\$47,974	\$44,945	\$48,085	\$46,694
Operations	\$22,814	\$16,932	\$28,469	\$18,900	\$28,469	\$28,469
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$68,514	\$60,096	\$76,443	\$63,845	\$76,554	\$75,163
Offsetting Revenues	(\$10,000)	(\$19,029)	(\$10,000)	(\$14,867)	(\$10,000)	(\$10,000)
County Costs (net)	\$58,514	\$41,067	\$66,443	\$48,978	\$66,554	\$65,163

Major Services

- Provide educational, vocational, and human resources development training
- Provide citizens the opportunity to interview with employers on-site
- Provide assessment and case management assistance to Orange County citizens
- Provide job listings and job placement
- Provide labor market and career information to job seekers and employers

Objectives

- Offer businesses the opportunity to recruit qualified workers at one location
- Integrate skill development and employment resources for improved service delivery
- Offer a comprehensive range of services that will enable citizens to improve their skills and employment outlook

Outcomes

- Enabled 520 citizens to obtain employment or increase income
- Made job search easier through the availability of computers and access to the World Wide Web
- Improved the literacy of 475 citizens by providing basic skills training
- Provided educational and vocational training for 2,500 citizens
- Monitored 100% of customer satisfaction surveys for continuous improvement

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Customer Satisfaction Survey	100%	100%	100%	100%	100%
Training Completions					
• Human Resources Development	175	178	200	206	220
• Basic Skills Training (ABE, ESL, GED)	412	421	450	450	475
• Educational and Vocational Training	1,920	1,980	2,200	2,240	2,500
Obtained Employment or Increased Income	400	390	500	520	520
Facility Usage (monthly)	2,100	2,225	2,600	2,720	2,900

Budget Highlights

- This budget maintains the same level of services for the Skills Development Center as in FY 2006-07.

Social Services - Subsidy

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Social Services - Subsidy (General Fund)						Account: 4050
Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0
Operations	\$4,751,292	\$4,907,022	\$4,914,371	\$5,251,682	\$5,594,192	\$5,594,192
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$4,751,292	\$4,907,022	\$4,914,371	\$5,251,682	\$5,594,192	\$5,594,192
Offsetting Revenues	(\$4,045,819)	(\$4,329,011)	(\$3,994,247)	(\$4,564,950)	(\$4,765,138)	(\$4,765,138)
County Costs (net)	\$705,472	\$578,011	\$920,124	\$686,732	\$829,054	\$829,054

Major Services

- Child Day Care Subsidy and Social Casework Services for families
- Assure financial support for children in foster care or adoptive placements (statistics on these children are found in the Child and Family Services Section)
- Provide referral assistance with emergency needs, such as rent or utilities, to low-income families

Objective

- Improve family functioning by providing child care subsidy and casework support services

Outcomes

- Provided child care subsidy for 900 children of working families
- Provided a safe, stimulating, learning environment for 65 children and respite for parents as part of the protection plan when children have been neglected or abused
- Assured that 75 children have child care while low-income parents attended school to meet their goal of self-sufficiency (Primarily high school, technical, trade, or skill development programs)
- Assured that 45 foster children received child care services to supplement foster care services when the foster parent(s) work outside the home
- Assisted families who are in crisis or who live at the shelter for the homeless to become more stable and provided a more secure environment for their children (25 children)
- Provided child care information and referral services to parents on availability, quality and subsidy for child care (1,500 information and referral contacts on child care issues were made)
- Provided supportive casework services to 575 families
- Provided child care for 15 children who have developmental delays or other special needs
- Provided technical assistance to 150 Child Care Providers regarding participation in the DSS Child Care Subsidy Program
- Coordinated training for more than 1,050 child care teachers and providers
- Provided child care subsidy transportation for 45 children
- Sought sufficient funding to assure that full-time employed parents wait no longer than four months for subsidy

Social Services - Subsidy - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Average # of children served per month	682	669	655	670	709
# of children approved for subsidy	319	317	335	350	350
# of Eligibility Re-certifications	368	506	475	485	495
# of Case Consultations	2,740	3,235	3,100	3,350	3,300
# of Information and Referral Contacts	1,512	1,460	1,550	1,700	1,700
Total # of Children served in year	1,045	1,025	1,035	1,050	1,075

Budget Highlights

- Currently the agency has 99 full-time employed parents waiting for child care subsidy.
- The increase in state and federal funds that was received for child care subsidy during fiscal year 2006-07 will continue next year. This should allow for DSS to serve at least some of the new clients applying for subsidy.
- County funds in the amount of \$20,000 have also been budgeted to “payback” the costs for county employees receiving subsidy. The Social Services Board has contacted other government employers to encourage them to adopt this model.
- Little money was utilized from county sponsorship funds, mostly due to the availability of other funds to serve families. DSS proposes to continue to use these funds for matching sponsors as the waiting list begins to grow.

Social Services - Veterans' Services

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Social Services - Veterans' Services (General Fund)						Account: 4003
Personnel Services	\$55,762	\$58,240	\$61,340	\$61,092	\$61,516	\$59,606
Operations	\$559	\$617	\$1,230	\$632	\$1,230	\$1,230
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$56,321	\$58,858	\$62,570	\$61,724	\$62,746	\$60,836
Offsetting Revenues	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)
County Costs (net)	\$54,321	\$56,858	\$60,570	\$59,724	\$60,746	\$58,836

Major Services

- Assist Veterans in accessing compensation, pension, and other benefits
- Provide education and publicity for veterans and the public
- Provide advocacy and information/referral for Orange County veterans

Objective

- Ensure that veterans, their families, and the community know about the benefits/services available and assist them in accessing those services

Outcomes

- Ensured current and accurate information on Veterans' benefits is available throughout the county
- Assisted Orange County veterans to access or continue to receive local, state, and federal benefits as appropriate

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Contacts	2,836	2,876	3,036	3,151	3,500
Compensation Applications	87	194	149	109	149
Education Applications	3	2	9	9	9
Burial Applications	1	17	16	20	24

Budget Highlights

- The approved budget for FY 2007-08 provides funds to continue the current level of service.

Soil and Water

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Soil and Water (General Fund)						Account: 6300
Personnel Services	\$246,382	\$253,154	\$272,000	\$271,992	\$273,429	\$265,093
Operations	\$11,471	\$10,550	\$11,891	\$11,625	\$12,334	\$12,334
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$257,853	\$263,704	\$283,891	\$283,617	\$285,763	\$277,427
Offsetting Revenues	(\$54,650)	(\$49,000)	(\$46,000)	(\$53,000)	(\$53,000)	(\$53,000)
County Costs (net)	\$203,202	\$214,704	\$237,891	\$230,617	\$232,763	\$224,427

Major Services

- Improve water quality in Orange County utilizing the North Carolina Agricultural Cost Share Program.
- Provide conservation planning, nutrient management planning, and technical assistance to landowners, homeowners, schools, and other groups.
- Enhance citizen awareness of Natural Resource Conservation through education and information.
- Inform citizens of county, state and federal regulatory and incentive programs.
- Provide assistance to landowners in meeting the required nutrient reductions goals in the Neuse River Basin.

Objective

- Secure adequate NC Agricultural Cost-Share Program (NCACSP) funding levels to effectively improve water quality in Orange County.

Outcomes

- Assess treatment needs for animal operations and cropland relative to water quality.
- Submit NCACSP Strategy Plan (2006-2007) to the Division of Soil and Water by July 1, 2006 prioritizing and determining the needs and feasibility of Best Management Practices (BMP's) in solving existing water quality problems.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Allocation received from NCDEHR	\$105,046	\$101,733	\$100,000	\$101,398	\$100,000
Funds Obligated to NCACSP Contracts*	\$105,046	\$101,733	\$100,000	\$101,398	\$100,000

*Includes prior year's cancellations.

Objective

- Plan, design, and install Best Management Practices (BMP's) through NCACSP contracts to improve water quality in Orange County.

Outcomes

- Provide technical assistance to landowners; planning and designing BMP's to treat water quality problems.

Soil and Water - continued

- Develop NCACSP contracts providing cost-share assistance to landowners for the installation of BMP's treating sediment and nutrient runoff problems.
- Encumber 100% of Orange County's total allocation from the NCACSP.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projecte d
No. of contracts written	33	35	33	20	32
% of total allocation encumbered	100%	100%	100%	100%	100%
Animal operations assisted with BMP's	13	16	12	10	13
Acres affected by NCACSP contracts	615	662	800	470	637

Objective

- Administer the North Carolina Agricultural Cost-Share Program according to State Requirements.

Outcomes

- Spot-check 5% of all active contracts with the District Board of Supervisors.
- Inspect 100% of all animal waste management contracts installed within the past 5 years.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
% of all active contracts checked	10.7	9.8	10	10	10
% of all animal waste management contracts checked	100	100	100	100	100

Objective

- Promote, coordinate, and/or assist schools, citizens, other agencies, and civic organizations with educational activities that increase awareness of proper resource management.

Outcomes

- Provide information and technical assistance as requested on erosion control, drainage problems, pond development and other common resource problems.
- Promote natural resources through sales and distribution of tree seedlings, and RC&D wildlife committee nesting boxes.
- Assist schools/teachers/home-schoolers with developing outdoor classrooms, farm trips, mini-grants program, Soil Stewardship Week observance, teachers' workshops, environmental field days, and free resource materials.

Soil and Water - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projecte d
Promote natural resources conservation and assist citizens with information on resource concerns.	320	345	400	410	450
Provide educational opportunities as requested to participants involved in each educational activity throughout the year.	1,660	1,750	1,800	1,735	1,750

Objective

- Assist land users in Implementing Federal, State and Local regulations while using applicable cost-share programs to improve water quality.

Outcomes

- Provide land users with most current information on water quality regulations.
- Provide assistance to producers with animal waste systems to meet state permitting requirements.
- Provide individual planning covering requirements, alternatives, costs and feasibility to land users.
- Revise plans with landowners as regulations and land user priorities change.
- Promote total resource management systems that include not only erosion reduction on farmland, but wildlife enhancement, water quality improvement and reforestation through available cost share programs.
- Conduct annual status reviews on active compliance plans.
- Provide assistance to land users to enroll agriculture acres into the Conservation Reserve Program to enhance wildlife buffers. CP-33 is the bobwhite quail initiative included under the Conservation Reserve Program.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Develop 5 EQIP contracts	15	15	15	15	20
Contact 50 active farmers/landowners to review and update compliance plans	85	90	100	75	100
Conduct status reviews on 5% of compliance plans	5%	5%	5%	5%	5%
Allocate EQIP Funding for installation of conservation practices	\$130,000	\$120,000	\$150,000	\$250,000	\$150,000
Apply for Federal Farmland Protection Program funding for 5 easements	0	\$500,000	\$250,000	0	\$100,000
Develop RMS plans on 100ac.	500	300	200	350	400

Soil and Water - continued

Enroll 100 acres in CP-33	0	125	200	200	100
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Budget Highlights

- Continue to maintain a high level of customer service through agricultural planning, implementation, construction, and review of Best management practices (BMP's) that will improve soil and water quality in Orange County watersheds.
- Increase awareness to citizens about the importance of conservation and preservation of natural resources through educational programs and workshops for students and adults.
- Continue to assist the ERCD office with review of conservation plans and securing federal funding for the Orange County Farm Preservation/Purchasing Development rights on agricultural lands. Continue to inform landowners of Voluntary Agriculture Programs.

Solid Waste/Landfill Operations Summary

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Solid Waste/Landfill Operations (Enterprise Fund)						
Administration	\$862,673	\$989,301	\$1,247,947	\$1,417,865	\$1,460,132	\$1,460,132
Landfill Operations	\$2,219,642	\$2,608,863	\$3,083,612	\$4,305,322	\$3,345,681	\$3,345,681
Recycling Operations	\$3,296,304	\$3,972,084	\$2,721,579	\$3,005,459	\$3,149,192	\$3,149,192
Sanitation Operations	\$0	\$0	\$0	\$0	\$2,215,894	\$2,215,894
Total Expenditures	\$6,378,618	\$7,570,248	\$7,053,138	\$8,728,646	\$10,170,899	\$10,170,899
Equipment Reserve Allocation*	\$1,539,534	\$1,240,067	\$1,291,732	\$1,291,732	\$1,030,874	\$1,030,874
Total Expenditures and Allocations						
Allocations	\$7,918,152	\$8,810,315	\$8,344,870	\$10,020,378	\$11,201,773	\$11,201,773
Offsetting Revenues	(\$7,918,152)	(\$8,810,315)	(\$8,344,870)	(\$10,020,378)	(\$11,201,773)	(\$11,201,773)
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0

Note: FY 2007-08 includes the transition of Sanitation Operations from the Public Works Department to the Solid Waste Enterprise Fund.

* These funds are earmarked for specific purchases of equipment and vehicles, as well as costs of construction projects to be expensed in future years to continue necessary solid waste, recycling, and reduction programs.

Budget Highlights:

Approved 3-R Fee Increase

- The Approved budget for FY 2007-08 includes an increase in the Waste Reduction, Reuse, and Recycling (3-R) Fee. The following are the approved fees for FY 2007-08:

Fee Type	Current Rate	Approved Rate*
Basic	\$34.00	\$37.00
Multi-Family	\$14.00	\$19.00
Rural	\$16.00	\$26.00
Urban	\$39.00	\$44.00

*The Waste Reduction, Reuse, and Recycling (WRRR) proposed fee would include the following: Basic Fee (\$37.00), Multi-Family (\$19.00 added to Basic Fee, for a total of \$56.00), Rural Curbside (\$26.00 added to Basic Fee, for a total of \$63.00), and Urban Curbside (\$44.00 added to Basic Fee, for a total of \$81.00).

The total revenue generated from the 3R fee in FY 2007-08 is estimated to be \$3,417,790, an increase of \$566,958 over the FY 2006-07 budgeted amount. This assumes a 96.5% collection rate. Contribution by the Landfill to Recycling for FY 2007-08 is \$435,068.

- An increase in the 3R fee is approved due to the following reasons:
 - Full year costs associated with adding mixed paper collection to the curbside programs, and the addition of small commercial hazardous waste collection mid-year during FY 2006-07;
 - Full year costs associated with the expansion of food waste collection mid-year during FY 2006-07;

Solid Waste/Landfill Operations

- Relocation costs of Highway 57 Solid Waste Convenience Center (SWCC) and the expansion of the Walnut Grove SWCC;
- The ability of the landfill to continue to provide a significant annual subsidy is becoming more limited each year. Increasing financial demands such as the transfer station, leachate sewer line, and landfill gas to energy project necessitate recycling being able to fund more of recycling expenses and not rely on substantive subsidies from the landfill, particularly since the landfill will soon reach capacity and a reduction in surplus revenue will occur.
- Continued successes with recycling and waste reduction coupled with even more future waste reduction efforts through implementation of a new solid waste plan will result in diminished disposal tonnages, thus stagnate or reduced disposal revenues.

Approved Mixed Solid Waste (MSW) Tipping Fee Increase

- The Approved budget includes an increase of \$1.00/ton in the MSW tipping fee (from \$46.00/ton to \$47.00/ton). The total revenue generated from Landfill fees is estimated to be \$3,498,450, an increase of \$39,850 above the FY 2006-07 budgeted amount.

Sanitation Division Reorganization

- The Approved budget includes the transfer of the Sanitation Division from Public Works to Solid Waste. There will be increased costs associated with this reorganization, but citizens will now have a unified and consolidated waste management organization to interact with rather than the existing organizational structure of split accountability. The County General Fund will transfer appropriate funds to cover the cost of Sanitation operations being administered within the Solid Waste Enterprise Fund. This transfer for FY 2007-08 is \$2,168,090.

Other Issues Impacting the FY 2007-08 Approved Budget:

- The Approved budget includes \$300,000 for the construction of a sewer line to the Landfill. Construction will begin sometime in early fall of 2007. The FY 2005-06 budget contained an appropriation of \$155,000 to fund construction of a sewer line from the junction of Millhouse Road and Eubanks Road to our leachate basin. Those funds were not spent as the design and permitting process has taken considerably longer than expected in part due to the need for an easement from the railroad and additional construction requirements have increased the projected cost. This sewer line will allow the direct injection of landfill leachate into the sewer as opposed to continuing to pump and haul the leachate into Chapel Hill for insertion into a manhole.
- The adopted FY 2006-07 Budget contained funding for the design and permitting of a transfer station, and relocation of ancillary facilities. Given the recent approval of the site for the transfer station a portion of the funds have been encumbered for that purpose and have proposed additional funding for design and permitting in FY 2007-08. Additional funding may be proposed in FY 2008-09 for bidding and negotiation, project administration, construction management, etc.

Solid Waste/Landfill Operations

The preliminary (conservative) estimate of the overall project construction is \$5,200,000, which would include relocation of the Eubanks Road Solid Waste Convenience Center (SWCC), installation of turning lanes, relocation of recycling/sanitation vehicle and employee parking, etc. The facility is currently assumed to be wholly debt financed, unless fund balance would allow some down payment.

- The Solid Waste Operations Center project is ready to be bid and it is assumed that construction will begin sometime this summer. Debt service payments of \$175,280 are included in the FY 2007-08 Approved budget, based on an estimated project cost of \$2,200,000. A new telephone system that will incorporate the new building with other landfill phones is budgeted in Capital Equipment at \$53,200. Audio/Video equipment funding of \$45,000 is also included. Furnishings for the new facility are budgeted in Capital Furnishings at \$60,600.
- Beginning in FY 2003-04 the Solid Waste Enterprise Fund began paying debt service on equipment purchased the prior year. Over the ensuing years, considerable use of debt financing has occurred, largely due to favorable interest rates. During that time, budgeted debt service payments have grown from \$296,723 in FY 2003-04 to an estimated \$1,070,948 in FY 2007-08 (not including Sanitation Division). Given future projected expenditures, these annual debt service payments are likely to continue to escalate over the next few years, particularly as they relate to the transfer station, operations center, possible development of an organics recycling facility, possible relocation and/or upgrading of additional convenience centers, continued financing of replacement equipment/vehicles, and likely increases related to implementation of a new solid waste management plan.
- Five capital equipment items are scheduled to be replaced in FY 2007-08. Three of those are proposed to be debt financed. Sanitation has not yet been incorporated into the schedule at this point, pending final decisions regarding reorganization. The estimated balance of the Equipment Reserve Fund at June 30, 2008, based on the current budget recommendations, is \$3,219,218.
- New Solid Waste legislation has been proposed (SB-1492) that, if adopted, could significantly impact solid waste costs to Orange County government and generally to all residents and businesses. It is still too early in the legislative process to make reasonable projections as to the likelihood of adoption, but the North Carolina Association of County Commissioners (NCACC) believes that significant legislative changes should be anticipated.

The Approved Budget for FY 2007-08 does not include funding for the following:

- Highway 57 Solid Waste Convenience Center Relocation - funds have been provided for design and permitting only, should a suitable site be identified and acquired.
- Solid Waste Management Plan Implementation – no funds have been proposed for the new Solid Waste Management Plan currently under development by the Solid Waste Planning Work Group.
- Storm Debris/Organics Recycling Facility - no funds have been proposed for acquisition of property and/or development of a local organics/storm debris management and recycling facility.
- Landfill Gas to Energy Project – no funds have been proposed for development of a landfill gas to energy project, except for funding for additional analysis/study.

Solid Waste/Landfill Operations

- Greene Tract Revenue – does not assume any revenue related to Greene Tract reimbursement.

The Approved fee schedule for FY 2007-08 is outlined below, as well as estimated revenues from these fees:

Material	Cost/ton	Tons	Total Revenue
Mixed Waste	\$47.00/ton	57,850	\$2,718,950
Construction & Demolition Waste	\$41.00/ton	15,500	\$635,500
Vegetative Waste	\$15.00/ton	8,000	\$120,000
Clean Wood Waste	\$15.00/ton	1,600	\$24,000
3R Fee*			\$3,417,790
Total			\$6,916,240

*The Waste Reduction, Reuse, and Recycling (WRRR) fee includes the following: Basic Fee (\$37.00), Urban Curbside (\$44.00 added to Basic Fee, for a total of \$81.00), Rural Curbside (\$26.00 added to Basic Fee, for a total of \$63.00), and Multifamily (\$19.00 added to Basic Fee, for a total of \$56.00).

For comparison, the FY 2006-07 estimated year-end tonnage and fee revenues are provided:

Material	Cost/ton	Tons	Total Revenue
Mixed Waste	\$46.00/ton	57,750	\$2,656,500
Construction & Demolition Waste	\$41.00/ton	15,500	\$635,500
Vegetative Waste	\$15.00/ton	8,150	\$122,250
Clean Wood Waste	\$15.00/ton	1,600	\$24,000
3R Fee			\$2,950,000
Total			\$6,388,250

Total FY 2007-08 budgeted expenditures of \$11,201,773 would be funded as follows:

Tip Fee Revenue	3,498,450
Non-Tip Fee Revenue	1,058,824
WRRR Fee Revenue	3,417,790
Contribution from CIP Allocation	398,000
Appropriated Fund Balance	660,619
General Fund Contribution (Sanitation)	2,168,090
Total Revenue	\$11,201,773

Staff estimates that the Fund Balance at June 30, 2007 will be \$4,383,045. The approved appropriation of Fund Balance for FY 2007-08 to balance the fund would leave an estimated Undesignated Fund Balance of \$503,208 at June 30, 2008, and a Designated Fund Balance (earmarked to underwrite the Fund's CIP) of \$3,219,218 on June 30, 2008.

Solid Waste - Administration

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Administration (Solid Waste Enterprise Fund)						Account: 3500
Personnel Services	\$423,128	\$435,822	\$456,256	\$443,145	\$464,733	\$464,733
Operations	\$437,062	\$539,169	\$682,341	\$765,383	\$824,949	\$824,949
Capital Outlay	\$2,483	\$14,309	\$109,350	\$209,337	\$170,450	\$170,450
Equip Reserve Allocation	\$15,541	\$15,592	\$7,682	\$7,682	\$7,816	\$7,816
Total Expenditures	\$878,214	\$1,004,893	\$1,255,629	\$1,425,547	\$1,467,948	\$1,467,948
Offsetting Revenues	(\$878,214)	(\$1,004,893)	(\$1,255,629)	(\$1,425,547)	(\$1,467,948)	(\$1,467,948)
County Costs (net)	\$0	\$0	\$0	\$0	\$0	\$0

Major Services

- Budget administration/monitoring of all Solid Waste Department divisions
- Administration of accounts payable for all divisions.
- Operation of billings and accounts receivable operations
- Staff Support of County Manager and Board of County Commissioners.
- Staffing for Solid Waste Advisory Board and Solid Waste Plan Work Group including arranging meetings, preparing minutes, and agendas.
- Monthly/annual (and additional special or periodic reports) of solid waste and recycling tonnage and revenues, including DENR required reporting.
- Administration and development of the Orange County Solid Waste Management Plan
- Human Resources and payroll functions for the entire department
- Ensure compliance with all laws and regulatory provisions for the safe/efficient operation of the mixed solid waste and C&D landfills.
- Solid waste public outreach and education for landfill, recycling, waste reduction and other solid waste services. Provide general publicity regarding the programs and services for the public, media, builders and contractors, educators and at special events.
- Solid waste planning including development of financial models, ordinances and policies to improve and sustain solid waste management.
- Administration of Waste Reduction, Reuse, and Recycling Fee (WRRRF).

Objective

To provide administrative, educational and financial support for all departmental operations, Orange County Manager, and various Boards and Commissions as necessary.

Measures

- Compile and issue monthly invoice billing statement on a timely basis and record payment received on a daily basis.
- Provide an effective county-wide solid waste education program.
- Provide necessary promotion and advertising using all media, school presentations, and public outreach, tours, presentations, special events, etc.

Solid Waste/Landfill Operations Administration - continued

Outcomes

- Public education and outreach for landfill, recycling, waste reduction and other solid waste services: Provide annual newsletter, rural curbside recycling route calendar cards, rural reminder cards for low performing routes, and ongoing program advertising and presentations. Update all brochures annually and create new brochures as needed. Maintain and continuously update department website. Increase outreach to non-English speaking populations in the County. Help city and county government improve their internal recycling programs. Provide technical assistance in solid waste management at public schools in the County when requested. Staff all major local festivals and similar events with solid waste information table and recycling services.
- Conduct annual compost bin sale.
- Provide at least 100 outreach presentations and landfill tours.
- Place at least 800 print and radio advertisements.
- Produce at least 55 newspaper articles.
- Conduct door-to-door outreach at underperforming apartment complexes as requested by recycling operations division.
- Produce at least two series of radio Advertisements.
- Assist Solid Waste Management Planning Work Group in obtaining public input to planning process.

Measures

Outreach and Education	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Number of ads placed radio and print ads	500	860*	800	800	800
Number of presentations, special events and tours	100	98	n/a **	100	100
Number of Apartment Complexes Surveyed	18	10	10	5	5
Number of news articles and radio broadcasts	42	55	55	64 ****	55

*Includes 300 classified ads.

** Not a budget item.

***Requests by recycling operations division were minimal for this service.

****Includes once monthly on WCOM.

Budget Highlights:

- Debt finance payments of \$101,280 are included for the new Solid Waste Operations Center in FY 2007-08.
- The Capital Outlay for FY 2007-08 includes costs for Audio/Video equipment, telephone system, and furnishings for the new Solid Waste Operations Center.

Solid Waste/Landfill Operations Administration - continued

- Increases in Operations for FY 2007-08 include the debt finance payments mentioned above, increases in advertising, bonds and insurance, workers compensation, and in Charges by the General Fund, which covers overhead costs.

Solid Waste - Landfill Operations

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Landfill Operations (Solid Waste Enterprise Fund)						Account: 3510
Personnel Services	\$1,116,094	\$1,175,401	\$1,178,951	\$1,148,049	\$1,231,780	\$1,231,780
Operations	\$1,040,837	\$1,269,799	\$1,895,141	\$1,986,564	\$1,807,901	\$1,807,901
Capital Outlay	\$62,711	\$163,663	\$9,520	\$1,170,709	\$306,000	\$306,000
Equip Reserve Allocation	\$1,103,966	\$834,819	\$923,646	\$923,646	\$672,546	\$672,546
Total Expenditures	\$3,323,608	\$3,443,682	\$4,007,258	\$5,228,968	\$4,018,227	\$4,018,227
<i>Offsetting Revenues</i>	<i>(\$3,323,608)</i>	<i>(\$3,443,682)</i>	<i>(\$4,007,258)</i>	<i>(\$5,228,968)</i>	<i>(\$4,018,227)</i>	<i>(\$4,018,227)</i>
County Costs (net)	\$0	\$0	\$0	\$0	\$0	\$0

Major Services

- Maintain and operate Orange County Landfill, consisting of a lined Mixed Solid Waste (MSW) cell, Construction & Demolition (C&D) landfill, Construction and Demolition Ordinance site which includes vegetative waste, tire site, clean metal and white goods site, organic bunkers facility, and cardboard compactor area.
- Enforcement of Orange County Solid Waste ordinances.
- Operate within the State's regulations with regard to banned materials in the current landfill.
- Maintain all equipment to a high level of serviceability.
- Maintain the area around the landfill and along the adjacent roads, including pick up of litter bi-weekly and mowing the grass areas.
- Provide all environmental monitoring activities as required by the State including gas and water well testing.
- Enforce the Regulated Recyclable Material Ordinance (RRMO). Issue permits and Licenses. Develop infrastructure to provide recycling capacity for regulated/banned materials.
- Education of construction and demolition generators and haulers regarding waste reduction, recycling and deconstruction.
- Maintain emergency response capabilities.
- Operate White Goods and Scrap Tire recycling functions.
- Work with all county entities to ensure that all construction permits issued within the county adhere to the recycling requirements pertaining to the RRMO.

Objectives

- To provide a high quality, cost-effective and efficient service to our customers, and to comply with all State and Local regulations.
- To provide enforcement and material management relative to the RRMO
- Assist the Towns and County with the Solid Waste Management Plan Development Review process to ensure that adequate recycling infrastructure within all County developmental projects is consistent with waste reduction goals

Outcomes

- Continue to enforce the ordinance banning landfilling of recyclable construction materials and requiring their source separation.

Landfill Operations - continued

- Limit, through waste reduction and recycling, the amount of construction and demolition waste entering the landfill.
- Incorporate adequate recycling infrastructure into all development projects within the County and municipalities.
- Issue permits and licenses.
- Issue Regulated Recyclable Material

Measures

Program Collections (tons)	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
MSW	56,303		57,000	57,750	57,850
C&D	15,705		16,600	15,500	15,500
Yard Waste	9,106		8,700	8,150	8000
White Goods	750		800	800	800
Tires	1,074		1,100	1,100	1,100
Gas Monitoring	Conduct quarterly sampling of landfill vents to comply with State regulations				
Water Quality Monitoring	Conduct semi-annual sampling from landfill wells, testing and analysis to comply with State regulations.				

Construction Waste Mgmt	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Solid Waste Mgmt Plan/Development Review	110		115	130	130
Pre-construction meetings	175		180	175	180
Licenses	N/A		275	275	250
Certifications	N/A		2		2
Permits	N/A		1750	1600	1750
Appeals	N/A		12	0	5
Revocations	N/A		5	0	5
Citations	N/A		25	2	10
Stop Haul Orders	N/A		15	1	5

- Solid waste reduction plan for construction and demolition. Continue timely review of plan submittals for new development for Town of Chapel Hill, Carrboro, and the County and others by request. Push for all County entities to continue the review procedures that are currently in place to ensure space is provided for recyclables storage and facilitate reducing and recycling construction waste by providing research and coordination service to developers.

Landfill Operations - continued

Budget Highlights

- The Approved budget for FY 2007-08 includes \$591,817 as debt service payments for financed equipment.
- Increases in Operations for FY 2007-08 are for additional supplies and maintenance requirements due to the annual expansion of waste placement, and in equipment repair for scheduled undercarriage maintenance on two dozers.
- The Capital Outlay for FY 2007-08 includes the installation of the Leachate line as directed by the Board of County Commissioners in order to reduce expenses related to hauling of leachate.
- Regulatory approval for the Transfer Station on Eubanks Road and a Landfill Gas Recovery consulting is included under Professional Contract Services.

Solid Waste - Recycling Operations

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Recycling Operations (Solid Waste Enterprise Fund)						Account: 3520
Personnel Services	\$565,031	\$722,231	\$807,213	\$800,091	\$832,336	\$832,336
Operations	\$2,626,914	\$3,122,787	\$1,887,566	\$1,912,499	\$2,055,840	\$2,055,840
Capital Outlay	\$104,358	\$127,066	\$26,800	\$292,869	\$261,016	\$261,016
Equip Reserve Allocation	\$420,027	\$389,656	\$360,404	\$360,404	\$350,512	\$350,512
Total Expenditures	\$3,716,331	\$4,361,740	\$3,081,983	\$3,365,863	\$3,499,704	\$3,499,704
<i>Offsetting Revenues</i>	<i>(\$3,716,331)</i>	<i>(\$4,361,740)</i>	<i>(\$3,081,983)</i>	<i>(\$3,365,863)</i>	<i>(\$3,499,704)</i>	<i>(\$3,499,704)</i>
County Costs (net)	\$0	\$0	\$0	\$0	\$0	\$0

Major Services

- Urban Curbside recycling: provide weekly contracted curbside collection to an average of 18,204 households and eligible businesses in Carrboro, Chapel Hill and Hillsborough.
- Rural Curbside recycling: provide, through County performed operations, biweekly curbside recycling collection to an average of 12,250 households in unincorporated area of County.
- Multifamily recycling: perform collection service and associated maintenance to a minimum of 235 multifamily recycling sites throughout Orange County.
- Oil, Oil Filters, and Antifreeze Recycling: manage collection and recycling of Oil, Oil Filters, and Antifreeze from County Solid Waste Convenience Centers and public works facilities in Orange County.
- Battery Recycling: manage collection and recycling of lead-acid and dry cell batteries from Solid Waste Convenience Centers and various other drop-off locations throughout Orange County.
- Hazardous Household Waste collection program: provide full-time year-round collection of paints, pesticides, automotive products, batteries, and other household chemicals at the Orange County Landfill.
- Commercial Hazardous Waste Program: provide support and assistance to Conditionally Exempt Small Quantity Generators of commercial hazardous waste, including free hazardous waste management by appointment.
- Electronics Recycling: manage collection, processing, and marketing of residential and non-residential electronics materials received by the Orange County Electronics Recycling Program.
- Drop-off site recycling at staffed Orange County Solid Waste Convenience Centers: operate collection and marketing of recyclable items from Orange County Solid Waste Convenience Centers, including collection and marketing of traditional recyclables, motor oil, oil filters, antifreeze, dry-cell batteries, lead acid batteries, and electronics. Four of the convenience centers have salvage sheds for swapping unwanted re-usable goods.
- Drop-off site recycling at six unstaffed (24 hour a day) recycling sites: operate collection, service, maintenance, and clean up of unstaffed recycling drop-off sites located throughout Orange County accepting newspaper, magazines, cardboard, mixed paper, brown, clear and green glass, plastic bottles and metal cans.
- Government Building Recycling Program: operate recycling collection services and program maintenance for local government buildings throughout Orange County.

Recycling Operations - continued

- Commercial Recycling Program: Operate collection services and program maintenance for more than 100 commercial recycling program participants, primarily bars and restaurants located throughout Orange County, accepting glass, metals, plastics and paper.
- Organic Recycling Program: Oversee contractor-operated organic materials collection and composting program providing collection and composting of pre and post consumer food waste and organic compostables to 25 participating food service and grocery store locations, and providing collection and composting of lab-animal bedding to 13 laboratories at UNC-CH.
- Process and market materials from all County-operated recycling programs to ensure quality, minimize residue, and seek the best possible revenue for materials.

Objective

The Orange County Department of Solid Waste Management's Recycling Division, also known as Orange Community Recycling, uses a combination of in-house staff and contractors to divert recyclable and toxic materials from Orange County Landfill. The recycling program's goals are to provide high-quality, efficient recycling services to the citizens, businesses and institutions of Orange County, and to maximize diversion of recyclable material from the landfill. Additionally, the program strives to provide safe, convenient, and cost effective options to reduce the toxicity of the waste being buried in the Orange County Landfill, to facilitate the removal of hazardous waste from the environment at large, and specifically to protect local ground water and waterways.

- Contractors handle urban curbside, organics, oil, oil filter, and antifreeze collections and household hazardous wastes.
- Departmental staff handles drop-off site recycling, multifamily recycling, government building recycling, battery recycling, electronics recycling, commercial recycling, and rural recycling curbside recycling collection.

Outcomes

- Urban Curbside Recycling Program: Continue to promote ability to recycle all paper except corrugated cardboard at the curb. Provide recycling services to all eligible new homes anticipated in this sector next year, including those formerly unincorporated households that have been annexed.
- Rural Curbside Recycling Program: Continue to promote ability to recycle all paper except corrugated cardboard at the curb. Work to increase program participating in currently serviced areas. Expand rural curbside services to 1,000 new homes over the course of the year; including the provision of service to new infill homes within the currently serviced areas.
- Multifamily Recycling Program: Transition program to dual-stream service collecting commingled containers and all fiber except corrugated cardboard. Continue efforts to reach apartment complexes in Hillsborough, expand multifamily recycling to eligible units as identified. Add new multifamily sites as properties are developed.
- Drop-off Recycling Program: Maintain high level of service at all drop-off sites, maximizing collection efficiency and preventing overflow; strive to keep sites clean and contamination low, and work to minimize impact of illegal dumping by conducting site visits and weekly site clean-ups.
- Hazardous Waste Program: Continue to provide hazardous waste services to Orange County households and to eligible Conditionally Exempt Small Quantity Generators (CESQGs); build

Recycling Operations - continued

upon success of full-time program and continue to encourage of free commercial hazardous waste services to those eligible. Pilot program to accept pharmaceuticals / medications.

- Commercial Recycling Program: In conjunction with the implementation of State legislation the commercial recycling program will strive to offer services to all ABC-on site permit holders in Orange County, expanding service to as many sites as program can accommodate, and continuing to focus on servicing bars and restraints while looking for new types of customers as well. Work to keep quality of marketable product high. Offer corrugated cardboard recycling collection services to businesses as able, expanding service to up to 10 businesses net year.
- Electronic Recycling – Continue to seek significant increase in diversion and seek opportunities for continued program efficiency gains; offer free electronics recycling services to all Orange County based businesses, governments, and non-profit agencies.
- Government Office Building Recycling Program: Continue every other week collection from governmental office buildings. Add additional buildings as need arises and as unserved properties are identified. Expand service to new local government facilities as acquired and constructed.
- Organic Recycling Program: maintain existing collection of animal bedding and expand organics collection service to new sites that generate a minimum of 2 tons of compostable material per month as able with the objective of increasing amount of material diverted annually by 120 Tons.

Measures (all values given in Tons)

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Curbside Recycling:					
• Urban	3,362	3,810	4,857	4,154	4,400
• Rural	1,140	1,213	1,975	1,380	1,650
Multifamily Recycling	1,025	1,033	1,080	1,070	1,300
Toxicity Reduction Programs:					
- Oil	106.5	104.7	112	98.5	100
- Oil filters	8.7	7.8	9.3	8.9	9.5
- Lead-Acid Batteries	63.5	54.9	60	42	45
- Dry-Cell Batteries	4.2	9.9	14.5	12.0	14.5
- Antifreeze	2.5	3.8	8.0	5.0	8.0
- Propane Tanks	2.3	3.2	4.0	3.9	4.0
- Household Hazardous Waste	112.6	119.9	160	125	130
- Electronics Recycling	187.3	290	300	330	363
Government Office Recycling	104	86	95	88	95
Commercial Recycling	646	604	650	635	665
Drop-Off (recyclable containers)	962	1,039	1,175	887	850
Drop-Off (recyclable paper):					
- Corrugated Cardboard (OCC)	1,223	1,492	1,600	1,471	1,500
- Newspapers	2,055	1,813	1,997	2,569	2,200
- Magazines	0	0	0	0	0

Recycling Operations - continued

- Mixed Paper	1,041	1,188	654	1,300	1,100
Food Waste / Animal Bedding	1,917	2,350	2,713	2,324	2,450
Total	14,438	15,222	17,464	16,503	16,884

Types of Measures: Workload Measures

- Urban residential curbside recycling: Program will serve 660 new in-filled homes in FY 2007-08. Provide bins and weekly collection; respond to all complaint calls by 5pm of working day following receipt of call.
- Rural residential curbside recycling: Serve 1,000 new homes biweekly (combination of expansion and in-fill). Respond to all complaint calls by 5pm of working day following receipt of call.
- Multifamily recycling: Transition program from source separated to dual stream. Add collection of residential mixed paper. Serve new apartment complexes as they are occupied, expand to additional sites in Hillsborough as possible.
- Drop-off site recycling: Provide six unstaffed sites and all staffed Orange County Convenience Centers with regular collection of newspapers, magazines, cardboard, mixed paper, glass, metal cans, and #1 through #7 plastic bottles. Additionally collect motor oil, oil filters, antifreeze, lead-acid batteries, and dry-cell batteries from staffed sites at intervals to prevent spills or overflows. Maintain salvage sheds in working order at four solid waste convenience center locations.
- Dry-Cell Battery Recycling Program: Expand collection service to new locations by partnering with additional businesses to act as drop-off points.
- Hazardous Waste Program: Continue full-time program servicing households and eligible businesses, increase the amount of hazardous materials collected and diverted from Orange County Landfill by at least 5%.
- Electronics Recycling Program: Increase program diversion by 33 tons. Seek recognition for program success.
- Commercial Recycling Program: Increase tonnage and number of sites serviced in conjunction with ABC Legislation and add corrugated cardboard service to at least 10.0 locations.
- Government Office Building Recycling program: Maintain service levels and expand program to include additional governmental buildings including those newly constructed. Seek opportunities to market collected paper at Office Fiber grade for higher revenue.
- Organic Food Waste / Animal Bedding Program: Maintain number of Animal Bedding sites. Increase number of food waste sites served and increase amount of food waste diverted by 120 Tons.

Budget Highlights

- Increases in Operations for FY 2007-08 include additional funds for Certifications and Training, vehicle repairs, vehicle supplies (related to gas/oil increases, and expansion of Rural Curbside pick-up points to 1,000 new homes), design work expenses associated with the replacement of the Highway 57 solid waste convenience center, and for full-year costs of mixed paper curbside collection.

Recycling Operations - continued

- Debt service payments of \$303,851 in FY 2007-08 associated with curbside recycling bins and front-end loader recycling truck financed in FY 2006-07.
- Closure of Highway 57 SWCC.
- Contribution of Solid Waste Planning efforts by Work Group and consultant.
- The Capital Outlay for FY 2007-08 includes the purchase of forklift for loading electronics and other recyclables, re-paving Cedar Falls Recycling Drop-off site, and replacement of a multifamily recycling truck.

Solid Waste - Sanitation Operations

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Sanitation Operations (Solid Waste Enterprise Fund)						Account: 3530
Personnel Services	\$0	\$0	\$0	\$0	\$885,466	\$885,466
Operations	\$0	\$0	\$0	\$0	\$1,323,278	\$1,323,278
Capital Outlay	\$0	\$0	\$0	\$0	\$7,150	\$7,150
Total Expenditures	\$0	\$0	\$0	\$0	\$2,215,894	\$2,215,894
Offsetting Revenues	\$0	\$0	\$0	\$0	(\$2,215,894)	(\$2,215,894)
County Costs (net)	\$0	\$0	\$0	\$0	\$0	\$0

**The Approved Budget for FY 2007-08 includes the transition of Sanitation Operations from the Public Works Department to the Solid Waste Enterprise Fund beginning July 1, 2007. For previous years budgets related to Sanitation, refer to the Public Works section of the budget document.*

Major Services

- Operate and maintain six staffed solid waste convenience centers to serve Orange County residents, including roadside cleanups within a half-mile in either direction of sites.
- Provide collection services for solid waste convenience centers, Orange County government buildings and Orange County schools. Front-end loaders collect dumpster container waste. Dump trucks, a skid-steer loader and manual labor and/or roll-off containers are used to collect bulk waste. All bulk waste must be separated into mandated waste types, i.e. white goods, clean metal, clean wood, tires and construction and demolition for acceptance by the landfill.
- Administer Sanitation Division, including daily collection operations, data collection and analysis, report presentation and development.
- Administer and develop public information education efforts.
- Enforce Orange County Solid Waste Ordinance, including investigation and/or cleanup of illegal dumping and accumulated trash as required.
- Provide policy, planning and technical assistance to Orange County elected officials.
- Manage and assist with deconstruction projects

Objective

- Provide high quality, cost-effective solid waste management services to our customers - Orange County residents, government offices and schools. Provide solid waste and recycling services to residents through six staffed solid waste convenience centers.

Sanitation Operations - continued

Measures and Outcomes FY 2007-08

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Waste type (all units are tons)					
• Household waste (MSW)*	9,289	9,322	9,355	9,401	9,525
• C & D waste	2,085	2,222	2,506	2,359	2,496
• Electronics	103	103	149	107	112
• Yard waste	380	360	328	395	435
• White goods (appliances)	376	372	378	375	378
• Tires	57	73	61	98	121
• Metal, clean	518	643	669	621	640
• Wood, Clean	154	184	179	210	242
• Orange County Schools (MSW)	724	724	724	775	800
• Orange County Government Buildings (MSW)	505	525	550	550	600
Resident Permit Tons	3,389	2,800	3,385	3,425	3,600
Total Tons	17,580	17,328	18,284	18,222	18,924
Sanitation vehicle loads to landfill	3,742	5,059	4,440	3,900	3,880
Sanitation roll-off loads to landfill	0	114	1,150	1,658	1,710
Total Sanitation Loads	3742	5,163	5,590	5,543	5,590
Roll-off loads, contracted	460	1,006	150	0	0
Orange County Permits					
Resident loads to landfill (# of trips)	6,109	5,163	6,200	5,543	5,986
Orange County Landfill Tip Fee					
MSW (per ton)	\$ 46	\$46	\$46	\$46	\$47
C & D (per ton)	\$ 41	\$41	\$41	\$41	\$41
Vegetative (per ton)	\$ 15	\$15	\$15	\$15	\$15
Wood, clean (per ton)	\$15	\$15	\$15	\$15	\$15

*Effective October 2006, mattresses are part of the MSW waste stream and removed from the C&D waste stream.

Budget Highlights:

- In December 2006, the County received notice that the property owner of the Highway 57 Solid Waste Convenience Center desired to develop the property and the lease would expire as of May 1, 2007.
- In January 2007, the County purchased property to expand the Walnut Grove Church Road Solid Waste Convenience; expansion was scheduled to be completed by May 1, 2007.

Sanitation Operations - continued

- The County continues to site search for the replacement of the closed Highway 57 Solid Waste Convenience Center.
- The County will continue its site search for the replacement of the closed Highway 57 Solid Waste Convenience Center.
- In July 2006, the Sanitation's roll-off truck was placed into full service and to-date has serviced more this fiscal year than the private contractor the previous fiscal year.
- The Approved budget for FY 2007-08 includes the transition of the Sanitation Division from the Public Works Department to the Solid Waste Enterprise Fund beginning July 1, 2007.
- Of the \$307,254 recommended increase in the Sanitation budget for FY 2007-08, \$173,820 is directly related to the transition to the Solid Waste Enterprise Fund, while \$133,434 is unrelated to the transition.
- The Approved budget includes one-time start up costs and recurring costs of \$173,820 directly related to the transition. This includes costs associated with a rental trailer and associated operating expenses for the sanitation supervisor's office and employee meeting room (\$6,900), fuel surcharges by the Town of Chapel Hill for re-fueling (\$26,999), overhead charges by the Enterprise Fund to the General Fund for overhead costs to administer the Sanitation operations (\$136,621), and one-time capital start-up costs for furnishings (\$7,150) for the Solid Waste Manager's office, Sanitation Supervisor's office, employee break room, and minimal furnishings for the rental trailer.
- The Approved budget also includes Personnel costs of \$45,150 unrelated to the transition due to the elimination of lunch time closures at solid waste convenience centers on Mondays, Tuesdays, Thursdays, and Fridays (\$32,914), Health Insurance increase due to change in employee coverage (\$9,390), and Operational costs of \$88,282 due to increased fuel, oil, and petroleum-based products (\$23,208), site design work for a replacement site of the recently closed Highway 57 solid waste convenience center (\$20,000), and debt financing payments (\$45,076) for scheduled replacement of a hook lift truck and a front end loader to be financed in FY 2007-08.

Tax Assessor

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Tax Assessor (General Fund)						Account: 3300
Personnel Services	\$682,303	\$706,521	\$752,786	\$727,714	\$767,310	\$743,757
Operations	\$96,558	\$92,152	\$134,613	\$141,576	\$134,293	\$134,293
Capital Outlay	\$1,682	\$4,684	\$0	\$290	\$0	\$0
Total Expenditures	\$780,543	\$803,357	\$887,399	\$869,580	\$901,603	\$878,050
Offsetting Revenues	(\$35,688)	\$0	\$0	\$0	\$0	\$0
County Costs (net)	\$744,855	\$803,357	\$887,399	\$869,580	\$901,603	\$878,050
Other Related Programs (Revaluation Fund)						Account: 3301
Personnel Services	\$90,744	\$65,612	\$76,911	\$76,933	\$79,279	\$79,279
Operations	\$38,560	\$10,825	\$57,670	\$37,080	\$57,670	\$57,670
Capital Outlay	\$5,980	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$135,284	\$76,437	\$134,581	\$114,013	\$136,949	\$136,949
Offsetting Revenues	(\$481)	(\$3,043)	(\$84,581)	(\$66,486)	(\$12,949)	(\$12,949)
County Costs (net)	\$134,803	\$73,394	\$50,000	\$47,527	\$124,000	\$124,000
Total Tax Assessor and Related Expenditures	\$915,827	\$879,794	\$1,021,980	\$983,593	\$1,038,552	\$1,014,999

Major Services

- List, assess, and bill all taxable property in the County for the purpose of ad valorem taxation.
- Discover taxable property that has not been properly recorded by the owner for tax purposes.
- Administer the tax exemption programs, including tax programs for eligible elderly and disabled individuals and exemption of eligible non-profit organizations.
- Administer the Land Use Program for horticulture, agriculture, and forestry management.
- Conduct and support the County's in-house revaluation of all real property within its jurisdiction, with new values assigned every four years.
- Support the Board of Equalization and Review that meets annually to hear formal appeals.

Objective

- List, assess, and bill all taxable property in the County for the purpose of ad valorem taxation. Discover taxable property that has not been properly recorded by the owner for tax purposes.

Outcomes

- Print and mail 56,000 – 58,000 tax bills with a greater than 99% successful delivery rate. By outsourcing this activity the Department is able to include information such as how tax dollars are spent and the benefits. Early mailing and added information enhances early collection rates and citizen awareness of County programs.
- Continue mailing listing forms to all property owners explaining the necessity of listing taxable personal property, new construction, partial construction, renovations and up fit. This program has resulted in a significant increase in personal property listed as well as new construction listed. The Assessor's Office has documented significant increases in personal property listings and new construction that otherwise would have been lost.

Tax Assessor - continued

- Notify all appellants of informal decision within 120 days of receipt of appeal. This time frame will allow for timely decisions and the opportunity to be heard by the Board of Equalization and Review.

Objective

- Administer the tax exemption programs, including tax programs for eligible elderly and disabled individuals and exemption of eligible non-profit organizations.

Outcomes

- Provide information so that all citizens eligible for tax-exempt programs know of these programs. A primary source of this information is the application for "homestead exemption" found on the listing form that is mailed annually in early January. Information is also advertised on the tax bills that are mailed in August. Other attempts to inform the public include publishing information in the legal section of the three area newspapers, the Orange County website, fliers posted in numerous areas in each township, fliers mailed to Orange Churches in Mission (OCIM), Interfaith Council, Empowerment, and area places of worship. Additionally, numerous Orange County departments are helping to reach out, offering support, information and assistance.
- Review one-fourth of all properties currently exempt from ad valorem taxation to determine continued qualification for exempt status

Objective

- Administer the Land Use Program for horticulture, agriculture and forestry management.

Outcomes

- Ensure eligibility requirements are met based on general statute guidelines and determine deferred taxes when parcels become ineligible. Development of proper criteria has led to changes in qualification standards.

Objective

- Conduct and support the County's in-house revaluation of all real property within its jurisdiction with new values assigned every four years. The last countywide revaluation became effective 01/01/2005.

Outcomes

- Determine tax values for real property as of the effective date of revaluation that are statistically within 95 percent of the actual market value of the property.
- Maintain a statistical coefficient of dispersion (COD) of 20% or less in years between revaluations. (N.C. Department of Revenue acceptable level is 20%). Statistical measurements such as the COD, when below 20%, indicate that tax values are uniform and consistently fair and equitable.
- Provide final estimate for value resulting from informal reviews within 120 days of appeal. Rendering a timely decision quickly addresses the concerns of individuals and demonstrates responsiveness to their concerns.

Objective

- Administer the business Personal Property Audit Program (Under this program, an audit firm works with the Assessor's office auditing the books of randomly selected businesses, discovering any values previously not listed or under listed. In addition to

Tax Assessor - continued

discovery, there is an educational aspect where the audited company’s officers are assisted in getting future listings correct.

Outcomes

- Work with the audit firm in scheduling audit appointments.
- Receive the audit results.
- Work with the audit firm in assisting the businesses to understand the results and the proper way to list in future years.
- Create the discovery bills for non or under listed property for the current year and five years back and notify the businesses accordingly.
- Report results to BOCC and receive Commissioners input on future years processes.

Objective

- Support the Board of Equalization and Review, which meets annually to hear final appeals.

Outcomes

- Act as Clerk to the Board of Equalization and Review that meets annually to hear final appeals.
- Provide appropriate cost, market or income data as requested by the Board to assist in its decisions.
- Enhance the ability to accurately derive values and support values in appeals to the Property Tax Commission and the Court of Appeals by employing professionals and specialists in the appraisal of specific and specialized types of property.

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
# Bills generated and mailed by Aug 15	51,000	55,000	51,000	56,000	
% Bills successfully delivered	99%	99%	99%	99%	
Abstracts generated & mailed by Jan 5	52,000	54,000	52,000	54,000	
Sales ratio level as of effective date of last revaluation (does not change between revaluations).	96%	95.85%	95.85%	95.85%	95.85%
Annual level of statistical accuracy (COD)	11.90%	7.00%	7.00%	11.21%	13.00%
% Appellants notified within 120 days of informal decision	100%	100%	100%	100%	100%

Budget Highlights

- The approved budget includes an increase in Personnel Services due to plans to share an existing Administrative Assistant position in the Tax Collector’s Office with the Tax Assessor’s Office.

Tax Collector

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Tax Collector (General Fund)						Account: 3350
Personnel Services	\$558,714	\$637,415	\$683,983	\$677,326	\$669,689	\$649,715
Operations	\$156,334	\$158,537	\$183,065	\$185,541	\$188,265	\$188,265
Capital Outlay	\$1,973	\$232	\$4,460	\$4,460	\$0	\$0
Total Expenditures	\$717,021	\$796,184	\$871,508	\$867,327	\$857,954	\$837,980
Offsetting Revenues	(\$174,885)	(\$171,706)	(\$209,857)	(\$209,857)	(\$211,141)	(\$211,141)
County Costs (net)	\$542,136	\$624,478	\$661,651	\$657,470	\$646,813	\$626,839

Major Services

- Collect and account for all current and delinquent taxes for the County, 14 special districts, and the municipalities of Carrboro, Chapel Hill, and Hillsborough.
- Provide to the public at large and the taxpayers of Orange County a continuing growth in service availability through the use of technology such as the internet websites, credit card program, prepay programs, and bank draft program.
- Communicate to, educate, and answer questions for the public on North Carolina property tax laws and procedures, federal bankruptcy laws, civil process law, and estate law requirements.
- Bill and collect the 3R Fee as directed by the BOCC. Requires education of the public, taxpayers, legal community.
- Administer the 3R Assistance Program.
- Bill and collect on behalf of the Town of Chapel Hill the Stormwater Utility Fee.
- Provide specific tax data to attorneys, banks, citizens, mortgage companies and realtors.
- Bill and collect all other Emergency Management Billings such as fire inspections, Haz-Mat billings, special contracts, etc.
- Bill, file insurance, and arbitrate with insurance companies on behalf of clients in an effort to ensure that Orange County received monies due for EMS Ambulance Service Accounts.
- Continuing education process on new law changes relative to Medicare, Medicaid and HIPPA.
- Ensure continued compliance with HIPPA regulations to ensure client rights to privacy of their medical data.
- Assist clients with Medicare/Medicaid appeals.
- Administer the EMS Assistance Program.
- Communicate to, educate, and answers questions and concerns of clients on EMS ambulance issues.
- Collect and audit gross receipts on rental vehicles on behalf of Orange County and all municipalities within our jurisdiction.
- Price and bill register motor vehicles and process requests for relief, recalculation or refunds.
- Bill, collect and issue Beer and Wine licenses and massage therapy licenses.
- Receive, verify, distribute, and deposit revenues collected for all departments within Orange County government. Audit all relative departments for compliance with collection and accounts procedure compliance.

Tax Collector - continued

Objective

Improve the collection of current and delinquent taxes by:

- Consistent and timely use of collection remedies provided by the laws of North Carolina in the collection of taxes assigned this office in taxation.
- Provide a continually updated Revenue website by which citizens can stay abreast of any changes in the law, view their tax records of due/paid, informational source for ambulance billing issues, links to Medicare and as an informational source.
- Increase citizen understanding of property tax system and law, ambulance billing and assistance, County services, policies and issues by participation in citizen groups, through media outlets, mailings and public contact.
- Assist in the education of the public on the 3R fee structure and reasons behind the institution of the fee.
- Insure that the Revenue area is in total compliance with HIPPA (Health Insurance Portability and Accountability Act) regulations.
- Continue efforts to increase EMS collects while meeting the citizen needs.
- Ensure all Orange County departments are meeting the required procedures in the receipt and deposit of funds.
- Coordinate with other departments in the effort to insure service and availability of data to the citizen.
- Provide a payment options to the citizens at large and to county employees.

Outcomes

- To maintain and work toward increasing the current year tax collection rates.
- To maintain and work toward increasing the municipal tax collection rates on current tax.
- Meet or exceed the yearly budgetary goal for collection of current, delinquent taxes and interest.
- Continue ranking in the top five counties statewide in the collection of taxation.
- To maintain and enhance the training of staff with law changes in all areas we are charged to bill and collect.
- Meet or exceed the yearly budgetary goal for collection of EMS ambulance fees while ensuring all HIPPA regulations are met.
- Ensure all businesses compile with the issuance Beer and Wine licenses and massage therapy licenses.
- Maintain the collection and audit of all business, which qualify under the gross receipts vehicle tax.
- Successful billing and collection of the 3R fee.
- Successful billing and accounting of the Chapel Hill Stormwater Fee.

Measures

- Maintain a continuing education process for staff which to date has allowed 8 out of 11 employees to become certified by the North Carolina Tax Collectors Association.
- Continued ranking within the top five counties out of a possible 100 statewide.
- Historic record reflects the continued rise in the overall collection each year.
- Historic record reflects the continued rise in payment of EMS ambulance fees yearly.
- Continued external audits reflect compliance with all regulatory requirements.

Tax Collector - continued

- Successful coordination of staff to develop the record format, billing and collection of the Orange County Solid Waste 3R Fee program for 2006.
- Coordinated with other staff and outside agencies the billing and collection portion on behalf of the Town of Chapel Hill in the implementation of the Stormwater Utility Fee.

Budget Highlights

- Successfully completed the tax year 2005-2006 with an overall collection rate of 98.97%
- Successfully collected over estimated collections on 3R fee finishing at 98.40% collected
- Successfully collected EMS charges exceeding prior year collections of 1.6 million.
- Successfully collected on behalf of the Town of Chapel Hill their Stormwater Utility Fee reaching collection of over 98%.
- The approved budget includes a decrease in Personnel Services due to plans to share an existing Administrative Assistant position in the Tax Collector's Office with the Tax Assessor's Office.

Visitors Bureau Fund

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Visitors Bureau Fund						Account: 6005
Overhead	\$42,000	\$21,000	\$31,766	\$31,766	\$42,430	\$42,430
Personnel Services	\$279,766	\$299,845	\$333,775	\$345,260	\$343,497	\$343,497
Operations	\$202,761	\$273,910	\$319,112	\$404,155	\$567,436	\$567,436
Capital Outlay	\$414	\$2,289	\$3,500	\$9,500	\$5,500	\$5,500
Total Expenditures	\$524,941	\$597,045	\$688,153	\$790,681	\$958,863	\$958,863
<i>Offsetting Revenues</i>	<i>(\$586,865)</i>	<i>(\$663,308)</i>	<i>(\$688,153)</i>	<i>(\$790,681)</i>	<i>(\$958,863)</i>	<i>(\$958,863)</i>
County Costs (net)	(\$61,924)	(\$66,264)	\$0	\$0	\$0	\$0

Major Services

- Position Orange County as a desirable meeting or vacation destination, with careful consideration of the needs and assets of the communities that comprise Orange County.
- In cooperation with community organizations, achieve a comprehensive marketing program with high-quality collateral materials, programs, and services.
- Serve as a countywide leader in developing strategies for consistently providing quality visitor services to the travelers who visit Orange County.
- Encourage longer stays, increased spending and repeat visits to Orange County.
- Examine the range of visitor services available, identify unmet needs, and encourage private businesses to meet those needs, as appropriate.
- Operate in a manner that contributes to the economic development and quality of life that comprise Orange County.

Objective

- Engage in a variety of activities that will result in hotel bookings, rental of area meeting facilities, attraction and welcome center visitations, increased occupancy tax receipts, and increased visitor expenditures.

Outcomes

- Increase the amount of spending in Orange County by visitors.
- Provide information to Orange County visitors six days a week at the Visitors Center.
- Increase new conference and meeting definite bookings initiated by the Bureau.
- Increase the number of qualified sales leads distributed to hotels and meeting facilities.
- Increase the number of meeting and conference groups serviced
- Increase attraction, welcome center and tour visitations.
- Increase countywide average daily hotel room rates.
- Improve hotel occupancy over prior year.

Visitors Bureau Fund - continued

Measures

	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected
Conference, Meeting Bookings	40	42	45	47
Sales Leads	52	54	54	57
Groups Serviced	183	205	205	210
Attraction and Welcome Center Visitations	1.35 million	1.4 million	1.40 million	1.42 million
Hotel Occupancy	68.6%	72%	71.0%	71.8%
Hotel Average Daily Rate	\$103.75	\$106.00	\$108.08	\$112.00
Occupancy Tax Receipts	\$513,532	\$557,640	\$591,098	\$625,500
Inventory of Hotel Rooms	1,304	1,483	1,483	1,491
Visitor Spending in Millions (calendar year)**	\$127 million	\$135 million	\$135 million	\$136 Million

** Obtained through NC Commerce.

Objective

- Conduct activities that will increase the awareness of Orange County as a meeting and leisure destination, targeting lower demand periods such as summer and winter.

Outcomes

- Increase distribution of visitor information.
- Increase the number of visitor inquiries generated.
- Increase the number of requests for meeting and event site information.
- Provide promotional assistance to local organizations that plan festivals and events that generate and stimulate overnight visitors to Orange County.
- Increase the number of visitor-related media stories published about our area in local, regional and national publications.
- Continue to update and expand the Bureau's web site and electronic initiatives.
- Continue to expand the media plan for targeted advertisements placed in magazines, newspapers and other publications to generate increased demand for our area during slower periods such as summer and winter.

Visitors Bureau Fund - continued

Measures

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Projected	2007-08 Budget
Requests for Meeting and Tour Information	1,135	1,078	1155	1075	1100
Local Festivals/Events Assisted	26	26	28	28	28
Media Stories Placed	199	205	220	220	230
Web Site Visits	295,721	288,628	360,785	229,000	300,000
Visitor Center Walk-ins (NEW)	3,928	7,211	8,650	10,000	11,000
Advertising Placements	59	20	40	40	100

Budget Highlights

- The Visitors Bureau will spend-down the fund balance by approximately \$221,000 (estimated at \$380,000 year's end) and expects to receive \$100,000 from the Town of Chapel Hill to support Visitors Bureau operations.
- For FY 2007-08, Orange County's 2% occupancy tax is projected at approximately \$625,000.
- Offsetting revenues for this department anticipate an increase in occupancy tax collections (\$114,000), which include revenues from the recent openings of the Franklin Hotel and the Residence Inn.
- The Visitors Bureau board voted to substantially increase advertising to draw new audiences into new and existing hotels. The Bureau has allocated \$200,000 to Jennings Advertising to create an online and print campaign for Orange County.
- New advertising and an online campaign will seek to increase occupancy by 3 percentage points. In Orange County, each 1 percent increase in occupancy yields almost \$400,000 in additional room revenue.
- In addition to a stepped-up marketing campaign, the Bureau will forge a partnership with Southern Foodways Alliance and increase its commitment to the North Carolina High School Athletic Association.
- Slight budget increases in several areas reflect inflationary costs and increased dues structures.

Debt Service

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Debt Service (General Fund)						Account: 3800/8800
Principal - Schools General Obligation Bonds	\$10,577,036	\$11,126,402	\$12,391,387	\$12,391,387	\$12,038,155	\$12,038,155
Principal - Non-General Obligation Debt - Schools	\$3,086,645	\$3,248,456	\$3,682,859	\$3,682,859	\$4,477,336	\$4,477,336
Interest - Non-General Obligation Debt - Schools	\$1,072,158	\$853,193	\$1,525,322	\$1,525,322	\$1,972,511	\$1,972,511
Total School Debt Service	\$14,735,839	\$15,228,051	\$17,599,568	\$17,599,568	\$18,488,002	\$18,488,002
Principal - County General Obligation Bonds	\$940,498	\$1,813,221	\$1,394,308	\$1,394,308	\$1,391,718	\$1,391,718
Interest - County General Obligation Bonds	\$1,042,519	\$1,293,413	\$1,212,661	\$1,212,661	\$1,154,885	\$1,154,885
Principal - Non-General Obligation Debt - County	\$823,402	\$1,343,748	\$2,154,902	\$2,122,902	\$2,005,349	\$2,005,349
Interest - Non-General Obligation Debt - County	\$172,169	\$188,275	\$1,017,804	\$1,050,806	\$1,230,332	\$1,230,332
Total County Debt Service	\$2,978,588	\$4,638,657	\$5,779,675	\$5,780,677	\$5,782,284	\$5,782,284
Total Debt Service Expenditures	\$17,714,427	\$19,866,708	\$23,379,243	\$23,380,245	\$24,270,286	\$24,270,286

These funds repay principal and interest due on non-enterprise fund debt. This includes outstanding voter approved general obligation 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 2007-08 Approved General Budget equals \$26,043,653 compared to our anticipated debt service payments of \$24,270,286. The table below compares the County's current level of debt with the levels outlined in the Debt Management Policy:

County's Debt Level for Fiscal Year 2007-08			
	Per county's Adopted Debt Management Policy	Legal Debt Limit per NC General Statute	As included in FY 2007-08 Approved Budget
Annual Debt Service Payments as a Percentage of General Fund Expenditures	No greater than 15%	N/A	14.0%
Total Outstanding Debt as a Percentage of Total Assessed Valuation	No greater than 3%	No greater than 8%	2.0%

Bond Ratings

The County has excellent bond ratings:

- Fitch IBCA- AAA
- Standards and Poors – AA+
- Moody's – Aa2
- North Carolina Municipal Council - 87

Projected Annual General Fund Bond Principal and Interest Requirements - FY 2007-08

Date of Issue	Description	Original Issue Amount	Schools					County					Total			
			% of Original Issue For School Projects	Principal	Interest	Total	% of Original Issue For County Projects	Principal	Interest	Total	Principal	Interest	Total			
1. General Obligation Bonds and Alternative Financing to be Paid from Dedicated Property Tax																
April-03	1988 & 1992 Bonds (Refunding Series)	22,815,000	86.8%	2,334,704	429,594	2,764,298	13.2%	355,264	65,370	420,634	2,689,968	494,964	3,184,932			
August-01	1992 School Bonds (Refunding Series)	20,595,000	100.0%	1,325,000	696,900	2,021,900	0.0%	0	0	0	1,325,000	696,900	2,021,900			
April-00	1997 Bonds (Installation #1)	37,330,000	92.4%	1,108,800	174,636	1,283,436	7.6%	91,200	14,364	105,564	1,200,000	189,000	1,389,000			
April-01	1997 Bonds (Installation #2)	17,470,000	71.6%	658,271	416,363	1,074,624	28.4%	261,729	165,542	427,271	920,000	581,895	1,501,895			
April-03	2001 Bond Issue (Installation #1)	19,175,000	71.7%	466,102	499,580	965,682	28.3%	183,898	197,107	381,005	650,000	696,688	1,346,688			
July-04	1997 Bonds (Installation #3 - \$1.2 Million Effland Sewer Bonds) and 2001 Bonds (Installation #2 - \$19.74 Million)	20,940,000	51.9%	389,506	433,870	823,376	48.1%	360,494	401,555	762,049	750,000	835,425	1,585,425			
2005	2001 Bond Issue (Installation #3)	29,185,000	88.0%	880,075	1,038,274	1,918,350	12.0%	119,925	141,482	261,406	1,000,000	1,179,756	2,179,756			
September-05	1997 Bonds (Installation #1) and 2000 Two-Thirds Bonds	29,365,000	86.3%	120,792	1,065,697	1,186,489	13.7%	19,208	169,466	188,674	140,000	1,235,163	1,375,163			
Total Voter Approved General Obligation Debt		196,875,000		7,283,250	4,754,905	12,038,156		1,391,718	1,154,885	2,546,603	8,674,968	5,909,790	14,584,758			
December-02	2001 Alternative Financing Package #1	3,475,000	27.3%	65,517	27,994	93,511	72.7%	174,138	74,405	248,543	239,655	102,399	342,054			
Spring 2006	2001 Alternative Financing Package #2	22,000,000	39.3%	434,486	366,760	801,226	33.4%	369,170	311,640	680,810	803,636	678,400	1,482,036			
Fall 2006	Fall 2006 Alternative Financing Package	9,000,000	100.0%	600,000	395,100	995,100	0.0%	0	0	0	600,000	395,100	995,100			
Spring 2007	Fall 2006 Alternative Financing Package	50,057,000	51.0%	0	733,845	733,845	41.6%	0	449,804	449,804	0	1,183,649	1,183,649			
Total 2001 Alternative Financing Package		184,646,000		1,099,983	1,523,699	2,623,682		543,308	835,849	1,379,157	1,643,292	2,359,548	4,002,839			
Total GO Bonds and Alternative Financing Package to be Paid from Dedicated Property Tax		381,521,000		8,383,233	6,278,604	14,661,838		1,935,026	1,990,734	3,925,760	10,318,259	8,269,338	18,587,597			

Projected Annual General Fund Bond Principal and Interest Requirements - FY 2007-08

Date of Issue	Description	Original Issue Amount	% of Original Issue For School Projects	Schools			County			Total		
				Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
April-00	2000 Two-Thirds Net Debt Reduction Bonds for County Buildings (Whitted & Northern HS Centers)	2,845,000	86.3%	0	0	0	100,000	15,750	115,750	100,000	15,750	115,750
July-04	2004 Two-Thirds Net Debt Reduction Bonds	4,200,000	0.0%	0	0	0	150,000	163,125	313,125	150,000	163,125	313,125
May-99	School (McDougle Elementary construction private placement loan)	7,064,230	100.0%	802,925	86,171	889,096	0	0	0	802,925	86,171	889,096
February-05	School (Scroggs Southern Village) construction private placement loan)	2,921,776	100.0%	400,876	71,356	472,232	0	0	0	400,876	71,356	472,232
February-05	School (Scroggs Southern Village) construction private placement loan)	5,258,223	100.0%	722,272	136,959	859,231	0	0	0	722,272	136,959	859,231
January-96	County Buildings (Jail/Courthouse construction private placement loan)	2,000,000	0.0%	0	0	0	0	0	0	0	0	0
July-96	County Buildings (non-taxable portion of purchase of Skills Development Center)	780,000	0.0%	0	0	0	95,908	3,688	99,597	95,908	3,688	99,597
March-98	County Buildings (taxable portion of purchase of Skills Development Center)	650,000	0.0%	0	0	0	0	0	0	0	0	0
October-00	Purchase of building & land for relocation of Purchasing and Central Services	338,000	0.0%	0	0	0	100,000	0	0	0	0	0

Projected Annual General Fund Bond Principal and Interest Requirements - FY 2007-08

Date of Issue	Description	Original Issue Amount	Schools			County			Total			
			% of Original Issue For School Projects	Principal	Interest	Total	% of Original Issue For County Projects	Principal	Interest	Total		
October-02	1121/18 Churton Street Property (Clerk of Courts)	485,000	0.0%	0	0	0	48,500	10,365	58,865	48,500	10,365	58,865
2003	Business Systems Software	480,000	0.0%	0	0	0	101,722	3,550	105,272	101,722	3,550	105,272
June-04	Lease/Purchase of Ambulances	377,987	0.0%	0	0	0	76,098	5,962	82,060	76,098	5,962	82,060
April-05	Lease/Purchase of Equipment & Vehicles	1,100,691	0.0%	0	0	0	379,407	9,759	389,166	379,407	9,759	389,166
April-05	Lease/Purchase of Equipment & Vehicles	419,640	0.0%	0	0	0	83,792	8,740	92,532	83,792	8,740	92,532
December-00	Orange County Schools share of Cedar Ridge High School	13,665,000	100.0%	1,365,000	222,154	1,587,154	0	0	0	1,365,000	222,154	1,587,154
Spring 2006	County Facility @ Meadowlands	1,685,000	0.0%	0	0	0	168,500	72,666	241,166	168,500	72,666	241,166
Spring 2006	Lease/Purchase of Equipment & Vehicles	1,200,000	0.0%	0	0	0	348,134	29,310	377,444	348,134	29,310	377,444
Total Non-General Obligation (non-voter approved) Debt Service Not Paid by Dedicated Property Tax		45,470,547		3,291,073	516,640	3,807,713	1,552,061	322,915	1,874,976	4,843,134	839,555	5,682,689
Total General Fund Debt Service Obligations		426,991,547		11,674,306	6,795,244	18,469,590	3,487,087	2,313,649	5,800,736	15,161,393	9,108,893	24,270,286

Education

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Local School Systems						
Current Expenses (General Fund)						
Orange County Schools	\$17,920,336	\$19,608,329	\$20,672,387	\$20,372,387	\$24,393,193	\$21,939,739
Chapel Hill/Carrboro City Schools	\$28,816,278	\$30,372,967	\$33,121,357	\$33,121,357	\$33,724,585	\$34,935,383
Total Current Expenses	\$46,736,614	\$49,981,296	\$53,793,744	\$53,493,744	\$58,117,778	\$56,875,122
Recurring Capital						
Orange County Schools	\$772,867	\$881,750	\$941,520	\$941,520	\$941,520	\$941,520
Chapel Hill/Carrboro City Schools	\$1,242,787	\$1,408,508	\$1,458,480	\$1,458,480	\$1,458,480	\$1,458,480
Total Recurring Capital	\$2,015,654	\$2,290,258	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000
Long Range Capital						
School Capital	\$2,385,864	\$4,444,072	\$4,155,562	\$4,155,562	\$4,073,827	\$4,073,827
Total Long Range Capital	\$2,385,864	\$4,444,072	\$4,155,562	\$4,155,562	\$4,073,827	\$4,073,827
Debt Service						
Principal & Interest Schools General Obligation Bonds	\$10,577,036	\$11,126,402	\$12,391,387	\$12,391,387	\$12,038,155	\$12,038,155
Principal Non-General Obligation Schools	\$3,086,645	\$3,248,456	\$3,682,859	\$3,682,859	\$4,477,336	\$4,477,336
Interest Non-General Obligation Schools	\$1,072,158	\$853,193	\$1,525,322	\$1,525,322	\$1,972,511	\$1,972,511
Total Debt Service	\$14,735,839	\$15,228,051	\$17,599,568	\$17,599,568	\$18,488,002	\$18,488,002
Other School-Related Programs						
School Health Nursing Initiative	\$0	\$486,898	\$537,289	\$537,289	\$628,670	\$566,774
School Social Workers	\$122,118	\$266,577	\$500,230	\$527,050	\$557,272	\$557,272
Reserve for Fair Funding for Schools	\$0	\$0	\$800,000	\$800,000	\$800,000	\$988,000
Total Other School-Related Programs Expenses	\$122,118	\$753,475	\$1,837,519	\$1,864,339	\$1,985,942	\$2,112,046
Total Local School Systems Expenditures	\$65,996,089	\$72,697,152	\$79,786,393	\$79,513,213	\$85,065,549	\$83,948,997
Durham Technical Community College (DTCC)						
Current Expenses (General Fund)						
Durham Technical Community College	\$0	\$0	\$0	\$0	\$180,598	\$180,598
Recurring Capital						
Durham Technical Community College	\$0	\$0	\$0	\$0	\$15,000	\$15,000
Debt Service						
Principal & Interest Non-General Obligation - DTCC	\$0	\$0	\$0	\$0	\$190,046	\$190,046
Total Durham Technical Community College (DTCC)	\$0	\$0	\$0	\$0	\$385,644	\$385,644
Total Education Expenditures	\$65,996,089	\$72,697,152	\$79,786,393	\$79,513,213	\$85,451,193	\$84,334,641

Note: In addition to the funding outlined here, in fiscal year 2007-08 CHCCS anticipates receiving approximately \$16.3 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 2007-08 totals 6,894, an increase of 157 students from the March 2006 projections. Currently budgeted charter school students total 254, the same number as fiscal year 2006-07. This brings the total district enrollment to 7,148.

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

The Chapel Hill-Carrboro City School District DPI projections total 11,265, reflecting an increase of 181 when compared to the March 2006 projections. Currently budgeted charter school students total 117, the same as fiscal year 2006-07. This brings the total district enrollment for the district to 11,382.

2007-08 Enrollment Projections

	CHCCS	OCS	Total
March 2007 Department of Public Instruction ADM Planning #s	11,343	6,954	18,297
<i>Less</i> : Out of District	<u>78</u>	<u>60</u>	<u>138</u>
	11,265	6,894	18,159
<i>Plus</i> : March 2006 Charter Students	<u>117</u>	<u>254</u>	<u>371</u>
Total Budgeted Students	11,382	7,148	18,530
	61.42%	38.58%	

2006-07 Enrollment Projections

	CHCCS	OCS	Total
March 2006 Department of Public Instruction ADM Planning #s	11,162	6,806	17,968
<i>Less</i> : Out of District	<u>78</u>	<u>69</u>	<u>147</u>
	11,084	6,737	17,821
<i>Plus</i> : March 2005 Charter Students	<u>117</u>	<u>254</u>	<u>371</u>
Total Budgeted Students	11,201	6,991	18,192
	61.57%	38.43%	

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 approved fiscal year 2007-08 budget totals \$3,069 per student for each of the 18,530 students in the two school systems. This represents an increase of \$112 from the 2006-07 approved per pupil allocation of \$2,957.

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

The approved budget increases the current year funding level by \$1,267,349 and brings the total appropriation in current expense funding to \$21,939,739. This level of funding is \$2,453,454 less than the \$24,393,193 requested by the Orange County Board of Education.

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

For the Chapel Hill-Carrboro City Schools, the approved budget increases the current year funding level by \$1,814,026 and brings the total General Fund funding for the District to \$34,935,383. This amount is \$1,210,798 more than the General Fund amount requested by the Chapel Hill-Carrboro Board of Education.

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

The approved budget increases the district tax rate by 1.5 cents, to 20.35 cents. Each penny on the Chapel Hill-Carrboro district tax rate for fiscal year 2007-08 is expected to produce \$802,246. Anticipated revenue from this special tax is estimated to generate \$1,329 per student for the district. Projected revenue from district tax proceeds for fiscal year 2007-08 totals \$16,325,707. This amount is \$4,810,949 less than the amount requested by the Chapel Hill-Carrboro Board of Education.

**State Mandated Funding Formula
General Fund Per Pupil Allocations to Each District**

	CHCCS	OCS	Total
# of Students Budgeted in Fiscal Year 2006-07	11,201	6,991	18,192
Projected Increase in Students for Fiscal Year 2007-08	181	157	338
Total Projected Students (including charter students) for Fiscal Year 2007-08	11,382	7,148	18,530
Approved County Per Pupil Allocation	3,069	3,069	3,069
Total Recommended Current Expense Funding for Fiscal Year 2007-08	\$34,935,383	\$21,939,739	\$56,875,122
Total Approved Current Expense Funding FY 2006-07	\$33,121,357	\$20,672,387	\$53,793,744
Recommended Increase in Funding for FY 2007-08	\$1,814,026	\$1,267,352	\$3,081,378
Requested Current Expense Funding (Ad Valorem only) for FY 2007-08	\$33,724,585	\$24,393,193	\$58,117,778
Requested Current Expense Funding (Ad Valorem and Special District Tax) for FY 2007-08	\$54,886,970	\$24,393,193	\$79,280,163

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.

For fiscal year 2007-08, the approved budget maintains total funding for recurring capital at \$2,400,000. Of the total, recurring capital for the Chapel Hill-Carrboro City Schools equals \$1,458,480, and Orange County Schools' allocation is \$941,520.

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. With the updated Capital Funding Policy adopted by the Board in April 2007, North Carolina Public

School Building Capital funds and School Construction Impact Fees offset School related debt service associated with construction of new school seats.

Debt Service

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

Total Funding for Operations and Recurring Capital by Local School District

The chart below shows the total approved funding for operations and recurring capital for the two districts for the 2007-08 fiscal year. This does not include long-term capital investments or debt service.

	Orange County Schools	Chapel Hill Carrboro City Schools
Current Expense	\$21,939,739	\$34,935,383
Recurring Capital	\$941,520	\$1,458,480
District Tax	<u>\$0</u>	<u>\$16,325,707</u>
Total Funding by District	\$22,881,259	\$52,719,570
<i>Projected Student Enrollment</i>	<i>7,148</i>	<i>11,382</i>

Durham Technical Community College (DTCC)

The Orange County Satellite Campus of Durham Technical Community College is currently being constructed at the Waterstone Development located just south of Hillsborough off Highway 86. DTCC staff anticipate construction to be completed in winter 2007/08 and classes can begin in March 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 approved budget reflects four months of operations for the new facility and provides \$385,644 to DTCC for fiscal year 2007-08. This includes current expense funding of \$180,598, recurring capital of \$15,000 and debt service allocations of \$190,046. Funding in fiscal year 2008-09 will reflect a full year of costs for the new campus.

Fire Districts

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Fire Districts (Fire District Fund)						
Cedar Grove	\$135,568	\$154,887	\$159,619	\$171,619	\$168,552	\$168,552
Chapel Hill	\$562	\$562	\$566	\$566	\$444	\$444
Damascus	\$22,262	\$18,319	\$34,675	\$34,675	\$35,870	\$35,870
Efland	\$180,647	\$181,628	\$223,433	\$223,433	\$237,855	\$237,855
Eno	\$310,861	\$311,933	\$319,939	\$319,939	\$339,818	\$339,818
Little River	\$147,935	\$148,012	\$152,620	\$152,620	\$163,677	\$163,677
New Hope	\$304,816	\$344,613	\$317,619	\$317,619	\$321,103	\$321,103
Orange Grove	\$189,569	\$190,317	\$224,165	\$224,165	\$236,315	\$236,315
Orange Rural	\$418,943	\$487,997	\$530,041	\$530,041	\$564,353	\$564,353
South Orange	\$369,480	\$365,880	\$390,212	\$390,212	\$442,900	\$442,900
Southern Triangle	\$78,470	\$66,217	\$122,725	\$122,725	\$146,530	\$146,530
White Cross	\$116,669	\$116,732	\$120,513	\$120,513	\$174,390	\$174,390
Total Fire District Expenditures	\$2,275,782	\$2,387,097	\$2,596,127	\$2,608,127	\$2,831,807	\$2,831,807
<i>Offsetting Revenue</i>	<i>(\$2,302,480)</i>	<i>(\$2,499,820)</i>	<i>(\$2,596,127)</i>	<i>(\$2,701,562)</i>	<i>(\$2,831,807)</i>	<i>(\$2,831,807)</i>
Net County Cost	(\$26,698)	(\$112,723)	\$0	(\$93,435)	\$0	\$0

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 Management Services.

It is estimated that there are at least 350 firefighters and first responders contributing more than 40,000 training and service hours in Orange County. Volunteers will respond to more than 5,000 fire and first responder calls by June 30, 2007.

Cedar Grove Fire District

\$168,552

- The tax rate for this district is approved to remain at 7.30 cents for FY 2007-08.
- In FY 2006-07, the department continued their efforts to achieve all required training for their firefighters to meet the State requirements of level 1 and 2 certification, replaced three sets of old turnout gear and ten old pagers, anticipate delivery of a new replacement tanker in late June, and purchasing a Thermal Imaging Camera to assist in searching buildings for victims during structural fires.
- In FY 2007-08, the department will continue to train all firefighters at level 1 and 2 state certifications, will continue to recruit new members to increase membership, begin preparing financially for the replacement of a twenty-eight year old tanker within the next two to three years, and adding more water points in the district to assist with fires, which will improve the district's ISO rating.

Fire Districts - continued

- The department's five-year plan includes renovation of station #2 to include a training room, kitchen area, and office space for the fire department officers, replace the heating systems at both stations with more energy efficient units, and replace their twenty-eight year old tanker, due to plumbing and tank rusting out.

Chapel Hill Fire District

\$444

- Protection for the six homes located in this district is provided by the Town of Chapel Hill Fire Department.
- The tax rate is approved to remain at 1.9 cents for FY 2007-08.

Damascus Fire District

\$35,870

Southern Triangle Fire District

\$146,530

- North Chatham Volunteer Fire Department contracts with Orange County to provide services to the citizens in the Damascus and Southern Triangle districts of Orange County.
- The department requested that its current contract of \$160,000 (less any reimbursement that North Chatham receives for municipal annexations) increase to \$185,000 for fiscal year 2007-08.
- The increase in the contract is needed to help cover the cost of installing laptop computers on 6 vehicles to provide onboard mapping, the addition of paid staff to begin coverage of an additional station 24 hours/day. During FY 2006-07, the department completed the requirements for the rated district to be extended to six miles in both Orange and Chatham counties, and this has resulted in an average of 25% savings on homeowners' insurance premiums.
- During a FY 2006-07 budget worksession, a three-year plan was presented to the Board of County Commissioners to raise the tax rate to equal Chatham County's current rate of 6.0 cents. FY 2007-08 is the second year of that three-year plan, and the tax rate for these districts is approved to increase by 1.0 cent, from 4.0 cents to 5.0 cents for FY 2007-08. The contract cost of \$185,000 represents approximately 8% of the total North Chatham Fire Department's annual budget of \$2.4 million.

Efland Fire District

\$237,855

- The tax rate for this district is approved to remain at 4.225 cents for FY 2007-08.
- In FY 2006-07, the department roster increased by two members to a total of 40 firefighters. Currently, there are 16 firefighters who are working on completing their firefighter level 1 and 2 training, 16 firefighters who are certified in emergency rescue services, and 20 who are certified first responders. The department also has three high school youth participating in their Junior Firefighter Program. The district applied and received grant funds to purchase 800 MHz radio equipment, which saved the taxpayers in this district approximately \$100,000. The department has made progress in building a satellite station on Highway 70 West, which will enhance response time to the western part of the County once completed and outfitted with gear. The department has ordered a

Fire Districts - continued

replacement pumper/tanker with delivery scheduled in July 2007, and will purchase a vehicle that will be used by the first responders from emergency service purposes.

- In FY 2007-08, the department plans to continue fire prevention, firefighter assistance, level 1 and 2 training, and first responder training, continue developing a two phase plan for construction of a satellite station, and the use of a smoke machine for training purposes.
- The department's five-year plan includes continuing to work toward the goal of purchasing apparatus outright instead of financing, securing more water points, and continuing to work on plans for phasing in paid personnel as their call volume grows.

Eno Fire District

\$339,818

- The tax rate for this district is approved to remain at 5.70 cents for FY 2007-08.
- In FY 2006-07, the department broke ground on station #2, and started construction in May 2007.
- In FY 2007-08, the department plans to purchase a new engine, and complete construction, and open station #2.
- The department's five-year plan includes hiring a full-time firefighter to oversee day-to-day operations, continue working on its ISO rating, and hire firefighters and first responders as part-time employees.
- The district serves over 6,000 residents with numerous churches and businesses.

Little River Fire District

\$163,677

- The tax rate for this district is approved to remain at 4.60 cents for FY 2007-08.
- In FY 2006-07, the department built and furnished a firefighter dayroom, installed turnout gear lockers, replaced six sets of turn out gear, purchased 10 personal SCBA masks, installed four dry hydrants, and began process of purchasing a brush/EMS truck.
- In FY 2007-08, the department plans to purchase radios pending County's completion of the 800 MHz system, begin process of writing specifications for the replacement of their twenty-seven year old tanker, hire part-time paid firefighters, and purchase a new copier for the office.
- The department's five-year plan includes replacing their twenty-seven year old tanker, and continue to install dry hydrants as needed and as they become available.

New Hope Fire District

\$321,103

- The tax rate for this district is approved to remain at 6.75 cents for FY 2007-08.
- In FY 2006-07, the department continued firefighter level 1 and 2 training, initial formulation of one, three, and five year plans related to: planned step-wise improvement of its ISO rating, inspection and servicing of aging water points, and initiated leadership development plan for officers.
- In FY 2007-08, the department will coordinate mutual-aid training with Chapel Hill and Carrboro fire departments, initiate a "ride along" program for certified firefighters with Chapel Hill fire department, require chiefs to take extensive training in leadership, ISO, and

Fire Districts - continued

unified command, and request ISO re-evaluation with the target of reducing from a 9S to an 8, which will reduce homeowners' insurance premiums.

- The department's five-year plan includes request ISO re-evaluation with the target of reducing from an 8 (if achieved in FY 2007-08) to a 7, station consolidation – reducing from 2 stations to 1 new station, develop new strategies to recruit and retain firefighters within the County, and purchase a new 1800 gallon elliptical tanker for in-district and 3rd department automatic mutual aid.

Orange Grove Fire District

\$236,315

- The tax rate for this district is approved to remain at 3.90 cents for FY 2007-08.
- In FY 2006-07, the department added five new water points, which increases access to water supplies across the district, purchased twelve 800 MHz radios, and began a driveway access inspection effort and notifying homeowners of any issues that need addressing.
- In FY 2007-08, the department will add a thermal imaging camera in order to improve their ability to find hot spots and locate unseen fires faster, will continue to focus on first responder training and regular firefighter skill training, will apply for grants to replace their SCBA, and replace the roof on the station.
- The department's five-year plan is to continue switching to the 800 MHz radio system, continue to seek and develop water points throughout the district, and whenever possible, link them with neighboring departments to improve water availability, begin gathering data to design a replacement tanker, which they are planning to tentatively purchase in FY 2008-09, and continue to monitor call volume and trends to determine when to add additional career staff.

Orange Rural Fire District

\$564,353

- The tax rate for this district is approved to remain at 5.60 cents for FY 2007-08.
- In FY 2006-07, the department finalized renovations to station #2 in order to staff the building full-time, assisted Orange County Sheriff, Emergency Management, and Chapel Hill with fit testing, replaced the non-compliant fire alarm system in the main station, replaced the water tank in their 1974 brush truck to extend its service life, rebuilt the pump in one engine, replaced worn out garage doors in the main fire station, certified two employees in fire pump repair and maintenance to reduce future expenses, and applied for FEMA grant funds to replace outdated turn out gear.
- In FY 2007-08, the department plans to start a turn out gear replacement schedule that will match NFPA recommendations, specify and place order for a replacement air/light truck, payoff debt associated with their 2005 tanker, locate land and start the process to build a third fire station in the district, start an Explorer Post for junior firefighters, approach Eno and Caldwell departments about co-locating equipment in order to improve service delivery.
- The department's five-year plan includes the replacement of a 1983 air and light truck, replace a pick-up truck for EMS and Incident Command, place the 800 MHz radios into service, place mobile computers on front line apparatus for pre-plans, reporting and

Fire Districts - continued

incident management, build, equip, and staff a third station in agreement with the Town of Hillsborough, attain certification as Heavy Rescue qualified by the State, and complete the ISO evaluation and improve the district's rating to lower homeowners' insurance premiums.

South Orange Fire District

\$442,900

- Fire protection for residents in this district is provided under contract between the County and the Town of Carrboro Fire Department. Based on relative shares of service calls and tax base, district residents pay less than one fifth of the Carrboro Fire Department's costs.
- A Fire District Commission appointed by the Orange County Board of Commissioners represents citizens of this district. This Commission meets annually with the Carrboro Town Manager, Fire Chief, and County staff to review current service delivery, future plans for the Carrboro Fire Department, and the appropriate share of the department's costs that should be borne by district taxpayers in accordance with the existing contract.
- As a result of a May 2007 meeting, a tax rate increase of .30 cents (from a current rate of 9.20 to 9.50 cents) is approved for FY 2007-08. This increase in taxes collected, as well as a \$16,500 appropriation from the district's available fund balance, will provide adequate resources to serve the district.

Southern Triangle Fire 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 area.

White Cross Fire District

\$174,390

- The tax rate for this district is approved to increase by .80 cents (from 4.20 to 5.00 cents) for FY 2007-08. This increase is needed to cover the additional costs associated with purchasing new 800 MHz radios to interface with the County's new radio system, and the installation of additional water supply points in their district. The district is also requesting \$22,000 from their County-held fund balance to replace turnout gear with new National Fire Protection Association (NFPA) compliant gear. All of these funds will also help in the district's goal to lower their ISO rating.
- In FY 2006-07, the department hired a daytime firefighter to work 8 hours daily, Monday through Friday, purchased an additional pumper/tanker to replace a 20 year old truck, reviewed and acquired new water points and recorded GPS coordinates and submitted them to be mapped (all of this in preparation for seeking an ISO ratings reduction), and hired an architect firm to start the design process for their building addition.
- In FY 2007-08, the department plans to mark all water points with DOT approved signs and have engineer certifications completed, install an additional 5-8 dry hydrants in the district, ensure all firefighters are NFPA 1403 compliant, acquire additional hydraulic rescue equipment and train personnel accordingly, outfit all personnel with NFPA compliant turnout gear, continue training for ISO insurance rating reduction, and purchase some of the 800 MHz radios that are needed.

Fire Districts - continued

- The department's five year plan includes lowering their ISO rating to a Class 7, break ground on the station addition and renovations, complete specifications, bid and order for an elliptical tanker, and complete the purchase of 800 MHz radios to be able to work on the County's new radio infrastructure.

Transfers to Other Funds

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Transfers to Other Funds (General Fund)						
Affordable Housing	\$254,000	\$270,360	\$188,360	\$188,360	\$274,453	\$274,453
County Capital	\$837,465	\$3,328,364	\$2,770,374	\$2,970,374	\$2,715,885	\$2,715,885
Efland Sewer	\$80,000	\$85,000	\$100,000	\$100,000	\$122,250	\$122,250
Grant Projects	\$25,248	\$71,494	\$80,661	\$80,661	\$125,877	\$50,788
Revaluation	\$155,611	\$50,000	\$50,000	\$50,000	\$124,000	\$124,000
School Capital	\$2,385,864	\$4,444,072	\$4,155,562	\$4,155,562	\$4,073,827	\$4,073,827
Solid Waste	\$0	\$0	\$0	\$0	\$2,168,090	\$2,168,090
Sportsplex	\$0	\$163,435	\$700,000	\$700,000	\$700,000	\$700,000
Transfer to JCPC (County Match)	\$11,520	\$11,500	\$11,500	\$11,500	\$24,534	\$24,534
Total Transfer to Other Funds	\$3,749,708	\$8,424,225	\$8,056,457	\$8,256,457	\$10,328,916	\$10,253,827

Transfer to Orange-Chatham Justice Program

\$24,534

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.

Transfer to School Capital

\$4,073,827

Transfer to County Capital

\$2,715,885

These transfers provide pay-as-you-go funds for School and County capital projects identified in the Capital Investment Plan (CIP).

Transfer to Revaluation

\$124,000

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. Orange County has adopted a quadrennial revaluation cycle, with the most recent revaluation having taken effect on January 1, 2005. (See the Assessor’s Department Budget in the Taxation and Records Section of this budget for more information).

Transfer to Efland Sewer Enterprise Fund

\$122,250

This transfer provides funds to supplement money received from sewer charges. (See the Efland Sewer Enterprise Fund budget in the Department Operating Budgets section of this document for more information).

Transfers to Other Funds - continued

Transfer to Affordable Housing Reserve **\$274,453**

This transfer reserves funds to address long-term housing needs for decent and affordable housing in Orange County as well as fund the Urgent Repair Program.

Transfer to Grant Projects **\$50,788**

This transfer allocates general fund dollars to the following grant projects: Enhanced Child Service Coordination (\$9,024), Child Care Health Consultant (\$9,622) and Senior Health Coordination-Wellness Program (\$32,142).

Transfer to Solid Waste **\$2,168,090**

This transfer allocates general fund dollars to the Solid Waste Enterprise Fund to cover operational costs associated with Sanitation Operations. FY 2007-08 marks the first year of the transition of this division from the General Fund to the Solid Waste Enterprise Fund.

Transfer to Sportsplex **\$700,000**

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 purchase (\$521,417) with the remainder for operations.

Non-Departmental Summary Governing and Management

Listed below are appropriations for non-departmental Governing and Management related funds and entities.

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Governing and Management						
3R Fee For County Property	\$1,641	\$1,911	\$2,000	\$2,470	\$2,500	\$2,500
3R Fee Payments-In-Lieu	\$5,348	\$9,249	\$9,000	\$20,000	\$20,000	\$20,000
ASCAP	\$0	\$0	\$0	\$0	\$1,000	\$1,000
Bond Committee	\$24	\$0	\$0	\$31	\$0	\$0
Cable Casting Commissioner Meeting	\$30,966	\$28,558	\$45,000	\$55,588	\$75,000	\$30,000
Cable Franchise Negotiation	\$6,220	\$1,086	\$0	\$0	\$0	\$0
Cable TV Show	\$2,053	\$0	\$0	\$0	\$0	\$0
Classification & Pay Study	\$0	\$0	\$0	\$0	\$0	\$100,000
Construction Manager	\$0	\$0	\$100,000	\$0	\$100,000	\$100,000
Commissioners' Contingency	\$0	\$0	\$35,000	\$0	\$35,000	\$17,500
County Government Week	\$716	\$480	\$750	\$500	\$750	\$750
Critical Needs/Safety Net Reserve	\$0	\$0	\$125,000	\$80,000	\$125,000	\$0
Drug Testing	\$6,884	\$7,615	\$7,500	\$7,500	\$8,000	\$8,000
Employee Development	\$45,592	\$48,198	\$63,000	\$80,000	\$63,000	\$63,000
Energy Conservation Team	\$0	\$0	\$0	\$0	\$55,505	\$30,000
Fairview Community Policing Stat	\$14,369	\$14,252	\$3,600	\$0	\$0	\$0
Health Insurance Increase	\$0	\$0	\$375,000	\$95,925	\$588,020	\$127,000
In-Range Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$249,267
Legal Services	\$880	\$0	\$0	\$0	\$0	\$0
Managers Miscellaneous	\$0	\$2,923	\$7,500	\$3,000	\$7,500	\$7,500
Meeting Support Supplies	\$8,036	\$9,490	\$10,000	\$12,000	\$12,000	\$12,000
Miscellaneous Non-Departmental	\$0	\$0	(\$1,215,497)	\$0	(\$1,000,000)	\$0
OCS District Tax	\$0	\$2,309	\$0	\$0	\$0	\$0
Pay Plan Equity Retention	\$0	\$0	\$25,000	\$25,000	\$25,000	\$25,000
Recruitment/Selection	\$1,671	\$709	\$0	\$1,500	\$5,000	\$5,000
Referendum Education	\$0	\$0	\$0	\$12,453	\$0	\$0
Reserve for 401K Plan Enhancement	\$0	\$0	\$0	\$0	\$0	\$46,500
Reserve for Cost Of Living Adjustmet	\$0	\$0	\$0	\$0	\$0	\$1,138,030
Reserve For Downtown Campus Parking	\$0	\$0	\$150,000	\$25,000	\$0	\$0
Reserve For Staff Attorney	\$0	\$0	\$50,000	\$0	\$0	\$0
Reserve For Water Resource Initiative	\$0	\$0	\$50,000	\$1,620	\$0	\$0
Retiree Health	\$692,032	\$760,363	\$798,200	\$828,200	\$1,149,407	\$1,149,407
School Collaboration Consultant	\$3,108	(\$680)	\$1,300	\$4,000	\$3,500	\$3,500
Sportsplex Membership - County Share	\$0	\$0	\$0	\$20,000	\$20,000	\$20,000
Tax Bill Inserts	\$3,163	\$3,386	\$7,000	\$3,271	\$5,000	\$5,000
TJCOG Water Quality	\$6,881	\$6,881	\$7,000	\$6,881	\$7,000	\$7,000
Triangle J Dues	\$36,694	\$20,117	\$20,117	\$21,301	\$22,000	\$22,000
Tuition Refunds	\$10,000	\$10,978	\$11,000	\$11,000	\$11,000	\$11,000
Youth Voices	\$346	\$317	\$1,500	\$1,500	\$1,500	\$1,500
Governing and Management Total	\$876,625	\$928,142	\$688,970	\$1,318,740	\$1,342,682	\$3,202,454

Governing and Management Non-Departmentals

3R Fee for County Property **\$2,500**

These funds cover the Waste Reduction, Reuse, and Recycling (WRRR) fees assessed to Counties properties.

3R Payment-in-Lieu **\$20,000**

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.

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

Cable Casting Board of Commissioner Meetings **\$30,000**

Funds provide for cable casting Board of County Commissioners meetings.

Classification, Pay and Benefits Study **\$100,000**

To conduct a countywide classification, pay and benefit study during fiscal year 2007-08.

Commissioners' Contingency **\$17,500**

The Board of Commissioners appropriates these funds at various times during the year for unanticipated items that arise throughout the fiscal year. By formal action, the Board of County Commissioners approves all expenditures paid from these funds, and authorizes the fund transfer from this reserve into spending accounts. There are no expenditures directly from this account.

Construction Manager **\$100,000**

The County has retained a contractual construction manager to assist in the management of County and school construction projects. The estimated annual expense for the position will be split along the lines of capital funding, 40% to be paid by the County, with 30% funded by each school system.

County Government Week **\$750**

These funds are used to increase awareness of County government operations during National County Government Week each April. Activities include sponsoring an "Official for the Day" Program, in which County department heads act as mentors for area high school students. The County also sponsors a Speakers' Bureau that provides speakers on County government activities to various community and civic groups.

Drug Testing **\$8,000**

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. The increase reflects the growth in the number of covered employees.

Employee Development/Computer Training **\$63,000**

Funds in this line item are for in-house employee training. This includes funds for initiatives in computer training, cultural diversity and cultural awareness training, Spanish language training,

Governing and Management Non-Departmentals - continued

supervisory training (including sexual harassment, ADA, performance management) and customer service.

Energy Conservation Team \$30,000

Funds in this line item are for personnel costs associated with the Energy Conservation Team.

Health Insurance Increase \$127,000

Funds to cover health insurance increases anticipated during fiscal year 2007-08. In addition, staff plans to carry forward \$300,000 in unexpended funds budgeted for health insurance increases in fiscal year 2006-07 (health insurance increases in fiscal year 2006-07 were less than originally anticipated and there are unused funds remaining in the budget). The projected increase for fiscal year 2007-08 is estimated to be between 10 and 15.0 percent effective January 1, 2008. The actual amount of the County's health insurance increase will be determined in September 2007 through the annual renewal process.

In-Range Salary Adjustment \$249,267

Funds to grant 1.0 percent in-range salary increase for employees whose work performance is "proficient" and a 2.0 percent increase for those whose work performance is rated "exceptional". Awards would be effective with the employee's performance review date.

Manager's Miscellaneous \$7,500

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 \$12,000

Supplies and meal costs for Board of Commissioners related meetings.

Pay Plan Equity Retention \$25,000

Funds are used to award 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. Any such increase requires the Manager's advance approval, following the department head's recommendation and Personnel's review.

Recruitment \$5,000

Funds to cover costs of the recruitment and selection process for department head level positions.

Reserve for 401(k) Enhancement \$46,500

Funds to increase the County's 401(k) contribution by \$5 per pay period to permanent employees (with the exception of sworn law enforcement employees) effective July 1, 2007.

Reserve for Cost of Living Adjustment \$1,138,030

Funds to adjust the salary schedule and employee salaries 3.0 percent effective July 1, 2007, in response to cost of living and labor market factors.

Governing and Management Non-Departmentals - continued

Retiree Health Insurance **\$1,149,407**

These funds provide for health insurance for County retirees who are eligible under Orange County's Personnel Ordinance. The increase results from the increasing cost for health insurance and the increasing number of eligible retirees.

School Collaboration Consultant **\$3,500**

To cover mediation costs associated with school districts collaboration meetings.

Sportsplex Membership – County Share **\$20,000**

Funding to offer discounted Sportsplex memberships to permanent County employees.

Tax Bill Inserts **\$5,000**

Funding is provided for the production and printing of informational inserts to the County's summer mailing of real property tax bills and monthly motor vehicle tax bills. This effort is directly related to the Board's approved Communications goal.

Triangle J Council of Government (TJCOG) – Water Quality **\$7,000**

These funds pay for the County's participation in the Triangle Area Water Supply Monitoring Project. This account also pays a portion of the County's cost to maintain the Eno River gauging station as outlined in the Eno River Capacity Use Agreement. Orange County's primary role in this agreement is to preserve the Eno River habitat while monitoring water capacity fluctuations and their impact on the surrounding habitat of Lake Orange.

Triangle J Council of Government (TJCOG) – Dues **\$22,000**

Funds are budgeted to pay COG dues for regional Emergency Medical Services, Aging, and Ombudsman support.

Tuition Refunds **\$11,000**

These funds are used to reimburse County employees up to \$600 each fiscal year for tuition, fees and books for job related courses. The increase results from increased employee use of the program.

Youth Voices **\$1,500**

These funds support the cooperative efforts of high school students from both the Orange County and Chapel Hill-Carrboro Schools to meet periodically to identify and discuss mutual concerns and possible improvements on matters such as recreation and leisure activities for youth.

Non-Departmental Summary

General Services

Listed below are appropriations for non-departmental General Services related funds and entities.

	2004-05	2005-06	2006-07	2006-07	2007-08	2007-08
	Actual	Actual	Original	12-Month	Department	Commissioner
	Expenditures	Expenditures	Budget	Estimate	Requested	Approved
General Services						
Reserve for Custodial Strategic Plan	\$0	\$0	\$50,000	\$0	\$0	\$0
Stormwater Fees For County Property	\$9,945	\$9,009	\$10,000	\$6,000	\$7,000	\$10,000
General Services Total	\$9,945	\$9,009	\$60,000	\$6,000	\$7,000	\$10,000

General Services Non-Departmentals

Stormwater Fees for County Property

\$10,000

These funds provide for payment to the Town of Chapel Hill for stormwater utility fees assessed to County properties.

Non-Departmental Summary

Human Services

Listed below are appropriations for non-departmental Human Services related funds and entities.

	2004-05	2005-06	2006-07	2006-07	2007-08	2007-08
	Actual	Actual	Original	12-Month	Department	Commissioner
Human Services	Expenditures	Expenditures	Budget	Estimate	Requested	Approved
A Helping Hand	\$0	\$5,000	\$5,000	\$5,000	\$7,500	\$5,000
Adolescents In Need	\$75,749	\$75,749	\$75,749	\$75,749	\$75,749	\$75,749
Alliance Of AIDS Services	\$3,000	\$3,000	\$3,000	\$3,000	\$5,000	\$3,000
ARC Of Orange County	\$4,000	\$4,000	\$4,000	\$4,000	\$4,500	\$4,000
Big Brothers/Big Sisters	\$0	\$0	\$5,000	\$5,000	\$10,000	\$5,000
Charles House	\$8,000	\$8,000	\$11,000	\$11,000	\$12,000	\$11,000
Child Care Services	\$43,025	\$43,025	\$43,025	\$43,025	\$50,000	\$43,025
Chrysalis Foundation	\$0	\$0	\$20,000	\$20,000	\$30,000	\$20,000
Community In Schools	\$45,000	\$55,000	\$55,000	\$55,000	\$56,000	\$55,000
Cornucopia House	\$0	\$0	\$2,000	\$2,000	\$6,000	\$2,000
Disability Awareness Council	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Dispute Settlement Center	\$34,000	\$34,000	\$34,000	\$34,000	\$36,720	\$34,000
Duke Community Hospice	\$3,300	\$3,300	\$4,000	\$4,000	\$4,250	\$4,000
El Centro Latino	\$25,000	\$21,000	\$21,000	\$21,000	\$25,000	\$21,000
EmPOWERment	\$0	\$0	\$13,545	\$13,545	\$73,535	\$13,545
Family Counseling Services	\$3,500	\$3,500	\$3,500	\$3,500	\$6,000	\$3,500
Family Violence Prevention Center	\$19,400	\$19,400	\$19,400	\$19,400	\$20,000	\$19,400
Food Bank Of Central & Eastern NC	\$0	\$0	\$0	\$0	\$15,000	\$4,500
Freedom House	\$17,000	\$17,000	\$24,000	\$24,000	\$25,000	\$24,000
Habitat For Humanity	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Hope Line	\$1,500	\$1,500	\$1,500	\$0	\$0	\$0
Human Services Forum	\$6,133	\$5,471	\$6,300	\$6,885	\$6,300	\$6,300
Interfaith Council	\$36,480	\$36,480	\$36,480	\$36,480	\$50,000	\$36,480
Joint Orange Chatham Community Action	\$100,000	\$100,000	\$100,000	\$100,000	\$105,000	\$105,000
KidSCOpe	\$89,000	\$89,000	\$89,000	\$89,000	\$221,000	\$89,000
Leaf Light	\$0	\$0	\$5,000	\$5,000	\$0	\$0
Literacy Council	\$12,313	\$14,687	\$13,500	\$13,500	\$14,500	\$13,500
Medical Examiner	\$31,325	\$34,375	\$32,000	\$32,000	\$32,000	\$32,000
Mental Health Assoc	\$2,000	\$2,000	\$2,000	\$2,000	\$4,000	\$2,000
Middle School Program – CIS	\$65,000	\$65,000	\$65,000	\$65,000	\$70,000	\$70,000
OC Alternative Sentencing	\$20,250	\$39,989	\$83,000	\$83,000	\$83,000	\$83,000
OC American Red Cross	\$0	\$0	\$5,000	\$5,000	\$7,000	\$5,000
OPC Mental Health	\$0	\$243,744	\$0	\$80,000	\$0	\$0
Orange Community Housing & Land Trust	\$100,000	\$110,000	\$114,000	\$114,000	\$153,000	\$149,000
Orange Congregations In Missions	\$25,600	\$30,600	\$30,600	\$30,600	\$35,600	\$30,600
Orange Enterprises	\$43,175	\$73,175	\$73,175	\$73,175	\$73,175	\$73,175
Partnership To End Homelessness	\$0	\$38,351	\$18,000	\$10,000	\$24,000	\$24,000
Piedmont Health Services	\$10,750	\$10,750	\$10,750	\$10,750	\$10,750	\$10,750
Piedmont Wildlife Center	\$20,000	\$20,000	\$20,000	\$20,000	\$40,000	\$20,000
Planned Parenthood	\$16,940	\$21,940	\$21,940	\$21,940	\$21,940	\$21,940
Previously Unfunded Organization	\$0	\$0	\$0	\$0	\$265,021	\$0
Project Turn Around	\$44,424	\$44,424	\$64,424	\$64,424	\$64,424	\$64,424
Rape Crisis Center	\$28,000	\$28,000	\$28,000	\$28,000	\$35,000	\$28,000

Non-Departmental Summary

Human Services

Listed below are appropriations for non-departmental Human Services related funds and entities.

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Recruitment/Selection	\$0	\$6,500	\$0	\$0	\$0	\$0
Reserve For Human Services Space	\$0	\$0	\$0	\$0	\$0	\$163,300
Reserve For Opening Of Senior Center Oper	\$0	\$0	\$28,650	\$28,650	\$0	\$0
School Health Nurse	\$0	\$486,898	\$537,289	\$537,289	\$628,670	\$566,774
Senior Care Of Orange County	\$0	\$40,000	\$50,000	\$50,000	\$50,000	\$50,000
Shaeffer House	\$165,000	\$0	\$0	\$0	\$0	\$0
Task Force	\$111	\$0	\$0	\$0	\$0	\$0
Triangle Radio Read	\$1,800	\$1,800	\$1,800	\$1,800	\$2,000	\$1,800
Volunteers For Youth	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
W.C. Breeze Family Farm	\$0	\$0	\$0	\$0	\$10,000	\$10,000
Women's Center	\$16,400	\$16,400	\$16,400	\$16,400	\$17,400	\$16,400
Youth Creating Change	\$2,500	\$2,500	\$2,500	\$1,875	\$0	\$0
Youth Services	\$8,203	\$6,259	\$10,000	\$0	\$10,000	\$10,000
Human Services Total	\$1,171,377	\$1,905,317	\$1,853,027	\$1,913,487	\$2,539,534	\$2,073,662

Human Services Non-Departmentals

A Helping Hand **\$5,000**

The goals of this agency are to enable senior citizens to live independently, maintain high levels of wellness and avoid institutionalized care. The funds provided from Orange County support low-income care recipients who are unable to afford the fee of \$15 per hour. Services provided by A Helping Hand 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.

Adolescents in Need **\$75,749**

This agency serves Orange County School District teens (grades 6 through 12 and those not in school). The focus is primarily on those youths that are considered at-risk of early sexual involvement, substance abuse, defiant behavior and physical or sexual abuse due to home, family or other social surroundings.

Alliance of Aids Services **\$3,000**

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.

Arc of Orange County **\$4,000**

Arc of Orange County works with and for people who have or are at risk for developmental disabilities to promote full participation in all areas of life in our community. Approximately \$2,000 of the requested funds would be used for transportation costs for clients living in northern Orange County. The other half of their request would be spent on a new program initiative, Community Connections Program. This program will promote entrepreneurial abilities in clients by supporting and encouraging projects and activities that might lead to micro-enterprise projects.

Big Brothers Big Sisters **\$5,000**

Big Brothers Big Sisters (BBBS) of the Triangle offers two services, community-based and school-based mentoring. Community-based mentoring provides mentors for children from single parent homes or other children in need of adult mentors. These "Big Brothers and Big Sisters" play an integral role in the lives of their "Littles" by being good listeners and guiding these children in the right direction. School-based mentoring provides mentors to children during and after school on their school's campus. Teachers or key school staff refer children to their program who may need extra attention to build better social skills or who may be lacking in a particular area of schoolwork. School-based matches last for one school year and may continue into the next at the request of the parent, child, teacher or volunteer.

Charles House **\$11,000**

Charles House is an adult day care facility located in Carrboro whose goals are to prolong the independence of older adults with disabilities and to provide respite for their caregivers. The facility has a capacity for 19 older adults and has had a waiting list since June of 2000.

Human Services Non-Departmentals - continued

Child Care Services Association (Formerly “Day Care Services”) \$43,025

The Child Care Services Association seeks to ensure that affordable (no more than 10% of a family’s gross earning are used to purchase child care for one child), accessible, high quality childcare is available for all young children and their families.

Chrysalis Foundation \$20,000

The Chrysalis Foundation develops affordable housing for disabled adults and families in Orange County, focusing on mental health, developmental and substance abuse disabilities. Chrysalis develops housing that brings additional rental units into the affordable stock for renters whose income is generally lower than 30 percent of area median income. Chrysalis’s housing activities include real estate development, property acquisition and renovation, financing, grant writing and participating in local housing initiatives.

Communities In Schools \$55,000

Communities in Schools (CISOC) is a “stay-in-school” program that coordinates human services delivery to middle school and high school youth and their families. The goal of the agency is to offer students successful learning environments and encourage them to stay in school and prepare for life.

Cornucopia House \$2,000

Cornucopia House provides a nurturing environment where patients, families and other can gather to share and receive support, resources and education to cope with cancer. Services at Cornucopia House are provided to anyone touched by cancer at any stage of diagnosis, treatment, recovery, remission or recurrence.

Disability Awareness Council \$3,500

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.

Dispute Settlement Center \$34,000

This agency promotes and brings about peaceful settlement of disputes and prevents the escalation of conflict through mediation, facilitation, conciliation, and training.

Duke Community Hospice Services (formerly Triangle Hospice) \$4,000

This grant will serve the terminally ill and their families in Orange County. The Hospice provides medical, psychosocial, spiritual and bereavement care for the terminally ill and their loved ones.

El Centro Latino \$21,000

El Centro Latino offers services to meet the needs of the Latino community in a culturally appropriate and pro-active manner. These include, overcoming language and transportation barriers, isolation, legal issues, educational issues, access to services and assistance to individuals who are not eligible for social services.

EmPOWERment, Inc. \$13,545

EmPOWERment will employ and supervise a Property Manager for five local nonprofits concerned with providing affordable rental housing to low-income residents. The new position will manage 58 rental units for the Affordable Rentals Group (EmPOWERment, Inc., Orange Community Land and Housing Trust, Chrysalis Foundation, Affordable Rentals, Inc, and Habitat for Humanity).

Human Services Non-Departmentals - continued

Family and Children's Services (formerly Family Counseling Services) \$3,500

The grant will fund a 26-week offender treatment program for domestic violence offenders. This program entitle CHANGE, includes highly structured educational groups as well as case management services and coordination between the courts, probation and victims.

Family Violence Prevention Center of Orange County \$19,400

The Family Violence Prevention Center seeks to prevent and end family violence through community education and provision of direct services including emergency assistance, case management and court advocacy.

Food Bank of Central and Eastern North Carolina \$4,500

This agency provides regularly scheduled distribution and delivery of nutritious food, including fresh produce and high-quality high-protein meats, to seven Food Bank partner agencies in Orange County serving low-income individuals.

Freedom House \$24,000

This agency provides extended care and transitional living in order to promote recovery from the disease of addiction. 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 \$15,000

Habitat for Humanity of Orange County (HHOC) provides decent affordable housing for families earning less than half of the area median income and who live in substandard housing. HHOC constructs simple but well-built homes that are then sold to qualifying families at affordable prices.

Human Services Forum \$6,300

These funds are used to support the Human Services Advisory Commission's Annual Forum held each September.

Interfaith Council for Social Service \$36,480

Funds from this grant will continue to address local poverty, hunger, homelessness, underemployment, transitional housing (Project HomeStart), substance abuse and other problems through specific programs offered by volunteers and paid staff or in collaboration with other community agencies.

Joint Orange-Chatham Community Action (JOCCA) \$105,000

JOCCA provides services to very low-income families and individuals with the goal of improving their quality of every day 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. Increased funding for fiscal year 2007-08 will allow JOCCA to increase the numbers of meals it will serve to seniors at the new Seymour Senior Center in Chapel Hill.

KidSCOpe \$89,000

KidSCOpe is an early intervention program that offers services to young children who are experiencing social, emotional, and/or behavioral difficulties. Main service components include individual play therapy with children, customized counseling and education for families,

Human Services Non-Departmentals - continued

technical assistance and training for child care providers, service coordination and a therapeutic preschool program.

Literacy Council **\$13,500**

The Orange County Literacy Council (OCLC) provides tuition-free instruction to adults who want to improve their skills in reading, writing, basic math and/or computer-based literacy. Trained volunteers provide individual tutoring and lead small group classes in a variety of public settings.

Medical Examiner **\$32,000**

Funds are budgeted to perform autopsies and medical examinations as required at the University Medical Center.

Mental Health Association **\$2,000**

The Mental Health Association in Orange County promotes positive mental health through advocacy, education, collaboration and service. The Association supports activities to improve services to citizens who have a mental illness or emotional disturbance. This grant will be used to support the Compeer Program, which coordinates friendship matches between volunteers and mentally ill adults to address the social isolation that is often prevalent in mental illness.

Middle School After School Program **\$70,000**

The Middle School After School Program (MSAS) provides educational, social and recreational activities for middle school students during the after school hours from 3:00pm to 6:00pm. This program is offered at all middle schools in the Orange County and Chapel Hill-Carrboro City School Districts. Increased funding for fiscal year 2007-08 will allow MSAS to expand its programming for Gravelly Hills Middle School in the Orange County School District.

Orange-Chatham Alternative Sentencing **\$83,000**

Orange-Chatham Alternative Sentencing (OCAS) provides critical information to the judiciary and probations officers, magistrates, jailers, and other judicial officials so that they may make more informed decisions regarding the rehabilitation or release of Pretrial inmates in the 15-B County Jails.

Orange County American Red Cross **\$5,000**

The American Red Cross, Orange County Chapter provides Disaster Services, Health and Safety Services and Blood Services to the citizens of Orange County. Each year, the Orange County Chapter responds immediately to over 75 local emergencies, including house or apartment fires. Disaster relief focuses on meeting people's immediate emergency disaster-caused needs. Each year, the Orange County Chapter trained 5,000 people in lifesavings skills – programs that are designed to give individuals the confidence to respond in an emergency situation with skills that can save a life. The Chapter also provides nearly one-third of UNC Hospital's blood supply from volunteer donors in Orange County.

Orange Community Housing and Land Trust **\$149,000**

Orange Community Housing and Land Trust (OCHLT) focuses on providing affordable housing, that remains affordable forever, for families earning less than 80 percent of the area median income.

Orange Congregations in Mission (OCIM) **\$30,600**

This agency provides services to economically challenged and homebound northern Orange County residents through volunteer efforts of diverse congregations and individuals.

Human Services Non-Departmentals - continued

Orange Enterprises **\$73,175**

Orange Enterprises provides vocational training and sheltered employment programs for Orange County citizens who have employment barriers. At its April 12, 2005 meeting the BOCC agreed to increase the annual appropriation by \$30,000 order to allow Orange Enterprises to expand their capacity.

Partnership to End Homelessness **\$24,000**

In March 2005, the governing bodies of Orange County formed the Partnership to End Homelessness in Orange County. The purpose of the partnership is to address the following goals: to educate the community by dispelling myths and putting a face on the homeless, to develop a long term plan to end homelessness in Orange County and to encourage personal responsibility by inviting the community to address this issue individually.

Piedmont Health Services **\$10,750**

This grant supports health services to families in or near poverty. This local grant enables this agency to attract more than \$2.7 million annually in federal funds to support primary care services for residents. Piedmont Health Services served approximately 30,207 Orange County residents in 2003-04. The cost of the average visit to the Health Center is approximately \$80.00 compared to triple that amount in most hospital emergency rooms.

Piedmont Wildlife Center **\$20,000**

This agency's mission is to support native North American wildlife and its habitat through rehabilitation, education, and scientific study, with emphasis given to wildlife and wilderness of the North Carolina Piedmont. Piedmont Wildlife Center takes in sick, injured, and orphaned native North American wildlife with the intent of returning them in a healthy condition to their original habitat. Additionally, PWC teaches wildlife rehabilitation and restoration while stressing the importance of preserving tracts of wilderness needed to support wildlife populations.

Planned Parenthood **\$21,940**

Planned Parenthood of Orange and Durham Counties provides comprehensive reproductive health care services along with educational programs that enhance understanding of human sexuality.

Project Turn Around **\$64,424**

Project Turn Around (PTA) is a court diversionary program for first-time non-violent drug offenders. Program participants receive twelve months intensive supervision, during which time they are required to pay program fees and to be employed or in school, support themselves and any dependents, participate in drug counseling, have no further criminal charges and be drug free. At successful completion of the program, the court charges are dismissed.

Rape Crisis Center **\$28,000**

The Orange County Rape Crisis Center works to stop sexual violence and its impact through support, education, and advocacy. It does this through operation of 24-hour services, support groups, and community education throughout the county.

Reserve for Human Services Space **\$163,300**

Funds budgeted in this account may be used to provide additional office space for human services departments.

Human Services Non-Departmentals - continued

School Nurse **\$566,774**

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 schools. 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. This meant County funding phased in over a four-year period for 9 additional nurses resulting in 6 for the Chapel Hill-Carrboro City Schools and 3 for the Orange County Schools. Funding for school nurses in subsequent future schools will be included in the schools' proposed budgets. The funding for 2005-2006 includes the final addition of one nurse to the CHCCS beginning in October 2005 at a cost of \$ 44,690. The School Nurse funds were previously accounted for within the Health Department's Personal Health budget.

Senior Care of Orange County **\$50,000**

Senior Care of Orange County was created to provide a safe and enriching environment while offering social and health services to frail, disabled, and isolated older adults. The program provides respite and education for family members and caregivers with the primary goal of preventing or delaying the institutionalization of participants.

Triangle Reading Service **\$1,800**

This agency broadcasts local and national newspapers and periodicals to elderly, visually and physically impaired, and handicapped residents of Orange County.

Volunteers for Youth **\$25,000**

Volunteers for Youth, Inc. is an organization that serves delinquent and high-risk youths in Orange County. The agency bridges the gap between disconnected youth and the community through one-on-one volunteer and community service programs.

W.C. Breeze Family Farm **\$10,000**

These startup funds are budgeted for the W.C. Breeze Family Farm Agriculture Extension and Research Facility.

Women's Center **\$16,400**

The Women's Center offers information, education, referral and support services for women. These services include coordinating legal information, referrals to therapists, providing workshops and support groups, hosting the state's largest juried art show for women artists, as well as providing direct supportive services such as information and referral to area resources, consumer credit and basic budget counseling, career counseling, and a pregnancy and violence prevention program for at-risk adolescents and their families.

Youth Services **\$10,000**

This funding will provide for the second summer of the Youth Leadership Development Institute, which was developed last summer through collaboration with the County Manager's office, Cooperative Extension office, Recreation and Parks department, and Human Rights and Relations, with funding support also provided by United Way. The program provides leadership training activities and community service projects for Orange County youth.

Non-Departmental Summary *Culture and Recreation*

Listed below are appropriations for non-departmental Culture and Recreation related funds and entities.

	2004-05	2005-06	2006-07	2006-07	2007-08	2007-08
	Actual	Actual	Original	12-Month	Department	Commissioner
	Expenditures	Expenditures	Budget	Estimate	Requested	Approved
Culture and Recreation						
Arts Center*	\$5,000	\$5,000	\$10,000	\$10,000	\$20,000	\$10,000
Forest Service	\$39,278	\$36,822	\$58,425	\$58,425	\$62,949	\$62,949
Haw River Festival	\$500	\$500	\$500	\$500	\$0	\$0
Hills Youth Athletic Assoc.	\$22,500	\$22,500	\$22,500	\$22,500	\$23,625	\$23,625
Historic Hillsborough Commission	\$5,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
Historical Foundation of Hillsborough/OC	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Special Olympics Of Orange County	\$0	\$0	\$5,000	\$5,000	\$0	\$0
Culture and Recreation Total	\$77,278	\$78,822	\$110,425	\$110,425	\$120,574	\$110,574

* This reflects both an operating contribution of \$5,000 and a contribution to the 10-year capital campaign (\$15,000); FY 03-04 was the final capital contribution

Other Agencies - Library

Listed below are appropriations for non-departmental Other Agencies - Library related funds and entities.

	2004-05	2005-06	2006-07	2006-07	2007-08	2007-08
	Actual	Actual	Original	12-Month	Department	Commissioner
	Expenditures	Expenditures	Budget	Estimate	Requested	Approved
Contributions to Other Agencies						
Library - Chapel Hill	\$249,333	\$249,333	\$249,333	\$249,333	\$249,333	\$249,333
Library - Mebane	\$700	\$700	\$700	\$700	\$700	\$700
Other Agencies - Library Total	\$250,033	\$250,033	\$250,033	\$250,033	\$250,033	\$250,033

Other Agencies - Recreation

Listed below are appropriations for non-departmental Other Agencies - Recreation related funds and entities.

	2004-05	2005-06	2006-07	2006-07	2007-08	2007-08
	Actual	Actual	Original	12-Month	Department	Commissioner
	Expenditures	Expenditures	Budget	Estimate	Requested	Approved
Contributions to Other Agencies						
Recreation - Carrboro	\$35,898	\$35,898	\$35,898	\$35,898	\$35,898	\$35,898
Recreation - Chapel Hill	\$83,760	\$83,760	\$83,760	\$83,760	\$83,760	\$83,760
Recreation - Mebane	\$5,450	\$5,450	\$5,450	\$5,450	\$5,450	\$5,450
Other Agencies - Recreation Total	\$125,108	\$125,108	\$125,108	\$125,108	\$125,108	\$125,108

Culture and Recreation Non-Departmentals

ArtsCenter

\$10,000

The Arts Center links art, artists and audiences in Orange County through programs, events and classes designed in response to community needs and interests. The co-existence of visual, performing and literary arts in one accessible facility encourages multi-disciplinary collaborations and provides wide-ranging experiences for professionals, amateurs and non-artists of all ages to learn about and participate in visual and performing arts.

Forest Service

\$62,949

These funds provide matching support with State funds to protect forestland in Orange County.

Hillsborough Youth Athletic Association (HYAA)

\$23,625

This agency provides youth baseball programs for Orange County children, ages 5 through 17, in a supervised and structured environment. HYAA provides playing facilities, supplies and equipment, and organizes players, parents, volunteers, coaches and umpires.

Historic Hillsborough Commission

\$9,000

The Commission owns and maintains the Burwell School located on Churton Street in Hillsborough, which is on the National Register of Historic Buildings. The two-acre site consists of the main house (ca 1821, 1846), a brick classroom building (ca 1837), a rare brick necessary (ca. 1837), and the Carrie Waitte Spurgeon Garden. The site is open to the public year round and there is no charge for tours of the school.

Historical Foundation of Hillsborough and Orange County (Formerly Historical Museum)

\$5,000

The Orange County Historical Museum, located in Hillsborough, preserves the past and encourages interest in local history through the exhibition of the economic, political, social, and cultural aspects of Orange County's 18th and 19th century history. The Museum is open to the public, free of charge, 6 days per week.

Non-Departmental Summary

Community and Environment

Listed below are appropriations for non-departmental Community and Environment related funds and entities.

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Community and Environment						
Blackwood And Cate Operations	\$10,210	\$4,809	\$10,000	\$2,800	\$10,000	\$10,000
Cape Fear River Assembly	\$3,820	\$3,820	\$3,916	\$3,820	\$3,916	\$3,916
Cate Property Operations	\$3,190	\$1,200	\$7,500	\$0	\$0	\$0
Communication Towers Study	\$0	\$0	\$15,000	\$0	\$10,000	\$10,000
Greenhouse Gas Emissions Project	\$0	\$6,091	\$0	\$38,250	\$0	\$0
Hillsborough/Orange Strategic Plan	\$0	\$9,121	\$0	\$15,879	\$0	\$0
Jordan Lake Water Storage	\$2,227	\$0	\$2,500	\$4,270	\$4,500	\$4,500
Lake Orange	\$1,490	\$600	\$1,500	\$1,500	\$1,500	\$1,500
OWASA Fees	\$2,494	\$2,880	\$2,880	\$0	\$0	\$0
Piedmont RC&D	\$0	\$0	\$500	\$0	\$0	\$0
Reserve For Planning Initiatives	\$0	\$0	\$145,000	\$49,000	\$250,797	\$125,000
Research Triangle Regional Partnership	\$8,044	\$10,000	\$10,000	\$10,000	\$18,145	\$10,000
Rural Planning Organization	\$0	\$6,000	\$7,567	\$7,567	\$7,566	\$7,566
Upper Neuse River Basin Dues	\$9,105	\$9,105	\$10,948	\$12,865	\$12,859	\$12,859
Community and Environment Total	\$40,580	\$53,627	\$217,311	\$145,951	\$319,283	\$185,341

Community and Environment

Non-Departmentals

Blackwood and Cate Operations **\$10,000**

These funds will provide the necessary operational costs associated with security system service and maintenance, grounds maintenance, as well as utility costs at the Blackwood Farm Property.

Cape Fear River Assembly **\$3,916**

These funds will provide for Orange County to remain a member of the Cape Fear River Assembly. The Assembly provides for proper management of the Cape Fear River, its tributaries, and adjacent land uses. Approximately half of Orange County is located in the Cape Fear River Basin, including the Cane Creek and University Lake Watersheds.

Communications Tower Study **\$10,000**

These funds will be used to hire a consultant to further analyze the development of a telecommunication master plan (wireless tower facility location) to promote an efficient grid of tower placement and to enhance public safety communication abilities.

Jordan Lake Water Storage Allocation **\$4,500**

Represents Orange County's annual one percent allocation of the water supply storage in Jordan Lake. Orange 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 **\$1,500**

These funds provide for maintenance, grass cutting and other grounds keeping at Lake Orange and upstream sediment structures. Increased funding is for constructing a beaver-proof overflow for one of the sedimentation structures, tree clearing, and other miscellaneous construction-type items. 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.

Reserve for Planning Initiatives **\$145,000**

Provides funds for Planning related initiatives. Staff will bring back a list of potential initiatives during the June work sessions that the Board of Commissioners may choose to fund during FY 2007-08.

Research Triangle Regional Partnership **\$10,000**

The Research Triangle Regional Partnership is a partnership organization consisting of 7 counties in the Triangle Region. The organization's mission is to market the region for the economic benefit of its communities. The Partnership concentrates its marketing on the following industries: information technology, biotechnology/pharmaceuticals, warehousing/distribution, automotive manufacturing, and plastics.

Community and Environment Non-Departmentals - continued

Rural Planning Organization (RPO)

\$7,566

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.

Upper Neuse River Basin Dues

\$12,859

These funds provide for Orange County to remain a member of the Upper Neuse River Basin Association.

Non-Departmental Summary

Public Safety

Listed below are appropriations for non-departmental Public Safety related funds and entities.

	2004-05 Actual Expenditures	2005-06 Actual Expenditures	2006-07 Original Budget	2006-07 12-Month Estimate	2007-08 Department Requested	2007-08 Commissioner Approved
Public Safety						
Fire Safety Protection Study	\$0	\$12,689	\$0	\$0	\$0	\$0
OCJCPC Matching Funds	\$15,148	\$16,182	\$23,085	\$23,085	\$26,492	\$26,492
Public Safety Communication Study	\$2,047	\$2,047	\$0	\$0	\$0	\$0
Reserve For Court Operations	\$0	\$0	\$200,000	\$0	\$0	\$0
Reserve for Fire & Rescue Study Outcomes	\$0	\$0	\$50,000	\$0	\$0	\$0
Public Safety Total	\$17,194	\$30,917	\$273,085	\$23,085	\$26,492	\$26,492
Office of Juvenile Justice Pass Through Funds						
Behavior Skills Counseling	\$10,600	\$12,000	\$0	\$0	\$0	\$0
Boomerang	\$0	\$0	\$15,000	\$15,000	\$18,000	\$18,000
Dispute Settlement	\$36,000	\$35,800	\$40,500	\$40,500	\$35,000	\$35,000
Familfirst	\$18,750	\$0	\$0	\$0	\$0	\$0
Governor's Crime Commission	\$10,109	\$9,215	\$7,989	\$7,989	\$11,308	\$11,308
Hillcrest Youth Shelter	\$7,934	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
JCPC Administration	\$0	\$0	\$15,500	\$15,500	\$15,500	\$15,500
Mental Health Association	\$0	\$45,585	\$37,204	\$146,562	\$136,794	\$136,794
OCJCPC Unallocated Funds	\$0	\$0	\$16,570	\$3,147	\$0	\$0
OPC Clinical Case Manage	\$11,000	\$15,644	\$17,646	\$17,646	\$17,411	\$17,411
Project Turn Around	\$49,047	\$41,510	\$31,836	\$31,836	\$27,100	\$27,100
Psychological Intensive Services Program	\$13,318	\$18,891	\$15,000	\$15,000	\$14,403	\$14,403
Shaeffer House	\$64,632	\$0	\$0	\$0	\$0	\$0
Volunteers For Youth	\$38,000	\$47,000	\$51,000	\$72,248	\$94,418	\$94,418
Volunteers For Youth - Teen Court	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000
Pass Through Funds Total	\$291,390	\$267,645	\$290,245	\$407,428	\$411,934	\$411,934
Total	\$308,584	\$298,562	\$563,330	\$430,513	\$438,426	\$438,426

Public Safety Non-Departmentals

JCPC – Orange County Match

\$26,492

These funds fulfill the Orange-Chatham Justice Partnership requirement for the County to provide a 30% match for all JCPC funded agencies.

Office of Juvenile Justice Pass Through Funds:

Boomerang

\$18,000

Boomerang is an alternative-to-suspension program, serving students from the Chapel Hill-Carrboro City Schools. In lieu of spending their out-of-school suspensions at home, Boomerang provides a safe, structured environment geared towards keeping students on pace with their schoolwork while understanding and identifying any unmet mental health or substance abuse needs.

Dispute Settlement Center: Victim (Resolve/Mediation)

\$35,000

This program provides assistance to the juvenile justice system by helping offenders to understand the impact of their actions, and thereby reducing recidivism. 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. This program will provide assistance to the juvenile justice system to help offenders understand the impact of their actions, and thereby reduce recidivism. Restorative justice is a shift from our traditional system of retribution toward a focus of repairing the damage caused by crime to victims and the community. The program has these three components: intervention, prevention and collaboration.

Governor's Crime Commission Grant

\$11,308

Recipient - District Court Judges Office, Judicial District 15B - NC Administrative Office of the Courts. This grant will pay for a position to serve 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.

Public Safety Non-Departmentals - continued

Hillcrest Youth Shelter

\$10,000

Hillcrest is an emergency shelter in Sanford, which provides temporary shelter and related services to youth in Orange County who are determined to be in need of out-of-home placement. The program targets youth who are characterized as abused, neglected, dependent, delinquent, runaway, homeless, or at-risk of becoming one of these. Hillcrest residents will participate in a counseling regimen, which includes testing and evaluation and both group and individual sessions with the staff psychologist. While residing at Hillcrest, the youth are required to participate in the Education Program five days a week. The Education Coordinator either obtains assignments from the home school of the youth or creates weekly academic assignments for the residents.

JCPC Administration

\$15,500

Administrative funds are used to support the County's Criminal Justice Program Coordinator position and to provide administrative support to the Orange-Chatham Justice Partnership.

Mental Health Association

\$136,794

The 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.

OPC Clinical Case Management

\$17,411

OPC has established a case management program which ensures timely assessment and case management services for juveniles in Orange and Chatham counties who appear to be significantly impaired and in need of mental health treatment. This program enhances the court's ability to make timely professionally directed decisions regarding the mental health needs of children. To the extent possible, this case management service prevents inappropriate placement in detention, training schools and assists the courts with identification of appropriate treatment options.

Project Turn Around

\$27,100

The goal of Project Turn Around is to address the substance abuse problem among juvenile offenders in Orange and Chatham Counties. The goal is to engage juvenile offenders in treatment/education up to 15 months focusing them on becoming totally drug free (including alcohol), remaining in school and attending all classes, improving family interactions and relationships with parents, and becoming law-abiding juveniles.

Psychological Services/Intensive Services

\$14,403

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

Volunteers for Youth

\$94,418

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. Also, by working one-on-one with the volunteer work-site supervisors, they develop job skills and explore career opportunities, which ultimately helps to build their 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.

The Restitution Program is also the only program in Orange County that addresses the monetary restitution requirements of juvenile offenders. Because of the lack of viable employment options and transportation, many juvenile offenders would be unable to pay their court-ordered restitution without this program. Most juvenile referrals are 7 to 17 years old. Without this program, victims would not receive compensation. If juvenile offenders are unable to pay their restitution, they are rendered incapable of taking responsibility for their actions. The program will guide and assist youth ordered to make monetary and/or community service restitution to fulfill their obligation by setting up work sites and community projects. Through this realization, participants will learn behavior norms, which will eventually exclude undisciplined behavior.

Volunteers for Youth – Teen Court

\$32,000

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.

2007-08 County Capital Budget

Summary of Priority Pay-As-You-Go Projects to Fund in Fiscal Year 2007-08

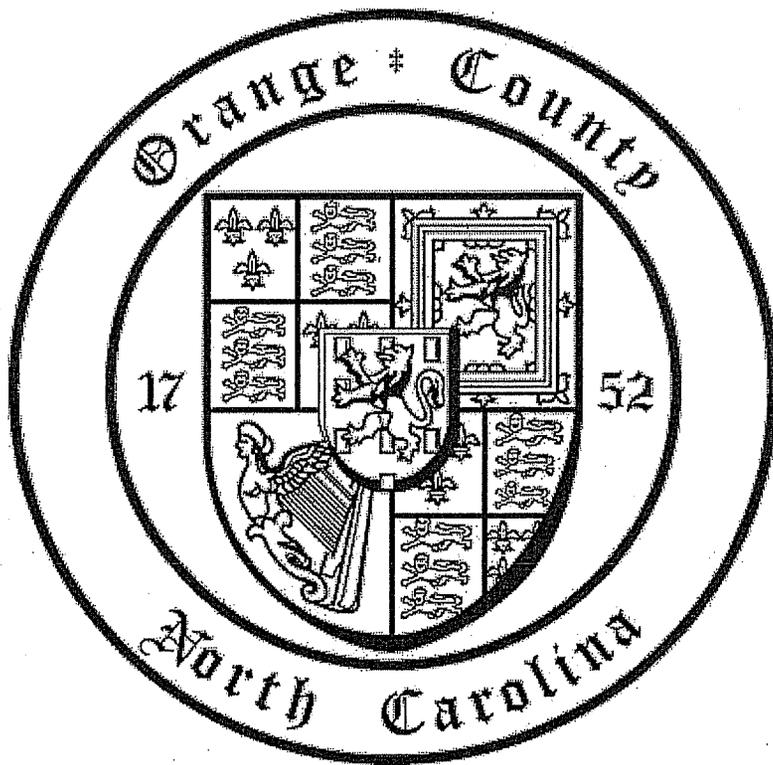
On April 24, 2007, Commissioners approved the County Capital Funding Policy. In that action, the Board instructed the Manager to prepare a one year capital budget to allocate pay-as-you-go funding for fiscal year 2007-08 followed by a full ten-year capital plan for Schools and County projects in October 2007. The list that follows allocates the County's fiscal year 2007-08 pay-as-you-go funds only. Additional funds to complete other County projects, for example upfitting space, repayment of Greene Tract, and completion of Blackwood and Cate Farm stabilization, will be presented in the October 2007 long-range capital plan.

Color Legend

	To fulfill previous BOCC commitments
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Pay-As-You-Go Funds Available for County Projects	\$2,715,885
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BOCC Previous Commitments		Manager's Recommended Allocation of Fiscal Year 2007-08 Pay-As-You-Go Funding	
1	Lake Michael Park (Second year of 3 year commitment)	\$25,000	Second year of previous commitment to City of Mebane
2	Orange Enterprises (Final Year of 3 Year Capital Commitment)	\$100,000	Third and final year of previous commitment to Orange Enterprises
3	Solid Waste Convenience Centers - Repay Solid Waste Fund for Walnut Grove Road Site	\$150,000	
Additional Projects Recommended for Funding in FY 2007-08			
4	Blackwood Farm	\$44,885	To be combined with previously approved yet unspent funds of \$87,648
5	County Facilities Arts Reserve	\$5,000	
6	Equipment and Vehicle Replacements	\$459,000	
7	Flooring Replacements	(\$249,000)	Transfer previously approved, uncommitted funds
8	Information Technology	\$850,000	
9	911 Center at Meadowlands	\$1,300,000	Funds to upfit Meadowlands facility for 911 Center; cost projections based on architect's most recent estimate
10	Orange High School Tennis Court Resurfacing	\$100,000	\$50,000 currently available from prior years' appropriations
11	Painting (Interior and Exterior) of Facilities	(\$139,000)	Transfer previously approved, uncommitted funds
12	Seymour Senior Center Furnishings	\$41,000	
13	Waterproofing and Drainage	(\$71,000)	Transfer previously approved, uncommitted funds
14	Planning Upfit of County Space to Accommodate Departmental Relocations (Example - Upfit of Vacated Space at Link Government Services Center)	\$100,000	Monies to plan upfit of space; funding for actual construction to come in fiscal year 2008-09
15	Total County Projects	\$2,715,885	



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2007-08 County Capital Budget Summary

Summary of Priority Pay-As-You-Go Projects to Fund in Fiscal Year 2007-08

BOCC Previous Commitments

1. Lake Michael (Second year of 3 year commitment)
2007-08 Recommended Capital Funding: **\$25,000**

Lake Michael is located in the northwestern area of Orange County. It is operated by the City of Mebane and currently offers water related recreational activities such as fishing and paddle boating. Funds allocated in this pay-as-you-go project in fiscal years 2006-07 through 2008-09 allow the County to partner with the City to construct piers, install playground equipment and make other improvements.

2. Orange Enterprises (Final year of 3 year commitment)
2007-08 Recommended Capital Funding: **\$100,000**

Orange Enterprises provides vocational training and sheltered employment programs for developmentally disabled persons through contracts with area businesses. The agency serves more than 175 individuals each year.

The County had previously funded an expansion to the existing facility on Valley Forge Road. However, before the commencement of the expansion, Orange Enterprises approached the County with a proposal to assist them with the purchase of a building on Elizabeth Brandy Road, Hillsborough that would allow them to significantly expand their contract capacity and allow them to locate to a facility that would serve them for the long-term. County Commissioners endorsed the plan and approved the County's contribution toward the purchase price of the facility in April 2005.

3. Solid Waste Convenience Centers (Repay Solid Waste Fund for Walnut Grove Road Site)
2007-08 Recommended Capital Funding: **\$150,000**

Funds to reimburse the Solid Waste Fund for land purchase and site improvement/expansion of the Walnut Grove Solid Waste convenience center.

Additional Projects Recommended for Funding in FY 2007-08

4. Blackwood Farm 2007-08 Recommended Capital Funding: \$44,000

The County purchased the historic Blackwood Farm in 2002 as a future low-impact oriented park site. Along with the 152-acre site came a farmhouse (house on the site dates to the eighteenth century and includes a chimney that likely dates back to 1827), a large barn, and several other farm outbuildings (smokehouse, milking shed, etc). Many of the buildings are in need of immediate stabilization, and others need intermediate and longer-term restoration to keep them from disrepair and ultimate collapse. Stabilization involves completing immediate repairs to ensure the buildings are structurally sound and weatherproof, such as repairing structural members, securing siding, reattaching, and painting tin roofs, among others. At this point, stabilization will preserve the structures so that the County can continue to use them as a part of the future park. Proposed funding for the project comes from 2004 two-thirds net debt reduction bonds. Cost of the restoration is estimated to be \$150,000.

Funds budgeted in FY 2007-08 would add to the currently available monies in this project (\$87,648) and allow staff to move forward with stabilization and preservation of the structures to prevent additional disrepair.

5. County Facilities Arts Reserve 2007-08 Recommended Capital Funding: \$5,000

In keeping with Orange County's commitment to the Arts, funding of this project would create a reserve fund from which the BOCC would allocate monies to construction and renovation projects for approved art projects in County facilities. Allocations in previous years have funded artwork for the Central Orange Senior Center, SportsPlex, and Animal Services Facility.

6. Equipment and Vehicle Replacements 2007-08 Recommended Capital Funding: \$459,000

The County uses a portion of the proceeds from half-cent sales taxes to fund its vehicle and major equipment purchases. While staff would bring back specific recommendations for replacement purchases in fall/winter 2007, examples of items that staff would consider purchasing include replacement of Sheriff's vehicles and equipment and equipment for new parks and soccer fields.

During FY 2007-08, staff plans to explore options for purchasing County vehicles and equipment locally.

7. Flooring Replacements:

2007-08 Recommended Capital Funding: **(\$249,000)**

Re-appropriation of previously approved, uncommitted funds, to higher priority County capital projects.

8. Information Technology

2007-08 Recommended Capital Funding: **\$850,000**

Refer to the attached list for the projects listed in priority.

9. 911 Center at Meadowlands

2007-08 Recommended Capital Funding: **\$1,300,000**

On November 14, 2007, the Board approved the relocation of the 9-1-1 Center to the County-owned building at 510 Meadowlands Drive, Hillsborough. Since that time, the Emergency Services staff has worked with the architect to arrive at a suitable space plan for the facility. Authorization to seek a Construction Manager at Risk for this work is slated for Board consideration on June 26, 2007. A CMAR contract would be presented in early-Fall 2007, with commencement of the work immediately thereafter.

Further, a new communications tower to connect the new Center to the Eno Mountain transmitters is being funded and built by the State Highway Patrol at the Meadowlands site. The Hillsborough Board of Adjustment is scheduled to approve the tower in July 2007.

A final component of the retrofit is the replacement of the dispatch consoles, which is funded through a Homeland Security grant. The grant was accepted by the Board in 2005 and the consoles ordered for installation in the current facility on New Hope Church Road. However, when the County moved toward relocation of Emergency Services operations to the Meadowlands site the console order was retooled to meet the configuration necessary for the new location. It is important for the County to take delivery of the equipment, which is now ready, in order to meet the deadline for drawdown of grant funds in late-Fall 2007. The grant was extended to allow sufficient time for the retrofit work at the new space, but would not be available for further time extension.

10. Orange High School Tennis Court Resurfacing

2007-08 Recommended Capital Funding: **\$100,000** (\$50,000 currently available from prior years' appropriations)

This project would pay for the County's share of resurfacing eight full size tennis courts on the grounds of Orange High School. The County has had a long standing contractual arrangement for use of these courts by the public, which stipulates that the County will provide half of the funding required for capital repairs to the facility. The courts are in severe need of repair. The total project cost is estimated to be \$300,000.

These courts experience heavy use by members of the public, both formal, programmed settings as well as informal use. They are the only tennis courts available for public use in northern Orange County. The Orange County School District has prioritized this project in the CIP request they have submitted.

11. Painting (Interior and Exterior) of Facilities:
2007-08 Recommended Capital Funding: **(\$139,000)**

Re-appropriation of previously approved, uncommitted funds to higher priority County capital projects.

12. Seymour Senior Center Furnishings
2007-08 Recommended Capital Funding: **\$41,000**

This project would complete all furnishings and equipment for the new Senior Center located on Homestead Road, Chapel Hill.

13. Waterproofing and Drainage:
2007-08 Recommended Capital Funding: **(\$71,000)**

Re-appropriation of previously approved, uncommitted funds to higher priority County capital projects.

14. Planning Upfit of County Space to Accommodate Departmental Relocations (Example – Upfit of Vacated Space at Link Governmental Services Center)
2007-08 Recommended Capital Funding: **\$100,000**

Funding to begin the planning process for the retrofit of the Link Government Services Center following completion of the Gateway Building is included in the 2007 Capital recommendation. The developer continues to indicate December 2007 as the completion time for the Gateway Building. Based on that schedule, the offices of the Register of Deeds, Land Records, Tax Assessor and Revenue would be relocated to Gateway in early-2008. As the Board has correctly mentioned, significant discussion must occur before the final decisions regarding the configuration and

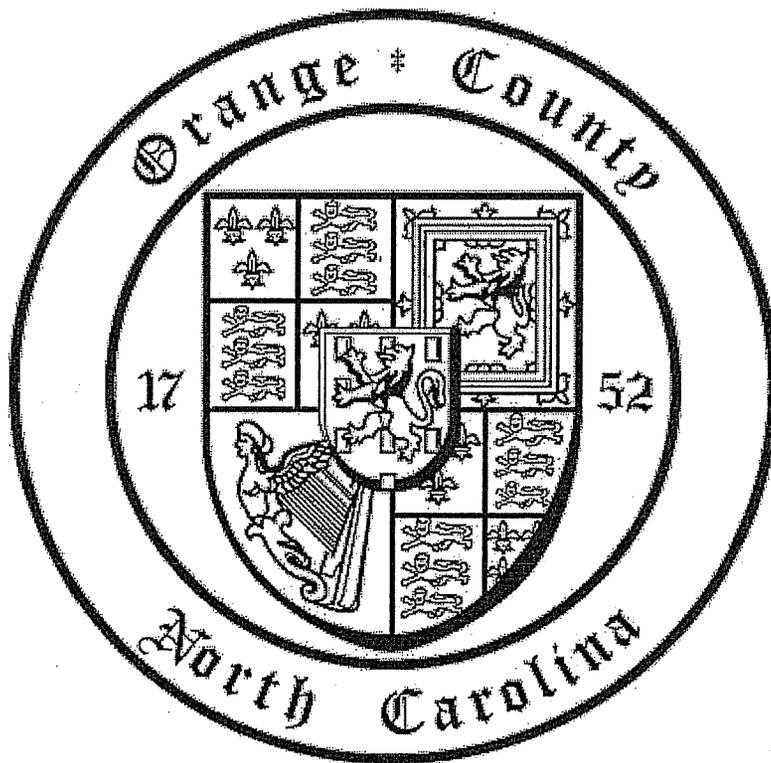
subsequent retrofit of the Link Center. Staff has recommended the architect be retained in FY 2007-2008 to facilitate these discussions, which will help assure the resulting plans can be structurally accommodated by the existing building. Funding to complete the work will be recommended as part of the 10-Year Capital Investment Plan in Fall-2007.

Information Technology Capital Project
Fiscal Year 2007-08 Capital Funding Recommendation

	Requesting Department	Technology Initiative	Estimated Cost	Running Total	Benefit
1	Information Technologies	Backup System Upgrade	50,000.00	50,000.00	Vendor considers County's current 6-year old system obsolete and no longer supports it
2	Information Technologies	Fiber Installation (including burial) for Gateway campus	40,000.00	90,000.00	Necessary to connect new campus to County network
3	Information Technologies	PC Replacement	253,750.00	343,750.00	County currently has about 800 pc's in place; the funding recommendation would allow for replacement of 7 year old pc's (about 200 of them or 1/4 of inventory) @ \$1,250 each including software.
4	Information Technologies	Switch Upgrades	60,000.00	403,750.00	Replace aging data networking switches prior to outages; switch malfunctions would mean 1 to 3 days outages of campuses/buildings
5	Information Technologies	Server Upgrades	36,000.00	439,750.00	Replace 6 aging servers @ \$6,000 each; server malfunctions would mean 1 to 3 days outages at campuses/buildings
6	Information Technologies	SAN Upgrades	40,000.00	479,750.00	Add storage space for new applications, including scanning initiatives, migrated data and overall increase in County's digital assets
7	Information Technologies	Microsoft Enterprise Licensing	18,000.00	497,750.00	Internal audit revealed gaps in licensing
8	Clerk to the BOCC	LaserFiche	50,000.00	547,750.00	Manages BOCC minutes, ordinances for ease of entry and more efficient citizen searching
9	Child Support Enforcement	Scanning/Doc Mgmt System	19,800.00	567,550.00	System for managing documents, scanning paperwork. Figure includes server space. Note system cost totals \$30,000; the amount reflected here is the County's 33% cost share; remaining 66% of cost reimbursed
10	Land Records	Orthophotography and Oblique Imagery (County share)	20,000.00	537,550.00	Produce imagery that will directly support EMS dispatch, tax assessment, land records maintenance, planning efforts, ERCD analysis, economic development analysis, police/fire site assessment, et.al. The total cost of the project will be approximately \$100,000. Additional funding to come from Towns and E-911 funds

Information Technology Capital Project
Fiscal Year 2007-08 Capital Funding Recommendation

	Requesting Department	Technology Initiative	Estimated Cost	Running Total	Benefit
11	Health	Permits Plus Customizations	35,000.00	622,550.00	Increased collection rates, reduced wait times for customers
12	Information Technologies	Web Upgrades	13,000.00	635,550.00	Have professional designer redesign home page, Template, prepare those changes for ongoing IT maintenance. Also, hire professional photographer to provide high quality photos for image library
13	Information Technologies	Hot Spots	6,000.00	641,550.00	Create outdoor accessible wireless hotspots at SHSC and Cedar Grove to allow synchronization of field technology (Sheriff deputies, Inspections, Tax Assessor, Animal Control)
14	Information Technologies	Laptop Replacement	90,250.00	731,800.00	Replace about 45 laptops (8+ years old) in computer fleet
15	Information Technologies	Redundant HBA cards and Fabric for SAN	25,000.00	756,800.00	Ensure high availability of SAN based servers in the event of HBA or fabric failures
16	GIS	Public Workstations	3,600.00	760,400.00	Public Inquiry Workstations need to be replaced. Old ones are failing.
17	Cooperative Extension	Printers	8,000.00	768,400.00	Replace aging printers that are on the verge of death
18	EMS	CAD system workstation replacements	22,000.00	790,400.00	Replace aging CAD workstations
19	EMS	Emergency Notification System	53,000.00	843,400.00	To be able to notify public directly via phone and by geographic proximity to event, of emergency situations
20	Library	Replacement Computers	6,600.00	850,000.00	Replace aging computers for Library not otherwise eligible among current replacement schedule



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Chapel Hill-Carrboro City Schools
Interim Capital Investment Plan FY 2007-08
Pay-As-You-Go Funding

On April 24, 2007, Commissioners approved the County Capital Funding Policy. In that action, the Board instructed the Manager to prepare a one year capital budget to allocate pay-as-you-go funding for fiscal year 2007-08 followed by a full ten-year capital plan for Schools and County projects in October 2007. The list that follows allocates the County's fiscal year 2007-08 pay-as-you-go funds only.

Project	Approved FY 2007-08 One Year Plan
Indoor Air Quality	
Continue Indoor Air Quality testing in school buildings	3,498
Indoor Air Quality Total	3,498
Mobile Classrooms/Rental Space	
Leased Mobile Units, Rented District Staff Space	110,000
Mobile Classrooms/Rental Space Total	110,000
Technology	
Upgrade the district's technology infrastructure and provide students and staff with access to appropriate instructional and administrative technology	965,000
Technology Total	965,000
Carrboro High School	1,447,344
Carrboro High Total	1,447,344
Grand Total	\$2,525,842

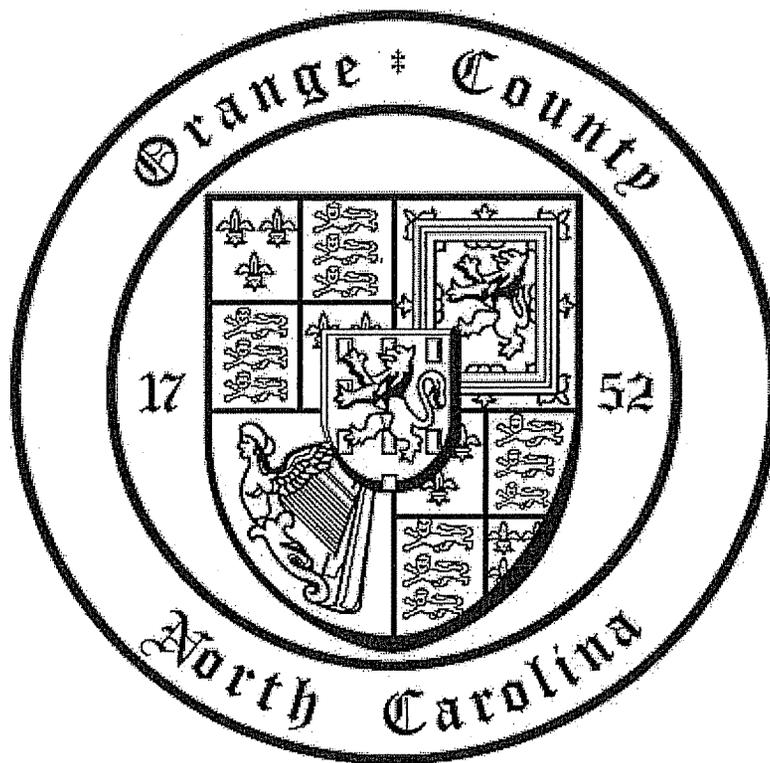
Orange County Schools
Interim Capital Investment Plan FY 2007-08
Pay-As-You-Go Funding

On April 24, 2007, Commissioners approved the County Capital Funding Policy. In that action, the Board instructed the Manager to prepare a one year capital budget to allocate pay-as-you-go funding for fiscal year 2007-08 followed by a full ten-year capital plan for Schools and County projects in October 2007. The list that follows allocates the County's fiscal year 2007-08 pay-as-you-go funds only.

Project	Approved FY 2007-08 One Year Plan
A.L. Stanback Middle School	
Baseball Field Safety Netting	8,986
A.L. Stanback Middle School Total	8,986
Bus Garage	
Replace Underground Fuel Tanks with Above the Ground Tanks	275,000
Bus Garage Total	275,000
Cameron Park Elementary	
HVAC Replacement in Gym	100,000
Cameron Park Elementary Total	100,000
C.W. Stanford Middle	
Ceiling Tile Replacement	40,000
Lighting Upgrades	70,000
Bathroom Renovations	25,000
Air Handler Replacement	500,000
C.W. Stanford Middle School Total	635,000
Grady A. Brown Elementary	
Classroom Portable Wall	75,000
Replace Wing Doors and Locks	30,000
Grady A. Brown Elementary Total	105,000
Hillsborough Elementary	
Fire Alarm Upgrades (200 Building)	35,000
Hillsborough Elementary Total	35,000
Orange High School	
Bathroom Renovations	239,000
Tennis Court Renovations	150,000
Orange High School Total	389,000
Grand Total	\$1,547,986

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Employee Pay and Benefits

Approved Employee Pay and Benefits Plan for 2007-08:

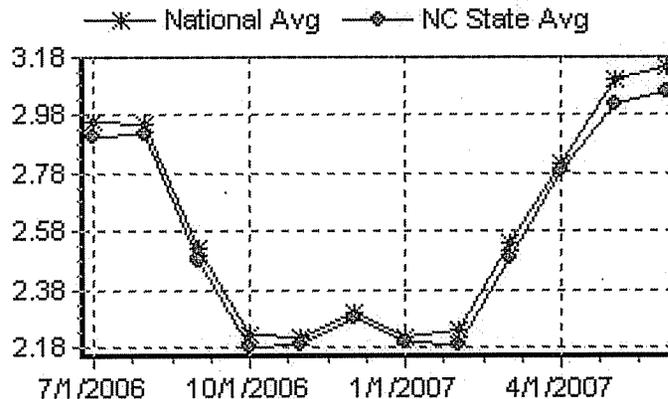
- 3 percent Cost of Living increase effective July 1, 2007 for permanent employees.
- Reinstatement of in-range salary increases ranging from 1 to 2 percent for employees whose work performance is proficient or higher, effective on the employees' performance review date.
- Increase of \$2.50 per pay period in the County 401(k) contribution for non-sworn law enforcement employees from \$25 to 27.50 per pay period effective July 1, 2007.
- \$100,000 for a classification, pay and benefits study.
- Funds to address a projected employee health insurance increase up to 15 percent effective January 1, 2008.
- Increase in the Living Wage from \$9.67 an hour to \$10.12 an hour effective July 1, 2007, as provided by the Board's living wage policy.

1. Cost of Living Increase

The Board approved a 3 percent Cost of Living Increase effective July 1, 2007. This percent is based on employment market factors and economic indicators captured in the Consumer Price Index (CPI).

- The increased cost of gasoline has impacted the lives of Orange County Employees and Americans across the nation. On January 3, 2005 the average cost for regular unleaded gas was \$1.78 per gallon. On June 5, 2007, the average price of gasoline in North Carolina totaled \$3.05 compared to \$2.76 one year ago. (Source: www.fuelgaugereport.com)

12 Month Average For Regular Unleaded



- The U.S. Bureau of Labor Statistics reports that for the first four months of 2007 consumer prices increased at a seasonally adjusted annual rate of 4.8 percent. This compares with an increase of 2.5 percent for all of 2006. The acceleration thus far this year is attributed to increases in the costs for energy and food.

The projected cost of this component of the 2007-08 pay and benefits plan totals \$1,138,030.

2. In-range Salary Increase

For 2007-08, the Board approved reinstating the in-range salary adjustments to allow the County to link performance and rewards together. Funds are budgeted to grant 1.0 percent in-range salary increase for employees whose work performance is "proficient" and a 2.0 percent increase for those whose work performance is rated "exceptional". Awards would be effective with the employee's performance review date. The administration of financial rewards based on distinctions in performance is a solid performance management practice that promotes proficiency and productivity.

The Approved budget sets aside \$249,267 for this pay and benefits plan element.

3. Employee Health Insurance

The Approved budget includes \$127,000 to cover health insurance increases anticipated during fiscal year 2007-08. In addition, staff plans to carry forward \$300,000 in unexpended funds budgeted for health insurance increases in fiscal year 2006-07 (health insurance increases in fiscal year 2006-07 were less than originally anticipated and there are unused funds remaining in the budget). Current projections estimate the increase for fiscal year 2007-08 will range from 10 and 15 percent, effective January 1, 2008. The actual amount of the County's health insurance increase will be determined in September 2007 through the annual renewal process.

4. 401(k) Contribution

For fiscal year 2007-08, the Approved budget includes funds to increase the County's 401(k) contribution by \$2.50 per pay period to permanent employees (with the exception of sworn law enforcement employees) effective July 1, 2007. This provides for a \$27.50 per pay period contribution for non-sworn law enforcement permanent employees.

The projected cost of this initiative equals \$46,500.

5. Living Wage

The Approved budget includes an increase in the Living Wage from \$9.67 per hour to \$10.12. This increase would affect 129 temporary employees who work in about 13 departments. The estimated cost is \$11,000. The change does not impact Permanent employees since the lowest rate for a permanent employee is currently \$11.87/hour.

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 ensure 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 be 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 Sanitary Sewer Systems
 - 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 from 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 it's "Bank Qualification" if installment purchase financing is being considered.**

Level of Debt

12. The County will strive to 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.

Undesignated Fund Balance

14. The County will strive to maintain undesignated balance in the general fund at a level sufficient to meet its budgeted goals, to be determined annually. The amount of undesignated fund balance maintained during each fiscal year should not be less than eight percent of budgeted general fund operating expenditures that fiscal year.
15. To the extent that undesignated fund balance exceeds the budgeted goals the County could consider drawing upon the balance fund major equipment purchases or one time expenses on a pay-as-you-go-basis.

Investment of Capital Funds

16. 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.
17. Investment earnings on capital funds, after subtracting required or potential arbitrage, will be used for project costs and/or debt service.

Bond Ratings

18. The County will maintain good communications with bond rating agencies about its financial condition and will follow a policy of full disclosure on every financial report and offering statement.
19. The County will strive to maintain bond ratings at or better than Aaa (Moody's) and AA+ (Standard & Poor's).

Arbitrage Rebate and Secondary Market Disclosure Requirements

20. 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.
21. 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 any penalties due.

Enterprise Funds

22. 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

23. The County will create and maintain capital reserve funds as appropriate, such as for school and county projects.
24. The Capital Reserves will be funded from unallocated ½ cent sales tax revenues and/or any other revenue source that the County Commissioners may choose.
25. 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.

10-Year Capital Investment Plan (CIP)

26. The County will adopt a ten-year CIP annually.
27. This Debt Management Policy will be incorporated into the CIP.
28. The County will strive to include plans for debt issuance within the CIP.

Orange County Board of Commissioners
Approved
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 October of each fiscal year, the County Manager shall present, to the Board, ten-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 November and subsequently adopt a ten-year Capital Investment Plan (CIP).

The first year of the adopted ten-year Capital Investment Plan shall become the basis for the annual capital budget and incorporated into the next annual operating budget recommended by the County Manager.

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 ten-year plan for long-range capital funding shall include:

- Anticipated County capital expenditures costing \$25,000 or more (excluding equipment)
- Anticipated school capital expenditures costing \$50,000 or more (excluding equipment)
- Equipment costing \$5,000 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.
- Public School Building Capital Fund monies
- Property tax revenue sufficient to pay all debt service on remaining 1988, 1992, 1997, or 2001 bonds, or refinancings thereof, as well as alternative financing programmed in the debt issuance schedule approved by the Board on May 5, 2004 and any subsequent updates to that schedule as the Board may approve.
- It is the intent of the Board of County Commissioners to dedicate the equivalent of four cents on the annual ad valorem property tax to funding recurring capital expenditures for schools (three cents) and county (1 cent). However, there will be times when the County will be bound fiscally and unable to achieve full funding. During those times, Commissioners may find it necessary to depart from the Policy. During the 2008-18 Capital Investment Plan development process, the Board will consider a timetable for phasing in the additional two-cents necessary to fully the recurring capital component of this policy.

(This 4-cent rate may, but need not, be adjusted with each quadrennial revaluation to a "revenue neutral" earmarking)

- Beginning in fiscal year 2007-08, the County will budget NC Education Lottery proceeds "in arrears" – meaning that funds will be budgeted in the year after the State distributes them. For example, lottery proceeds distributed to the County during the upcoming 2007-08 fiscal year would be budgeted the following fiscal year, 2008-09.

Debt Service

All County and School related debt service obligations would be funded prior to allocation of programmed funding for any other capital purposes.

All proceeds from annual allocations of North Carolina Public School Building Capital Funds will be earmarked explicitly to pay for eligible school debt service.

Orange County Schools' impact fees will be earmarked explicitly 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 explicitly to pay for debt service on projects that involved the construction of new school space in the Chapel Hill-Carrboro City Schools system.

NC Education Lottery Proceeds

Beginning in fiscal year 2008-09, each school district will have the option to dedicate its share of the annual NC Education Lottery monies either (1) to repay debt service for debt issued after fiscal year 2006-07 to address school facility renovation needs or (2) as an additional revenue to the districts pay-as-you-go funding to address school facility renovation needs. If either district chooses to dedicate Lottery proceeds to repay debt service, Lottery proceeds, sufficient to cover annual debt payments for principal and interest, will be dedicated for the life of the financing.

Beginning in fiscal year 2008-09, during the first quarter of each year, County staff will request, from the State, the amount of monies accumulated in the Lottery fund for both school districts with the intent of expending those funds during the fiscal year for either debt service payments or individual School capital projects as identified by each districts during their annual update of their ten-year capital plan.

Allocation

With the exception of the revenues earmarked for School and County recurring capital and the Construction Management function, the net proceeds of all programmed revenue sources after debt service obligations have been satisfied will be allocated on the basis of 60% to schools and 40% to the County.

Capital funding for each ten-year capital planning period will be allocated between the two school systems based on certified student membership as of November 15 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.

Recurring Capital

As outlined in the "Sources of Funds" section of this policy, recurring capital funding for the Schools and County will be based on the estimated proceeds of 4 cents on the annual General Fund property tax rate. The proceeds from 3 cents will be earmarked for schools, with funds allocated to each school system for the next fiscal year based on each system's respective share of the student membership as of November 15 immediately preceding the next fiscal year. Proceeds from 1 cent on the tax rate will be earmarked for County recurring capital needs.

With regard to County Equipment and Vehicle acquisitions accomplished using third party financing, the Board of County Commissioners will determine the source of funding to

repay the associated debt service at the point that the Board approves the financing arrangement.

Construction Management Function

Beginning with the 2005-06 fiscal year, the Board of Commissioners will appropriate funding to establish a Construction Management function to oversee County and School capital projects. In fiscal years 2005-06 through 2007-08, \$100,000 will be allocated annually to fund this function. The source of funding for the Construction Management function will be split on a 60/40 basis with each school district sharing the schools portion of funding (60%) in accordance with certified student membership as of November 15 each year. Each entity's share of this function will be deducted from its share of long-range capital funding prior to allocating capital funds.

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 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 rescinds the Orange County Board of Commissioners Capital Funding Policy, as originally approved on December 7, 1996 and as amended on February 3, 1998 and June 23, 2005.

Approved April 24, 2007.

Budget Administration

As required by the North Carolina Budget and Fiscal control Act the County adopts an annual budget ordinance for all funds except those authorized by project ordinance. Orange County governmental funds budgeted under project ordinances include Grant Projects Fund, Community Development Fund, Housing (Section 8) Fund, County Capital Projects Fund, and School Capital Projects Fund.

Amending the Budget

Appropriations to the various funds are formally budgeted on a functional basis. The County Manager is authorized to approve appropriation transfers *within* all functions except the Contingency account, which is included in the Miscellaneous function. Revisions that alter the total expenditures of any functional category or fund, including amendments to capital project ordinances and receipt or reduction of grant or new funds, must be approved by the Board of County Commissioners. In addition, appropriations from the Contingency account must be approved by the Board.

Encumbrances

Operating funds encumbered by the County as of June 30 of the fiscal year are reappropriated through the County's annual budget ordinance (Section 10).

Line Item (Object Code) Transfers

Inter-departmental line item transfer requests are processed in the Budget and Finance Offices. Normal operating category allocations may be freely transferred within a department's line items. Other operating monies, such as internal service charges for motor pool, telephone, and duplicating, cannot be transferred. Use of unspent personnel services monies are approved on a case by case basis. Additions to capital outlay must be approved by the County Manager or Assistant County Manager. In addition, line item transfers exceeding \$25,000 and transfers between departments, within a function, are to be reviewed by the County Manager's Office.

Purchase Orders

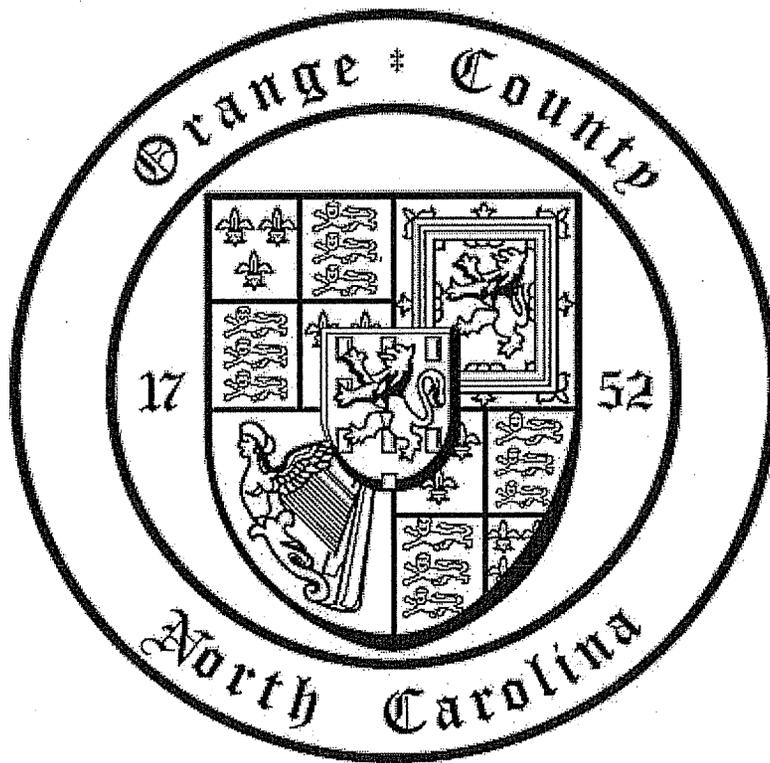
Requests for purchase orders originate at the department level for all purchases exceeding \$100. Purchase orders are pre-audited by the Finance Director and approved and issued by the Purchasing and Central Services Department. For items costing \$100 or less, payment requests are issued by each department.

Capital Outlay

All items exceeding \$250 are considered capital outlay items and are approved by the County Manager before purchase. The Budget Office maintains a listing of approved capital outlay and notifies the Purchasing Department of any changes/deletions to this list. Requests for computer equipment are approved by the Information Services Department.

Position Control

The Budget Office maintains a listing of approved permanent positions. The position count is maintained in full time equivalents (FTE). The County Manager approves temporary increases in the full time equivalent for up to one year assignments. Temporary part time positions that work less than 15 hours per week may be authorized by the department head. All increases in full time equivalents for positions greater than 20 hours per week must be approved by the Board of County Commissioners.



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**Fiscal Year 2007-08
Budget Ordinance
Orange County, North Carolina**

Be it ordained by the Board of Commissioners of Orange County

Section I. Budget Adoption

There is hereby adopted the following operating budget for Orange County for this fiscal year beginning July 1, 2007 and ending June 30, 2008, the same being adopted by fund and activity, within each fund, according to the following summary:

Fund	Current Revenue	Interfund Transfer	Fund Balance Appropriated	Total Appropriation
General Fund	\$170,230,806	\$3,393,545	\$0	\$173,624,351
Emergency Telephone Fund	\$620,000	\$0	\$106,026	\$726,026
Fire Districts Fund	\$2,771,387	\$0	\$60,420	\$2,831,807
Section 8 (Housing) Fund	\$4,408,586	\$0	\$0	\$4,408,586
Community Development Fund	\$951,493	\$59,510	\$0	\$1,011,003
Efland Sewer Operating Fund	\$62,000	\$122,250	\$0	\$184,250
Revaluation Fund	\$0	\$124,000	\$12,949	\$136,949
Visitors Bureau Fund	\$738,000	\$0	\$220,863	\$958,863
School Construction Impact Fees Fund	\$2,070,000	\$0	\$0	\$2,070,000
Solid Waste/Landfill Operations Enterprise Fund	\$7,975,064	\$2,168,090	\$1,058,619	\$11,201,773
SportsPlex Enterprise Fund	\$2,065,280	\$700,000	\$0	\$2,765,280

Section II. Appropriations

That for said fiscal year, there is hereby appropriated out the following:

Function	Appropriation
General Fund	
Governing and Management	\$10,798,375
General Services	\$9,557,839
Community and Environment	\$3,905,455
Human Services	\$35,706,369
Public Safety	\$15,273,690
Culture and Recreation	\$3,399,570
Education	\$60,458,720
Debt Service	\$24,270,286
Transfers to Other Funds	\$10,253,827
<i>Total General Fund</i>	<i>\$173,624,351</i>
Emergency Telephone System Fund	
Public Safety	\$726,026
<i>Total Emergency Telephone System Fund</i>	<i>\$726,026</i>
Fire Districts	
Cedar Grove	\$168,552
Chapel Hill	\$444
Damascus	\$35,870
Eiland	\$237,855
Eno	\$339,818
Little River	\$163,677
New Hope	\$321,103
Orange Grove	\$236,315
Orange Rural	\$564,353
South Orange	\$442,900
Southern Triangle	\$146,530
White Cross	\$174,390
<i>Total Fire Districts Fund</i>	<i>\$2,831,807</i>
Section 8 (Housing) Fund	
Human Services	\$4,408,586
<i>Total Section 8 Fund</i>	<i>\$4,408,586</i>
Community Development Fund (Affordable Housing Program)	
Human Services	\$200,998
<i>Total Community Development Fund (Affordable Housing Program)</i>	<i>\$200,998</i>
Community Development Fund (HOME Program)	
Human Services	\$810,005
<i>Total Community Development Fund</i>	<i>\$810,005</i>
Eiland Sewer Operating Fund	
General Services	\$184,250
<i>Total Eiland Sewer Operating Fund</i>	<i>\$184,250</i>
Revaluation Fund	
General Services	\$136,949
<i>Total Revaluation Fund</i>	<i>\$136,949</i>
Visitors Bureau Fund	
Community and Environment	\$958,863
<i>Total Visitors Bureau Fund</i>	<i>\$958,863</i>
School Construction Impact Fees	
Transfers to Other Funds	\$2,070,000
<i>Total School Construction Impact Fees Fund</i>	<i>\$2,070,000</i>
Solid Waste/Landfill Operations Enterprise Fund	
Solid Waste/Landfill Operations	\$11,201,773
<i>Total Solid Waste/Landfill Operations</i>	<i>\$11,201,773</i>
SportsPlex Enterprise Fund	
Culture and Recreation	\$2,765,280
<i>Total SportsPlex Enterprise Fund</i>	<i>\$2,765,280</i>

Section III. Revenues

The following fund revenues are estimated to be available during the fiscal year beginning July 1, 2007 and ending June 30, 2008, to meet the foregoing appropriations:

Function	Appropriation
General Fund	
Property Tax	\$119,946,105
Sales Tax	\$20,808,210
Licenses & Permits	\$288,000
Intergovernmental	\$16,333,297
Charges for Services	\$10,727,149
Investment Earnings	\$1,620,000
Miscellaneous	\$510,045
Transfers from Other Funds	\$3,393,545
Appropriated Fund Balance	\$0
Total General Fund	\$173,624,351
Emergency Telephone System Fund	
Charges for Services	\$620,000
Appropriated Fund Balance	\$106,026
Total Emergency Telephone System Fund	\$726,026
Fire Districts	
Property Tax	\$2,766,189
Investment Earnings	\$5,198
Appropriated Fund Balance	\$60,420
Total Fire Districts Fund	\$2,831,807
Section 8 (Housing) Fund	
Intergovernmental	\$4,408,586
Total Section 8 Fund	\$4,408,586
Community Development Fund (Affordable Housing Program)	
Transfers from Other Funds	\$200,998
Total Community Development Fund (Affordable Housing Program)	\$200,998
Community Development Fund (HOME Program)	
Intergovernmental	\$750,495
Transfer from General Fund	\$59,510
Total Community Development Fund (HOME Program)	\$810,005
Effland Sewer Operating Fund	
Charges for Services	\$62,000
Transfers from Other Funds	\$122,250
Total Effland Sewer Operating Fund	\$184,250
Revaluation Fund	
Transfers from Other Funds	\$124,000
Appropriated Fund Balance	\$12,949
Total Revaluation Fund	\$136,949
Visitors Bureau Fund	
Occupancy Tax	\$625,000
Intergovernmental	\$103,000
Investment Earnings	\$10,000
Appropriated Fund Balance	\$220,863
Total Visitors Bureau Fund	\$958,863
School Construction Impact Fees Fund	
Impact Fees	\$2,070,000
Total School Construction Impact Fees Fund	\$2,070,000
Solid Waste/Landfill Operations Enterprise Fund	
Sales & Fees	\$7,530,864
Intergovernmental	\$173,000
Miscellaneous	\$1,200
Licenses & Permits	\$70,000
Interest on Investments	\$200,000
Transfers from Other Funds	\$2,168,090
Appropriated Reserves	\$1,058,619
Total Solid Waste/Landfill Operations	\$11,201,773
SportsPlex Enterprise Fund	
Charges for Services	\$2,065,280
Transfers from Other Funds	\$700,000
Total SportsPlex Enterprise Fund	\$2,765,280

Section IV. Tax Rate Levy

There is hereby levied for the fiscal year 2007-08 a general county-wide tax rate of 95 cents per \$100 of assessed valuation. This rate shall be levied in the General Fund. Special district tax rates are levied as follows:

Cedar Grove	7.30
Chapel Hill	1.90
Damascus	5.00
Efland	4.225
Eno	5.70
Little River	4.60
New Hope	6.75
Orange Grove	3.90
Orange Rural	5.60
South Orange	9.50
Southern Triangle	5.00
White Cross	5.00
Chapel Hill-Carrboro School District	20.35

Section V. School Current Expense

The current expense allocation for both school districts is \$56,875,122. Of that total, there is hereby allocated a lump sum of \$34,935,383 for Chapel Hill-Carrboro City Schools and \$21,939,736 for the Orange County Schools. This appropriation equates to \$3,069 per student based on the March 2007 North Carolina Department of Public Instruction certified average daily membership of 11,382 for Chapel Hill-Carrboro City Schools and 7,148 for the Orange County Schools.

Section VI. School Recurring Capital Outlay

The recurring capital outlay for both school districts is \$2,400,000. There is hereby appropriated \$1,458,480 for Chapel Hill-Carrboro City Schools for recurring capital. There is hereby allocated \$941,520 for Orange County Schools for recurring capital.

Section VII. Reserve for Fair Funding for Schools

There is a Reserve for Fair Funding for Schools included in the Education function of the General Fund totaling \$988,000. The Reserve fund is to be contractually distributed equally to the two school systems with Chapel Hill Carrboro City Schools receiving \$494,000 and Orange County Schools receiving \$494,000 to address school safety and health needs.

Section VIII. Schedule B License

In accordance with Schedule B of the Revenue Act, Article 2, Chapter 105 of the North Carolina State Statutes, and any other section of the General Statutes so permitting, there are hereby levied privilege license taxes in the maximum amount permitted on businesses, trades, occupations or professions which the County is entitled to tax.

Section IX. Animal Licenses

A license costing \$5 for sterilized dogs and sterilized cats is hereby levied. A license for un-sterilized dogs and a license for un-sterilized cats is \$30 per animal.

Section X. Board of Commissioners' Compensation

The Board of County Commissioners authorizes that:

- Salaries of County Commissioners will be adjusted by any cost of living increase, any in-range salary increase and/or any other general increase granted to permanent County employees. For fiscal year 2007-08, this includes adjusting Commissioners' salaries effective July 1, 2007 by the equivalent of the 3 percent Cost of Living Adjustment increase for permanent employees and adjusting Commissioners' salaries effective December 1, 2007 by the equivalent of the 2 percent In-Range Salary increase for permanent employees.
- Annual compensation for County Commissioners will include the County contribution for health insurance, dental insurance and life insurance that is provided for permanent County employees, provided the Commissioners are eligible for this coverage under the insurance contracts and other contracts affecting these benefits.
- County Commissioners' compensation includes eligibility to continue to participate in the County health insurance at term end as provided below:
 - ✓ If the County Commissioner has served less than two full terms in office (less than eight years), the Commissioner may participate by paying the full cost of such coverage. (If the Commissioner is age 65 or older, Medicare becomes the primary insurer and group health insurance ends.)
 - ✓ If the County Commissioner has served two or more full terms in office (eight years or more), the County makes the same contribution for health insurance coverage that it makes for an employee who retires from Orange County after 10 years service as a permanent employee. If the Commissioner is age 65 or older, Medicare becomes the primary insurer and group health insurance ends. The County makes the same contribution for Medicare Supplement coverage that it makes for a retired County employee with 10 years service.
- Annual compensation for Commissioners will include a County contribution for each Commissioner to the Deferred Compensation (457) Supplemental Retirement Plan that is the same as the County contribution for non-law enforcement County employees to the State 401(k) plan.

Section XI. Budget Control

General Statutes of the State of North Carolina provide for budgetary control measures to exist between a county and public school system. The statute provides:

Per General Statute 115C-429:

(c) The Board of County Commissioners shall have full authority to call for, and the Board of Education shall have the duty to make available to the Board of County Commissioners, upon request, all books, records, audit reports, and other information bearing on the financial operation of the local school administrative unit.

The Board of Commissioners hereby directs the following measures for budget administration and review:

That upon adoption, each Board of Education will supply to the Board of County Commissioners a detailed report of the budget showing all appropriations by function and purpose, specifically to include funding increases and new program funding. The Board of Education will provide to the Board of County Commissioners a copy of the annual audit, monthly financial reports, copies of all budget amendments showing disbursements and use of local moneys granted to the Board of Education by the Board of Commissioners.

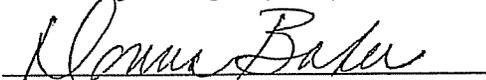
Section XII. Internal Service Fund - Dental Insurance Fund

The Dental Insurance Fund accounts for the receipt of premium payments from the County for its employees and from the employees for their dependents, and the payment of employee claims and administration expenses. Projected receipts from the County and employees for 2007-2008 are \$ 394,631 and projected expense for claims and administration for 2007-08 is \$439,335.00. An allocation of \$44,704.00 will be made from reserves in the fund to balance.

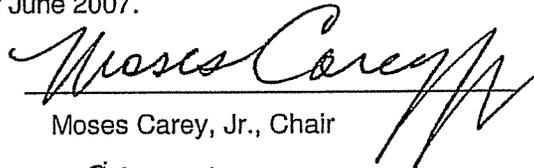
Section XIII. Encumbrances

Operating funds encumbered by the County as of June 30, 2007 are hereby re-appropriated to this budget.

This budget being duly adopted this 26th day of June 2007.



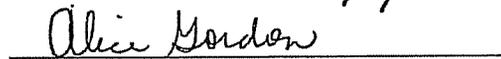
Donna Baker, Clerk to the Board



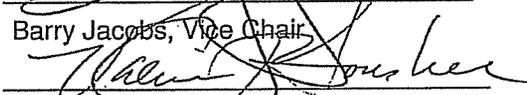
Moses Carey, Jr., Chair



Barry Jacobs, Vice Chair



Alice Gordon



Valerie Foushee



Mike Nelson

Orange County - Demographics

(Based on 2000 Census, unless noted otherwise)

Population by Township		
Bingham	6,181	5%
Cedar Grove	4,930	4%
Chapel Hill	79,274	67%
Cheeks	7,064	6%
Eno	6,092	5%
Hillsborough	11,639	10%
Little River	3,047	3%
<i>Total</i>	118,227	100%
Urban		59%
Rural		41%

Population by Race/Origin (2004)		
White	93,643	79%
African American	15,982	14%
Asian	6,511	6%
Other	2,249	2%
Total	118,386	100%

Income (2003)	
Median Family Income	45,292
Percentage of Population below Poverty Level	12%

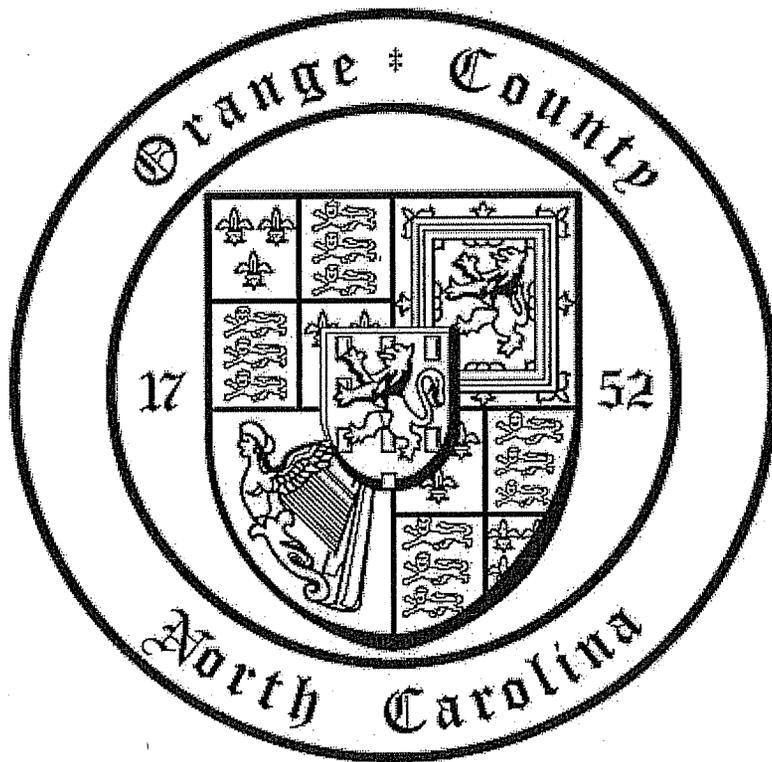
Age of Population	
Under 20 years of age	27%
20 to 44 years of age	44%
45 to 59 years of age	18%
60+ years of age	11%

Educational Attainment	
(persons 25 yrs and older)	
Less than High School Graduate	12%
High School Graduate	16%
Some College, No Degree	15%
Associate Degree	5%
Bachelors Degree	24%
Graduate of Professional Degree	27%

School Facilities (2006)	
Elementary	16
Middle	7
High	5
<i>Total</i>	28

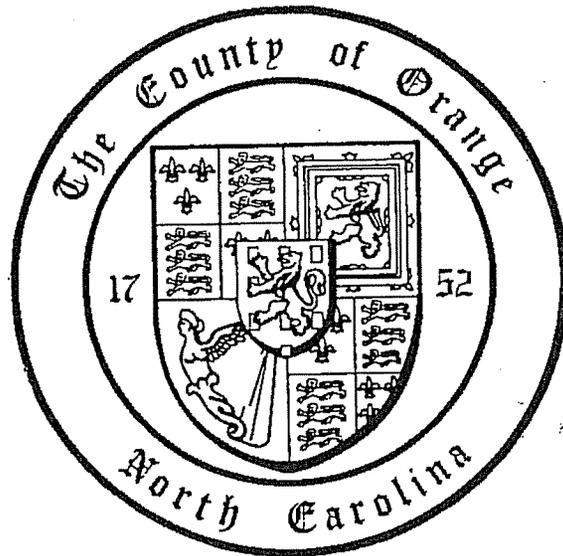
*The Hospital School (preK-12th grade) is one of the schools in the Chapel Hill-Carrboro City Schools district and is located within the UNC Hospitals complex.

Workforce - Occupation			
Management, professional and related	49.8%	Farming, Forestry & Fishing	0.3%
Service	13.2%	Construction, extraction and maintenance	7.3%
Sales	22.5%	Precision Production, Craft & Repair	7.0%



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Approved Fee Schedule 2007-2008



Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
<i>Orange Public Transportation</i>				
	Vehicle lease	40 cents per mile (van)	49 cents per mile (van)	1999
		45 cents/mile Minibus	49 cents per mile (Minibus)	1999
		45 cents per mile (bus)	45 cents per mile (Bus)	1999
		N/A	45 cents per mile (car)	New
	Driver lease	\$19,000/hour Business Hours	\$20,000/hour Business Hours	2001
		\$21,000/hour Afterhours/Weekends	\$22,000/hour Afterhours/Weekends	2001
		\$28,500/hour Holidays	\$30,000/hour Holidays	2001
	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
<i>Department on Aging</i>				
	Classes	Instructor Cost + 10-15% Admin		Ongoing
	Senior Games	\$6.00 per participant	Moved from Rec and Parks	Mid 1980's
	Other Programs	5% Recovery Rate	Moved from Rec and Parks	2005
	Room rental (CH center only)	\$15 to \$65/3 hr during bus hours		1991
		\$10 in/hr after business hours		1991
		\$250 entire facility after hours		1991
<i>Board of Elections</i>				
	State & County Offices	1% of Annual Salary		Mandated #
	Municipal Offices	CH - \$5.00 Mayor and Council Car - \$15.00 Mayor \$10.00 Co. Hills - \$10.00 Mayor and Council		1980 1980 1980 1980
	Municipal Elections	CH 50% and Car 50% of Cost Hills - 100% of Cost		1980 1980
	Ballots	All municipalities 100% of Cost		1980
	Advertisements	All municipalities 100% of Cost		1980
	Other Charges	Computer print-outs Special Select One-Precinct Computer labels Computer Tapes/CD's Specialized Programming	\$25.00 flat fee \$1.00 \$25.00 flat fee/cost of labels > 15,000 labels: .20 per page of 30 (\$20.00 Deposit) \$25.00 per tape/existing: \$1.00 per CD \$25.00 per tape	1994 1994 1994 1994 1997 1997 1997

(1) Any Approved fee changes will be included in this column; a blank beside each fee means there is no fee change in FY 2007-08

Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision	
Recreation and Parks	Youth Football	75% Recovery Rate		2005	
	Youth Basketball	75% Recovery Rate		2005	
	Girls Softball	75% Recovery Rate		2005	
	Youth Soccer	75% Recovery Rate		2005	
	Adult Athletics	100% Recovery Rate		2005	
	Youth Athletics	75% Recovery Rate		2005	
	General Programs	Music/Piano	75% Recovery Rate		2005
		Arts/Crafts	75% Recovery Rate		2005
		Aerobics	75% Recovery Rate		2005
		Summer Camp	75% Recovery Rate		2005
Senior Games		\$6.00 per participant	Moved to Dept on Aging	Mid 1980's	
Youth/Teen Programs		75% Recovery Rate		2005	
Adult Programs		100% Recovery Rate		2005	
Trips		100% Recovery Rate		2005	
Special Populations Programs			5% Recovery Rate	2005	
Senior Citizens Programs			5% Recovery Rate	2005	
Other Programs	Concerts	No Charge			
	After-school Program	15% Recovery Rate (\$15/month per child)	Program eliminated	2005	
	Facility Rentals				
	Gyms - Group Rentals	\$25.00 per session	\$36/hr - whole gym; \$26/hr half gym	1998	
	Gyms - Open play individuals	\$2.00 per participant	N/A, see fees above	1992	
	Meeting Rm/Office Centers	\$30.00 per hour		1998	
	Ballfields for tournaments	\$125.00 per weekend	\$100/field/day; \$20/field/hr lights plus costs	1998	
	Athletic Fields	N/A	\$20/hr (no lights)	New	
	Athletic field lighting	N/A	\$20/field/hr	New	
	Entire Park	N/A	\$250/day; \$250 deposit plus costs	New	
Vending	N/A	\$100-\$300/booth (event size); \$50/booth for charitable group	New		
Non-County Resident Fee	N/A	Additional 50% to applicant fee	New		
Picnic Shelter	N/A	\$20 (1-4 hrs); \$30 (4+ hrs)	New		
Group Camping	N/A	\$50/night per group of 6-30	New		
Equipment Rentals	Recreational equipment	varies			
Land Records	Fax	\$1.00 per page		1994	
	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		

(1) Any Approved fee changes will be included in this column; a blank beside each fee means there is no fee change in FY 2007-08

Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
Libraries	Fines - overdue children's books	5 cents per day (\$5.00 maximum)		1997
	Fines - overdue adult books	10 cents per day (\$5.00 maximum)		1997
	Fines - overdue Videos	\$1.00 per day (\$5.00 maximum)		early 1980s
	Photocopies	10 cents per page		early 1980s
	Microfilm copies	10 cents per page		early 1980s
	Fax	\$1.00 per page to send 50 cents per page to receive		1989
				1989
				1989
				1997
				1997
				1997
				1997
	Register of Deeds	All instruments (verified), deeds, deeds of trust, assumed names, POA, etc.,)	\$14 (1st pg), \$3 each additional	
Re-recorded instruments (not verified)		\$12 (1st pg), \$3 each additional		2002
Re-recorded instruments (verified)		\$14 (1st pg), \$3 each additional		2002
Non-standard document fee		\$25 in addition to regular recording fee		2002
Cancellations		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		\$6		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		\$50		2002
Marriage License Corrections		\$10		2002
Process Delayed Marriages		\$20		2002
Process Delayed Marriages Certificates		\$10		2002
Certified Copies, Births, Deaths, Marriages Certificates		\$10		2002
Laminated copy of Birth Certificates		\$12		2002
Process Amendments Births/Deaths		\$10 + \$15 to NC Vital 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		25 per pg, .50 assisted by staff		Early 1980s **
Mylar plat copy		\$5		Early 1980s **
Issuance of Plat Copy Card	\$1		Early 1980s **	
Duplicate Marriage License	\$10		2000	
Historical Records	\$1		Early 1980s **	
CRT print-out	25 cents per property		Early 1990s	
Computer tapes	\$10 per tape		1997	

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
<i>Planning</i>				
Current Planning Fees				
	Comprehensive Plan Amendment	\$500		2001
	Text Change	\$300 + \$30/acre		2001
	Land Use Change	\$350.00		2001
	Ordinance Amendments	\$350.00		2001
	Zoning Amendments	\$350.00		2001
	Text Change	\$350.00		2001
	Map Amendment:			
	Rezone to Residential	\$300 +		2001
	-not including affordable housing	\$50/acre		2001
	-including affordable housing	\$25/acre		2001
	Rezone to Nonresidential	\$200 +		2001
	-Single tract	\$100/acre		2001
	-Multiple tracts	\$50/acre		2001
	Rezone to Planned Development	\$100 +		2001
	-not including affordable housing	\$50/acre		2001
	-including affordable housing	\$25/acre		2001
	Special Use			
	Class A	\$100 + \$10/acre		2001
	Class B	\$50 + \$5/acre		2001
	Board of Adjustment			
	Residential Variance/Appel	\$300.00		2001
	Nonresidential Variance/Appel	\$500.00		2001
	Subdivision			
	Minor Subdivision	\$100.00		2001
	Concept Plan	\$100.00		2001
	Final Plat	\$50.00		2001
	Re-approval	\$250 + \$5/lot		2001
	Major Subdivision	\$500 + \$7/lot		2001
	Concept Plan	\$250.00		2001
	Preliminary/Final	\$250.00		2001
	Re-approval	\$250.00		2001
	Traffic Study Review	\$30.00		2001
	Zoning Permit (Verification of Use)	\$30.00		2001
	Site Plan Approval			
	Residential			
	Single family	\$20/unit		2001
	Multiple family	\$25/unit		2001
	Nonresidential - Certification Required	\$1000 +		2001
	Office	\$30/1000 sq ft.		2001
	Commercial	\$30/1000 sq ft.		2001
	Industrial	\$25/1000 sq ft.		2001
	Multifamily/Nonresidential No Cert. Required	\$80.00		1997
	Partial Width Right Of Way request	\$125.00		2001
	Home Occupation Plan Review	\$90.00		1997
	Major Trans Corridor Review	\$200.00		2001
	Payment-in-Lieu of Parkland Dedication			
	Community Park	\$422/lot		1996
	District Park	\$455/lot		1996
	EDD Site Plan			
	Part of PD Class A SUP	\$250 + \$10/sq. ft.		2001
	Not part of PD Class A SUP	\$150 + \$5/sq. ft.		2001

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
	Signs	\$25 + \$25sq. ft.		2001
	Vacation of rights-of-way/release of easements per vacation or release (Includes advertising)	\$250 + value of F-o-w		2001
	Revisions			2001
	Major(engineering modifications to the site plan including minor changes in site planning)	\$300.00		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
	Residential, per revision, per year for the first revision, plus an additional \$100 per year	\$200.00		2001
	Nonresidential, per revision, plus \$100 additional per revision per year for the first revision, plus an additional \$100 per revision per year			2001
	Miscellaneous	\$500.00		2001
	Advertising costs	Cost + 15%		
	Effectected parties research/public notice	\$100 + \$3/person		
	Hire outside consultants	Cost + 15%		
	Zoning Ordinance	\$12.00		2001
	Zoning Maps	\$2.00		2001
	Public Information fees			
	Subdivision Regulations	\$5.00		1989
	EDD Design guidelines	\$12.00		1989
	Land Use Plan	\$10.00		1989
	Joint Planning Land Use Plan	\$4.00		1989
	Land Use Plan Map	\$1.00		1989
	Airport Study	\$5.00		1989
	Water Resources Task Force Report	\$4.25		1989
	Agricultural Task Force Report	No Charge		1989
	Floodplains Protection Ordin.	No Charge		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
	Copies	25 cents		1989
	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
	Erosion Control fees			
	Erosion Control Plan	\$507.00 per acre		2001
	Intense urban	\$722.00 per acre		2001
	Urban	\$158.00 per acre		2001
	Rural			2001
	Grading Permits			2001
	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
	Stormwater Management Plans	\$139.00		2001

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision	
Inspection fees Building	<i>Schedule A</i>				
	New Residential (1&2 family)	\$0.310 per square foot (all trades included)		2006	
	Building	0.126		2006	
	Electrical	0.058		2006	
	Plumbing	0.058		2006	
	Mechanical	0.068		2006	
	Plan Review	\$0.016 (\$10.50 min per project), additional 10.5% Town of Hillsborough		2006	
	<i>Schedule B</i>				
	Residential Renovations and Accessory Structures (1&2 family)	\$0.23 per square foot		2006	
	Building	\$0.23 per square foot		2006	
	Electrical	\$3.50 per job		2006	
	Plumbing	\$3.50 per job		2006	
	Mechanical	\$3.50 per job		2006	
	Plan Review	\$0.016 (\$10.50 min per project), additional 10.5% Town of Hillsborough		2006	
	<i>Schedule C</i>				
	Mobile/Modular Homes				
	Singlewide				
	Building	\$56.70		2006	
	Electrical	\$31.50		2006	
	Plumbing	\$23.10		2006	
	Mechanical	\$23.10		2006	
	Doublewide				
	Building	\$85.05		2006	
	Electrical	\$31.50		2006	
Plumbing	\$23.10		2006		
Mechanical	\$23.10		2006		
	<i>Schedule D</i>				
	Triplewide				
	Building	\$111.30		2006	
	Electrical	\$31.50		2006	
	Plumbing	\$23.10		2006	
	Mechanical	\$23.10		2006	
	Quadruple				
	Building	\$137.55		2006	
	Electrical	\$31.50		2006	
	Plumbing	\$23.10		2006	
Mechanical	\$23.10		2006		
	<i>Schedule E</i>				
	New Commercial				
	Plan Review	See Appendix A .028 per square foot per project <5000 sq ft (\$82.50 minimum)		2006	
		.022 per square foot, 5000-20,000 sq ft		2006	
		.017 per square foot 20,000-150,000 sq ft		2006	
		.011 per square foot >150,000 sq ft		2006	
		(Additional 11% Town of Hillsborough)		2006	
		Building \$110 + \$75 Per sq ft Electrical \$55.00; Plumbing \$55.00; Mechanical \$55.00		2006	
Commercial Renovations and Alterations					

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
	<i>Schedule E</i>			
	Miscellaneous Bldg Inspections	\$59.40		2006
	Mobile/Modular homes	\$59.40		2006
	Moving Building	\$59.40		2006
	Building Demolition	\$59.40		2006
	Change of Occupancy/Use	\$59.40		2006
	Radio/TV Tower	\$59.40		2006
	Swimming Pool	\$59.40		2006
	Woodstove/Fireplace	\$38.50		2006
	Prefabricated Utility Bldgs	\$59.40		2006
	Signs- Business ID Involvs const	\$59.40		2006
	Other Signs	\$38.50		2006
	<i>Schedule F</i>			
	Miscellaneous Electrical			
	<i>Schedule G</i>			
	Electrical Service Changes			
	Simple Phase			
	30-50 amp	\$38.50		2006
	60-100A	\$55.00		2006
	125-200A	\$66.00		2006
	400A	\$77.00		2006
	Three Phase			
	20-50 Amp	\$38.50		2006
	60-100 A	\$66.00		2006
	150-200A	\$77.00		2006
	400 A	\$110.00		2006
	<i>Schedule H</i>			
	Electrical Service			
	Simple			
	Double			
	30-50 Amp	\$38.50	\$35.00	2006
	60 A	\$38.50	\$55.00	2006
	70 A	\$66.00	\$66.00	2006
	100A	\$66.00	\$66.00	2006
	125A	\$77.00	\$77.00	2006
	150A	\$93.50	\$135.30	2006
	200A	\$110.00	\$161.70	2006
	300A	\$135.3	\$189.20	2006
	400A	\$161.70	\$243.10	2006
	600A	\$243.10	\$299.50	2006
	800A	\$269.50	\$400.40	2006
	1000A	\$400.40	\$539.00	2006
	1200A	\$539.00	\$677.60	2006
	1400A	\$608.30	\$808.50	2006
	1600A	\$677.60	\$1,078.00	2006
	Over 1600A	\$667.00a	\$1107.00a	2006

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
Plumbing fees	<i>Schedule I</i>			
	New Coat or Fixture Replacmt # of Fixtures	Based on square footage (included in Schedule A and B)		2001
	1			
	2			
	3			
	4			
	5			
	6 and over			
	Mobile/Modular Home	\$24.20		2006
	Water heater installation	\$59.40		2006
	<i>Schedule J</i>			
	Residential Mechanical			
	Covered Ductwork/Component	Delete (to be replaced by sq ft. - see Schedule A)		2001
	Exposed " Factory/Component	Delete (to be replaced by sq ft. - see Schedule A)		2001
	Installation ea add'l system	\$22.00		2006
Replacement of one system	\$82.50		2006	
Mobile/Modular Home	\$24.20		2006	
Multi-Fan exposed ductwork	Delete (to be replaced by sq ft. - see Schedule B)		2001	
Multi-Fan covered ductwork	Delete (to be replaced by sq ft. - see Schedule B)		2001	
<i>Schedule K</i>				
Non-residential/ Commercial				
Commercial Cooling				
First unit	\$82.50		2006	
Each additional Unit	\$22.00		2006	
Replacement of System	\$82.50		2006	
Commercial Heating				
First Unit	\$82.50		2006	
Each additional Unit	\$22.00		2006	
Replacement of System	\$82.50		2006	
Commercial Heat/Cool Combin				
First Unit	\$82.50		2006	
Each additional Unit	\$22.00		2006	
Replacement of System	\$82.50		2006	
Commercial Ventilation/Exhaust				
One System	\$82.50		2006	
Each additional	\$22.00		2006	
Hood fan comm. cooking equip	\$59.40		2006	
Comm. Range or Grill	\$59.40		2006	
Deep Fat Fryer	\$59.40		2006	
Oven	\$59.40		2006	

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
General Miscellaneous	Refunds	\$38.50		2006
	Issue Certificate of Occupancy	\$11.00		2006
	Permit Renewal	\$38.50		2006
	Day Care Permits (existing building new occupancy)	\$59.40		2006
	Day Care Reinspection	\$55.00		2006
	Sprinkler system	\$165.00		2006
	Temporary Electrical Final Inspection	\$55.00		2006
	Temporary Mechanical Final Inspection	\$55.00		2006
	Fire Alarm system	\$165.00		2006
	Archive research (per project)	\$16.50		2006
	Grease trap installation	\$59.40		2006
	Reinspection fee (no charge for 1st rejection per trade)	\$52.50		2006
	Temporary tents	\$59.40		2006
	Work started with no permits are charged double fees			1986
Emergency Management				
Emergency Medical	Emergency Response			
	Basis Life Support (Non-Emergency)	\$300.00		2005
	Basis Life Support (Emergency)	\$350.00		2005
	Advanced Life Support -1 (Non-Emergency)	\$400.00		2005
	Advanced Life Support -1 (Emergency)	\$450.00		2005
	Advanced Life Support -1 (Non-Transport)	\$150.00		2005
	Advanced Life Support -2 (Emergency)	\$25.00		2005
	Advanced Life Support -2 (Non-Transport)	\$25.00		2005
	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 EMT's	\$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
	Chief of Staff Standby	\$70.00/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
	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

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
<i>Sherriff</i>	Out of State Officer Fee	\$100.00		2006
	Insane Officer	\$15.00		1982
	Gun Permits	\$5.00		
	Work Release	\$14.50		
	Report and Records Copies	\$2.00		1986
	Fingerprint Cards	\$15.00 each		1983
	Laminating	\$5.00		1986
	Concealed Weapons Permits	\$90 (\$60 state \$30 county)		1986
	Federal Inmates	\$38.00 per day		
	State Inmates	\$14.50 per day		
	Commission on executions	5% 1st \$500 and 2.5% on balance		1968
<i>Elmer Server</i>	Tap Fees	\$1,000 per acre + \$600 per tap + cost of installing service to county) + \$656.34 to Town of Hillsborough		2002
	Use Fees	\$15.20 1st 3000 gals; \$4.50 ea/additional 1000 gals.		1986
<i>Animal Services</i>				
<i>Animal Control</i>	<i>Civil Penalties/Fines</i>			
	failure to vaccinate	\$100.00		1995
	failure to license	\$50.00		1995
	public nuisance violations	\$25, \$50, \$100, \$150, \$200		1995
	mistreatment	\$25.00		1995
	Kernel Permits	\$25.00 annually		1995
<i>Animal Shelter</i>	<i>Adoption Fees</i>			
	Cat Adoption Fees	\$91.00		2004
	Kitten Adoption Fees (5 months and under)	\$80.00		2004
	Dog Adoption Fee	\$113.00		2004
	Puppy Adoption Fee (5 months and under)	\$104.00		2004
	Boarding Fee for sixty animals	\$8,000/day		2004
	Bite Quarantines	\$100.00		2004
	Rabies Shots (shelter)	\$5.00		2004
	Rabies Shots (low-cost clinics)	\$5.00		2004
	Small and Other Animals	Varies on Type of Animal (\$5 to \$100)		
	Shelter Redemption fee	\$10, \$25, \$50, \$100		1995

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
<i>Health Department</i>				
Environmental Health	<i>Soil Analysis/Improvement Permit</i>			
	Single Family Units <601 Gallons per day. Less than 2 acres	\$350.00		2006
	Single Family >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 H/W System:</i>			
	Single Family Units <601 Gallons per day. Less than 2 acres	\$360.00		2006
	Single Family Unit >600 Gallons per day	\$360 + \$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 (ol w/ existing home)	\$350.00		2006
	Permit Site Revisit	\$125.00		2006
	Existing System Inspections	\$125.00		2006
	Existing System Authorizations (Office Authorization/no field visit required)	\$50.00		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	\$100.00		2006
	Septic Tank Contractor Registration Fee - New Contractor (One-time fee)	\$200.00		2006
	Septic Tank Contractor Fee - Annual Renewal	\$25.00		2006
	<i>H/ZIP</i>			
	Initial Inspection	\$125.00		2006
	Follow-up Inspections	\$75.00		2006
	<i>WELLS AND WATER SAMPLES</i>			
	Well Permits	\$260.00	\$430.00 (effective January 1, 2008)	2006
	Permit Site Revisit	\$125.00		2006
	Bacteriological	\$25.00		2006
	Inorganic Chemical Samples	\$35.00		2006
	Pesticide/Petroleum	\$75.00		2006
	Full Sample Suite (Bact, Nok, Inorganic, + 7 metals)	N/A	\$100.00 (effective January 1, 2008)	New
	<i>TATTOO PARLORS</i>			
	Operator Permit Inspection	\$325.00		2006
	Artist Permit	\$165.00		2006
	<i>SWIMMING POOLS</i>			
	Swimming Pool Inspections	\$125.00		2006
	Plan Review	\$200.00		2006

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
Denial Health	Comprehensive Oral Evaluation	\$47.00	\$48.00	2006
	Periodic Oral Evaluation	\$39.00	\$40.00	2006
	Limited Oral Evaluation	\$39.00	\$40.00	2006
	Re-evaluation-limited, problem	\$26.00	\$27.00	2006
	Consultation	\$49.00	\$50.00	2006
	Panoramic Film	\$62.00	\$64.00	2006
	BVX 1 Film	\$25.00	\$26.00	2006
	BVX 2 Films	\$26.00	\$27.00	2006
	BVX 4 Films	\$36.00	\$37.00	2006
	1st Intraoral PA Film	\$24.00	\$25.00	2006
	Additional PA Film	\$22.00	\$23.00	2006
	Intraoral Occlusal Film	\$25.00	\$26.00	2006
	Full Mouth Series w BVX	\$79.00	\$81.00	2006
	Prophy/Child under age 13	\$40.00	\$41.00	2006
	Prophy/Adult age 13 and up	\$59.00	\$60.00	2006
	Fluoride Varnish (age 13&under)	\$28.00	\$29.00	2006
	Fluoride Varnish (age 13-20)	\$28.00	\$29.00	2006
	Sealant/NEWLY ERUPTED TEETH	\$33.00	\$34.00	2006
	Scale/Root Planing 1-3 teeth p/q	\$93.00	\$95.00	2006
	Scale Root Planing 4+ teeth p/q	\$99.00	\$101.00	2006
	Full mouth Debridement	\$85.00	\$87.00	2006
	Amal One Surface Prim/ Perm	\$73.00	\$75.00	2006
	Amal Two Surface Prim/ Perm	\$84.00	\$86.00	2006
	Amal Three Surface Prim/Perm	\$106.00	\$109.00	2006
	Amal Four Surface Prim/Perm	\$119.00	\$122.00	2006
	Resin One Surface Anterior	\$67.00	\$69.00	2006
	Resin Two Surface Anterior	\$86.00	\$88.00	2006
	Resin Three Surface Anterior	\$106.00	\$109.00	2006
	Resin Four Surface Anterior	\$122.00	\$125.00	2006
	Resin Comp. Crown Ant. Prim	\$124.00	\$126.00	2006
	Resin Comp. 1sur.Post-Prim/Perm	\$83.00	\$85.00	2006
	Resin Comp. 2sur.Post-Prim/Perm	\$121.00	\$124.00	2006
	Resin Comp. 3sur.Posterior Perm	\$155.00	\$159.00	2006
	Resin Comp.4sur Posterior Perm	\$190.00	\$195.00	2006
	Pulpotomy	\$95.00	\$97.00	2006
	SSC Primary Tooth	\$150.00	\$154.00	2006
	SSC Permanent Tooth	\$179.00	\$183.00	2006
	Prefabricated Resin Crown	\$188.00	\$193.00	2006
	Prefab.seal.seal SSC Prim. Tooth	\$175.00	\$177.00	2006
	Sedative Filling	\$66.00	\$68.00	2006
	Palliative Treatment	\$55.00	\$56.00	2006
	Ext. Enamel Tooth Prim/Perm	\$67.00	\$69.00	2006
	Extraction Surgical -100+	\$104.00	\$107.00	2006
	Ext. coronal remnants decisions	\$45.00	\$50.00	2006
	Alveoplasty extractions p/qand	\$82.00	\$84.00	2006
	Replacement Crown NOT cov. by MA	\$52.00	\$53.00	2006
	Study Models	\$47.00	\$48.00	2006
	I & D Minor Surgery	\$158.00	\$163.00	2006
	Occlusal Adjustment Limited	\$78.00	\$80.00	2006
	Fractured Tooth Tx.	\$62.00	\$64.00	2006
	Pulp Cap-direct exp. Pulp MED	\$41.00	\$42.00	2006
	Pulp Cap-indirect nearly exposed	\$41.00	\$42.00	2006
	Biopsy Oral Tissue	\$135.00	\$138.00	2006
	Pin Retention/tooth	\$27.00	\$28.00	2006
	Band & Loop/Quadrant Impress	No Charge	No Charge	2006
	Band & Loop/Quadrant Delivver 209/25	\$216.00	\$221.00	2006
	Fixed Bilateral Impress	No Charge	No Charge	2006
	Fixed Bilateral Delivver 419/30	\$434.00	\$445.00	2006

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
	Topical Fluoride varnish, therapeutic application for moderate to high caries risk patients	N/A	\$28.00	New
<i>(apply sliding scale)</i>	Periodontal Maintenance	N/A	\$75.00	New
	Alveoplasty (in conjunction with extraction 1-3 teeth per quadrant)	N/A	\$100.00	New
	Alveoplasty (not in conjunction with extraction 4 or more tooth spaces per quadrant)	N/A	\$175.00	New
	Alveoplasty (not in conjunction with extraction 1-3 or more tooth spaces per quadrant)	N/A	\$150.00	New
	Bleivings - three films	N/A	\$30.00	New
	Root Canal Therapy Anterior	N/A	\$400.00	New
	Root Canal Therapy Bicuspid	N/A	\$475.00	New
	Root Canal Therapy Molar	N/A	\$600.00	New
	Application of Desensitizing Medicament	N/A	\$25.00	New
	Application of Desensitizing resin for cervical and/or root surface per tooth	N/A	\$25.00	New
	Occlusal guard, by report minimize the effects of	N/A	\$250.00	New
	Fabrication of Athletic Mouthguard	N/A	\$100.00	New
	Fabrication of Athletic Mouthguard Project (school-based program)	N/A	\$15.00	New
	Boil & Bite Mouthguards (students with braces)	N/A	\$5.00	New
Personal Health	Drainage of Skin Abscess	\$109.00	\$112.00	2006
	Drainage of Skin Abscess	\$186.00	\$191.00	2006
	Drainage of Pilonidal Cyst	\$181.00	\$186.00	2006
	Remove Foreign Body	\$124.00	\$127.00	2006
	Drainage of Hematoma/Fluid	\$135.00	\$138.00	2006
	Puncture Drainage of Lesion	\$88.00	\$90.00	2006
	Debride Infected Skin	\$52.00	\$53.00	2006
	Remove Skin Tags	\$85.00	\$85.00	2006
	Shave Skin Lesion	\$67.00	\$69.00	2006
	Remove Skin Lesion Excision 0.5cm or Less	\$124.00	\$127.00	2006
	Remove Skin Lesion Excision 0.6 - 1.0cm	\$145.00	\$149.00	2006
	Remove Skin Lesion Excision 1.1-2.0cm	\$160.00	\$164.00	2006
	Remove Skin Lesion Excision 2.1-3.0cm	\$181.00	\$186.00	2006
	Remove Skin Lesion Excision 0.5cm or Less	\$124.00	\$127.00	2006
	Remove Skin Lesion Excision 0.6 - 1.0cm	\$150.00	\$154.00	2006
	Remove Skin Lesion Excision 1.1-2.0cm	\$171.00	\$175.00	2006
	Remove Skin Lesion Excision 2.1-3.0cm	\$202.00	\$207.00	2006
	Trim Nail(s)	\$21.00	\$22.00	2006
	Debride Nail 1-5	\$31.00	\$32.00	2006
	Drain Blood from Under Nail	\$52.00	\$53.00	2006
	Nephrant (Remove)	\$207.00	\$212.00	2006
	Repair Superficial Wound(s) 2.5cm or less	\$160.00	\$164.00	2006
	Repair Superficial Wound(s) 2.6-7.5cm	\$171.00	\$175.00	2006
	Initial Burn(s) Treatment	\$78.00	\$80.00	2006
	Destroy Banting/Prenatal Lesion	\$67.00	\$69.00	2006
	Destroy Lesions, 2-14	\$16.00	\$17.00	2006
	Destroy Lesion(s), 1-14	\$101.00	\$104.00	2006
	Inject Single Tendon-Ligament Cyst	\$67.00	\$69.00	2006
	Inject Single Tendon Origin ? Insertion	\$62.00	\$64.00	2006
	Inject Single-Multi Trigger Pts. 1-2 Muscles	\$52.00	\$54.00	2006
	Inject Single-Multi Trigger Pts. 3+ Muscles	\$72.00	\$74.00	2006
	Drain/Inject, Small Joint or Bursa	\$62.00	\$64.00	2006
	Drain/Inject, Intermediate Joint or Bursa	\$67.00	\$69.00	2006
	Drain/Inject, Major Joint or Bursa	\$78.00	\$80.00	2006
	Drain Finger Abscess, Simple	\$305.00	\$313.00	2006
	Apply Finger Splint, Static	\$41.00	\$42.00	2006
	Control Nosebleed	\$114.00	\$117.00	2006

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
	Lab Ventipuncture	\$16.00	\$17.00	2006
	Capillary Puncture	\$10.00	\$11.00	2006
	Incise External Hemorrhoids	\$171.00	\$173.00	2006
	Diagnostic Anoscopy	\$93.00	\$95.00	2006
	Anoscopy with Tumor-Polyp-Lesion Removal	\$223.00	\$229.00	2006
	Destruct Lesion (Male)	\$140.00	\$144.00	2006
	Incision/Drainage of Vulva or Perineum	\$129.00	\$132.00	2006
	Incision/Drainage of Gland Abscess	\$160.00	\$164.00	2006
	Destruct Lesions (Female)	\$137.00	\$140.00	2006
	Diaphragm Fit	\$88.00	\$90.00	2006
	Insert Intrauterine Device (IUD)	\$93.00	\$95.00	2006
	IUD Removal	\$104.00	\$107.00	2006
	Insert IUD	\$88.00	\$90.00	2006
	Fetal Non Stress	\$47.00	\$48.00	2006
	Remove Foreign Body from External Eye	\$62.00	\$64.00	2006
	Remove Foreign Body from Outer Ear Canal	\$129.00	\$132.00	2006
	Remove Ear Wax	\$62.00	\$64.00	2006
	Lipid Panel (Fasting) - UINC Lab	\$18.00	\$27.00	2006
	U/A (V/Micro)	\$26.00	\$17.00	2006
	U/A (Dipstick Only)	\$16.00	\$11.00	2006
	Pregnancy Test	\$10.00		2006
	Albumin Serum (UNC Lab Test)	\$6.00		2006
	Total Bilirubin (UNC Lab Test)	\$7.00		2006
	Direct Bilirubin (UNC Lab Test)	\$7.00		2006
	Neonatal Bilirubin (UNC Lab Test)	\$9.00		2006
	Hemacult	\$10.00	\$11.00	2006
	Ca (UNC Lab Test)	\$7.00		2006
	CO2 (UNC Lab Test)	\$6.00		2006
	CL (UNC Lab Test)	\$6.00		2006
	Total Cholesterol (UNC Lab Test)	\$6.00		2006
	CREAT (UNC Lab Test)	\$7.00		2006
	B12 (UNC Lab Test)	\$21.00		2006
	Ferritin (UNC Lab Test)	\$19.00		2006
	Folate (UNC Lab Test)	\$20.00		2006
	GLU (UNC Lab Test)	\$5.00		2006
	OSullivan	\$26.00	\$27.00	2006
	OGTT (3 HR)	\$47.00	\$48.00	2006
	Glucose (Random)	\$16.00	\$17.00	2006
	GGT	\$10.00	\$11.00	2006
	FSH (UNC Lab Test)	\$25.00		2006
	Hemoglobin A1C	\$20.00	\$21.00	2006
	IBC (UNC Lab Test)	\$12.00		2006
	Iron Profile (FE), IBC (UNC Lab Test)	\$9.00		2006
	LDH (UNC Lab Test)	\$8.00		2006
	Lipid Panel (Non-Fasting) HDL (UNC Lab Test)	\$11.00		2006
	LDL (UNC Lab Test)	\$13.00		2006
	ALK PHOS (UNC Lab Test)	\$7.00		2006
	K (UNC Lab Test)	\$6.00		2006
	TP-Serum (UNC Lab Test)	\$5.00		2006
	TP-Urine (UNC Lab Test)	\$5.00		2006
	NA (UNC Lab Test)	\$6.00		2006

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
	Thyroxine (T4) - (UNC Lab Test)	\$86.00		2006
	Free T4 (UNC Lab Test)	\$123.00		2006
	TSH (UNC Lab Test)	\$222.00		2006
	T4 (UNC Lab Test)	\$19.00		2006
	SGOT, AST (UNC Lab Test)	\$7.00		2006
	SGPT, ALT (UNC Lab Test)	\$7.00		2006
	Iron Profiler/Transferrin: % Saturation (UNC Lab Test)	\$17.00		2006
	TRIG (UNC Lab Test)	\$8.00		2006
	T3U (UNC Lab Test)	\$8.00		2006
	BUN (UNC Lab Test)	\$5.00		2006
	Uric Acid (UNC Lab Test)	\$6.00		2006
	QUANT HCG/Serum (UNC Lab Test)	\$12.00		2006
	Hemoglobin	\$10.00	\$11.00	2006
	CBC w/o Diff (UNC Lab Test)	\$9.00		2006
	CBC with Diff (UNC Lab Test)	\$10.00		2006
	SED Rate (UNC Lab Test)	\$4.00		2006
	MONO Spot (UNC Lab Test)	\$7.00		2006
	RA Factors - Qual (UNC Lab Test)	\$7.00		2006
	RA Factors - Quan (UNC Lab Test)	\$7.00		2006
	PPD	\$12.00	\$13.00	2006
	Rubella (UNC Lab Test)	\$20.00		2006
	Hepatitis C RIBA (UNC Lab Test)	\$16.00		2006
	Antibody Identification (UNC Lab Test)	\$21.00		2006
	ABO Group (UNC Lab Test)	\$4.00		2006
	RH Type (UNC Lab Test)	\$7.00		2006
	QC Culture	\$16.00	\$17.00	2006
	Throat Culture (UNC Lab Test)	\$8.00		2006
	Urine Culture (UNC Lab Test)	\$11.00		2006
	ID & Sensitivity (UNC Lab Test)	\$9.00		2006
	STPAT Male Smear	\$21.00	\$22.00	2006
	Fungal Direct Test (FDJR) (UNC Lab Test)	\$7.00		2006
	Wet Mount	\$16.00	\$17.00	2006
	Parasitology Test #9807-Giardia (UNC Lab Test)	\$16.00		2006
	Parasitology Test #9807-Cryptosporidium (UNC Lab Test)	\$16.00		2006
	HbsAg (UNC Lab Test)	\$13.00		2006
	Streptococcus Group A Assay w/Optic (UNC Lab Test)	\$20.00	\$12.33	2006
	Pap Smear (State Lab)	\$10.69		2006
	Rhoexam Injection	\$119.00	\$122.00	2006
	Admin Fee (I vaccine)	\$10.00	\$11.00	2006
	Admin Fee (2+ vaccines)	\$10.00	\$11.00	2006
	Hep A - Adult	\$70.00	\$32.00	2006
	Hep A (Ped/Adol)	\$31.00	\$13.00	2006
	Influenza Split 6-35 ma	\$14.00	\$25.00	2006
	Influenza Split 3yr and Above	\$28.00		2006
	Influenza Virus Vaccine Live For Intranasal	\$26.00		2006
	Rabies (IA)	\$225.00	\$202.00	2006
	Rabies (ID)	\$197.00		2006
	Immunization: Pneumococcal - State	\$35.00	\$95.00	2006
	Meningococcal Vaccine, Subcutaneous/let	\$93.00	\$95.00	2006
	Meningococcal Vaccine	\$93.00	\$74.00	2006
	Immunization: Hep B (20+ yrs)	\$72.00	\$132.00	2006
	IV Infusion Up to One Hour	\$129.00		2006
	Psychiatric Diagnostic Interview Exam	\$140.00	\$144.00	2006
	Psychiatric Diag Interview Exam, Intensive	\$149.00	\$153.00	2006
	Psychologist, Indiv, Insight, 20-30 min.	\$60.00	\$62.00	2006
	Psychologist, Indiv, Insight, 45-50 min.	\$90.00	\$92.00	2006
	Psychologist, Indiv, Intenc, 20-30 min.	\$135.00	\$138.00	2006
	Psychologist, Indiv, Intenc, 45-50 min.	\$65.00	\$67.00	2006
	Psychologist, Indiv, Intenc, 75-80 min.	\$96.00	\$98.00	2006
	Psychologist, Indiv, Intenc, 75-80 min.	\$141.00	\$145.00	2006

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
	Psychotherapy, Family, w/o Patient	\$88.00	\$90.00	2006
	Psychotherapy, Family, (Complm) W/P Present	\$107.00	\$110.00	2006
	Psychotherapy, Group	\$30.00	\$31.00	2006
	Inhalation Each Additional Hour up to Eight	\$37.00	\$38.00	2006
	Audiometry	\$16.00	\$17.00	2006
	Pure Tone Audiometry, Air	\$21.00	\$22.00	2006
	Electrocardiogram, Complete	\$31.00	\$32.00	2006
	Electrocardiogram, Tracing Only	\$21.00	\$22.00	2006
	Artery Inhalation Treatment	\$21.00	\$22.00	2006
	Aerosol/Vapor Inhalation Treatment	\$21.00	\$22.00	2006
	Pulse Oxygen	\$7.00	\$8.00	2006
	Denver II	\$104.00	\$107.00	2006
	Health & Behavior Intervention	\$26.00	\$27.00	2006
	Medical Nutrition Therapy/Initial 15 min. Unit	\$19.00	\$20.00	2006
	Medical Nutrition Therapy/Rc-Assess 15 min. Unit	\$19.00	\$20.00	2006
	Lab: Handling Fee	\$10.00	\$11.00	2006
	Special Supplies	\$16.00	\$17.00	2006
	Vision	\$10.00	\$11.00	2006
	Induction of Vomiting	\$62.00	\$64.00	2006
	New Office/Outpt Tx Brief E&M	\$78.00	\$80.00	2006
	New Office/Outpt Tx Expanded Prob Focused E&M	\$119.00	\$122.00	2006
	New Office/Outpt Tx Detailed E&M	\$160.00	\$164.00	2006
	New Office/Outpt Tx Moderate Complex E&M	\$233.00	\$239.00	2006
	New Office/Outpt Tx High Complex E&M	\$295.00	\$302.00	2006
	Esab Office/Outpt Tx Brief E&M	\$41.00	\$42.00	2006
	Esab Office/Outpt Tx Prob Focused E&M	\$72.00	\$74.00	2006
	Esab Office/Outpt Tx Expanded E&M	\$98.00	\$100.00	2006
	Esab Office/Outpt Tx Detailed E&M	\$145.00	\$149.00	2006
	Esab Office/Outpt Tx Comprehensive E&M	\$217.00	\$222.00	2006
	Initial Office Consultation Minor Problem	\$129.00	\$132.00	2006
	Telephone Coord Brief	\$16.00	\$17.00	2006
	Telephone Coord Moderate	\$21.00	\$22.00	2006
	Telephone Coord Lengthy	\$26.00	\$27.00	2006
	Preventive/New Pt < 1 yr.	\$98.00	\$100.00	2006
	Preventive/New Pt 1-4 yrs.	\$98.00	\$100.00	2006
	Preventive/New Pt 5-11 yrs.	\$191.00	\$196.00	2006
	Preventive/New Pt 12-17 yrs.	\$212.00	\$217.00	2006
	Preventive/New Pt 18-39 yrs.	\$207.00	\$212.00	2006
	Preventive/New Pt 40-64 yrs.	\$248.00	\$254.00	2006
	Preventive/New Pt 65+ yrs.	\$224.00	\$230.00	2006
	Preventive/Esab Pt < 1 yr.	\$93.00	\$95.00	2006
	Preventive/Esab Pt 1-4 yrs.	\$93.00	\$95.00	2006
	Preventive/Esab Pt 5-11 yrs.	\$155.00	\$159.00	2006
	Preventive/Esab Pt 12-17 yrs.	\$181.00	\$186.00	2006
	Preventive/Esab Pt 18-39 yrs.	\$176.00	\$180.00	2006
	Preventive/Esab Pt 40-64 yrs.	\$197.00	\$202.00	2006
	Preventive/Esab Pt 65+ yrs.	\$197.00	\$202.00	2006
	Home Visit for Postnatal Assmt & F/U Care	\$78.00	\$80.00	2006
	Home Visit for Newborn Care & Assessment	\$78.00	\$80.00	2006
	Newborn EPSDT Screen Home Visit	\$83.00	\$85.00	2006
	Periodic Oral Eval	\$32.00	\$33.00	2006
	Comprehensive Oral Eval	\$41.00	\$42.00	2006
	Topical Fluoride Appl	\$20.00	\$21.00	2006
	Oral Hygiene Instruction	\$16.00	\$17.00	2006
	Adm of Pneumococcal Vaccine	\$4.00	\$5.00	2006
	Adm of Pneumococcal Vaccine	\$4.00	\$5.00	2006
	CBRS Individual Professional	\$19.00	\$20.00	2006
	Ampicillin (OMNIP, POL, YN-TOTAN) Up to 500mg	\$5.00	\$6.00	2006
	Azithromycin 500mg	\$26.00	\$27.00	2006
	Penicillin G Benzathine/Procaine 1,200,000 Units	\$21.00	\$22.00	2006

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
	Penicillin G Benzathine up to 600,000 Units	\$16.00	\$17.00	2006
	Penicillin G Benzathine up to 1,200,000 Units	\$26.00	\$27.00	2006
	Penicillin G Benzathine up to 2,400,000 Units	\$32.00	\$33.00	2006
	Ceftriaxone Sodium/Receptin per 250mg	\$21.00	\$22.00	2006
	Ciprofloxacin, 200mg	\$21.00	\$22.00	2006
	Diclofenac Injection	\$57.00	\$58.00	2006
	Diphenhydramine HCL/Bendryl up to 50mg	\$5.00	\$6.00	2006
	B-12 Injection	\$5.00	\$6.00	2006
	Normal Saline Solution Infusion 1000cc	\$16.00	\$17.00	2006
	Mifem UD	\$92.00	\$94.00	2006
	Sports Physical	\$41.00	\$42.00	2006
	Camp Physical	\$41.00	\$42.00	2006
	College Physical	\$41.00	\$42.00	2006
	Childbirth Education	\$26.00	\$27.00	2006
	RN Services up to 15 min.	\$20.00	\$21.00	2006
	Child Service Coordination	\$21.74	\$21.74	2005
	Maternity Care Coordination	\$29.30	\$29.30	2005
	Nurse Assessment/Evaluation	\$88.00	\$88.00	2005
	Education Classes	\$30,000/hr	\$30,000/hr	2004
	Health Risk Appraisal	\$12.00	\$12.00	2004
	Consultant Services (Health Educators)	\$20,000/hr	\$20,000/hr	2004
	Patient Education (from Physician)	\$20,000/unit	\$20,000/unit	2004
	Liver Function (UNC Rate)	\$11.00	\$11.00	2006
	Amylase (UNC Rate)	\$9.00	\$9.00	2006
	CBC w/o Diff (UNC Rate)	\$9.00	\$9.00	2006
	RMSF (Acute) (UNC Rate)	\$9.00	\$9.00	2006
	RMSF (Convalescent) (UNC Rate)	\$27.00	\$27.00	2006
	Lipid Panel	\$23.00	\$24.00	2006
	Glucose	\$10.00	\$11.00	2006
	Therapeutic prophylactic/diagnostic injection	\$22.00	\$23.00	2006
	ANA (anti-nuclear antibody) titer (UNC Rate)	\$16.00	\$16.00	2006
	Confirmation, if ANA+ (UNC Rate)	\$15.00	\$15.00	2006
	Paracervical Block	\$163.00	\$167.00	2006
	Lipase (UNC Rate)	\$9.00	\$9.00	2006
	Fecal occult blood, single spec.	N/A	\$10.00	New
	oral eval <3 yrs with sunsecting	N/A	\$48.00	New
	Topical fluoride varnish	N/A	\$20.00	New
	Remove foreign body: intranasal	N/A	\$232.00	New
	Dye and/or debridement, small	N/A	\$92.00	New
	Insertion of non-dwelling bladder cath	N/A	\$89.00	New
	Paring of cornicallus (1 lesion)	N/A	\$44.00	New
	Chem. Coat of granulation tissue	N/A	\$75.00	New
	IV fluid/infusion therapy, up to 1 hr	N/A	\$69.00	New
	IV infusion, each additional hour	N/A	\$22.00	New
	Promethazine, mg	N/A	\$8.00	New
	Luteinizing Hormone *UNC rate	N/A	\$25.00	New
	Variella Immune Status Test *UNC rate	N/A	\$17.00	New
	Preservation fee Influenza vaccine	N/A	\$30.00	New
	Variella vaccine	N/A	\$85.00	New
	Zostavax vaccine	N/A	\$170.00	New

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Orange County Approved Fee Schedule - FY 2007-08

Department/Program	Description	Current Fee	Approved Fee Change for FY 2007-08 ⁽¹⁾	Last Revision
Miscellaneous	Massage License	\$50.00		1996
	Practitioner License	\$75.00		1996
School Capital	Orange County School District	\$3,000 Per Single Family Dwelling; \$1,420 Per Multi-Family Dwelling		2001
	Chapel Hill-Carboro City School District	\$4,407 Per Single Family Dwelling; \$1,979 Per Multi-Family Dwelling		2001
Solid Waste/Landfill	*** Waste Reduction, Reuse, and Recycling Fee			
	Basic Fee	\$34.00	\$37.00	2006
	Urban Curbside (added to Basic Fee)	\$39.00 + \$34.00 = \$73.00	\$44.00 + \$37.00 = \$81.00	2006
	Rural Curbside (added to Basic Fee)	\$16.00 + \$34.00 = \$50.00	\$26.00 + \$37.00 = \$63.00	2006
	Multi-family (added to Basic Fee)	\$14.00 + \$34.00 = \$48.00	\$19.00 + \$37.00 = \$56.00	2006
	Mixed Waste	\$46.00/ton	\$47.00/ton	2005
	Construction & Demo	\$41.00/ton		2001
	Clean Wood/Vegetative Waste	\$15.00/ton		2001
	Clean Wood (non tonnage fee)	\$7.00/load for pick-up or trailer		2000
	MSW/C&D (non tonnage fee)	\$20.00/load for pick-up or trailer; \$5.00/ear		2000
	Tires (stockpiles tires/no state certification)	\$100.00/ton		1997
	Appliances (White Goods)	No charge		
	Scrap Metal	No charge		
	Cardboard	No charge		
	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	
Combined Land Recyclables	\$15.00/ton		2002	
* Fee is consistent with the current DSS Medicaid rate.				
# Fees are mandated by North Carolina General Statute 161.10				
*** Fees can be set by Registrar of Deeds.				
*** Fees charged on all improved properties to fund recycling and waste reduction services. For multifamily, the property is charged one fee for each dwelling unit.				

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Appendix A (FY 2007-08)

New Commercial Buildings and Additions Fee Restructuring

Fee Per SF Building Area for New Commercial

Occupancy	Building	Electrical	Plumbing	Mechanical	Current Fee
Multi-Family (Res.)	\$0.190	\$0.084	\$0.084	\$0.067	\$0.425
Storage	0.067	0.051	0.051	0.067	\$0.236
Assembly	0.143	0.077	0.077	0.067	\$0.364
Institutional	0.265	0.130	0.130	0.133	\$0.658
Business	0.190	0.090	0.090	0.085	\$0.455
Mercantile	0.130	0.064	0.064	0.058	\$0.316
Hazardous	0.099	0.042	0.042	0.058	\$0.241
Factory/Industrial	0.099	0.042	0.042	0.058	\$0.241
Educational	0.190	0.090	0.090	0.085	\$0.455

Appendix B

Orange County Fire Inspection Rates

Assembly (every year)
 Institutional (every year)
 Day Care (every year)
 Mercantile (every three years)

Square Footage	Initial Inspection	Reinspection	Third Inspection
Up to 1,000 SqFt	\$ 40.00	\$ 30.00	\$ 130.00
1,001 to 2,500 SqFt	50.00	30.00	130.00
2,501 to 5,000 SqFt	60.00	30.00	150.00
5,001 to 7,500 SqFt	70.00	35.00	170.00
7,501 to 10,000 SqFt	80.00	35.00	190.00
10,001 to 12,500 SqFt	90.00	35.00	210.00
12,501 to 15,000 SqFt	100.00	35.00	230.00
15,001 to 17,500 SqFt	110.00	40.00	250.00
17,501 to 20,000 SqFt	120.00	40.00	270.00
20,001 to 22,500 SqFt	130.00	40.00	290.00
22,501 to 25,000 SqFt	140.00	40.00	310.00
25,001 to 27,500 SqFt	150.00	45.00	330.00
27,501 to 30,000 SqFt	160.00	45.00	350.00
30,001 to 32,500 SqFt	170.00	45.00	370.00
32,501 to 35,000 SqFt	180.00	45.00	390.00
35,001 to 37,500 SqFt	190.00	45.00	400.00
37,501 and over	200.00	50.00	400.00

Hazardous (every year)
 Industrial (every two years)

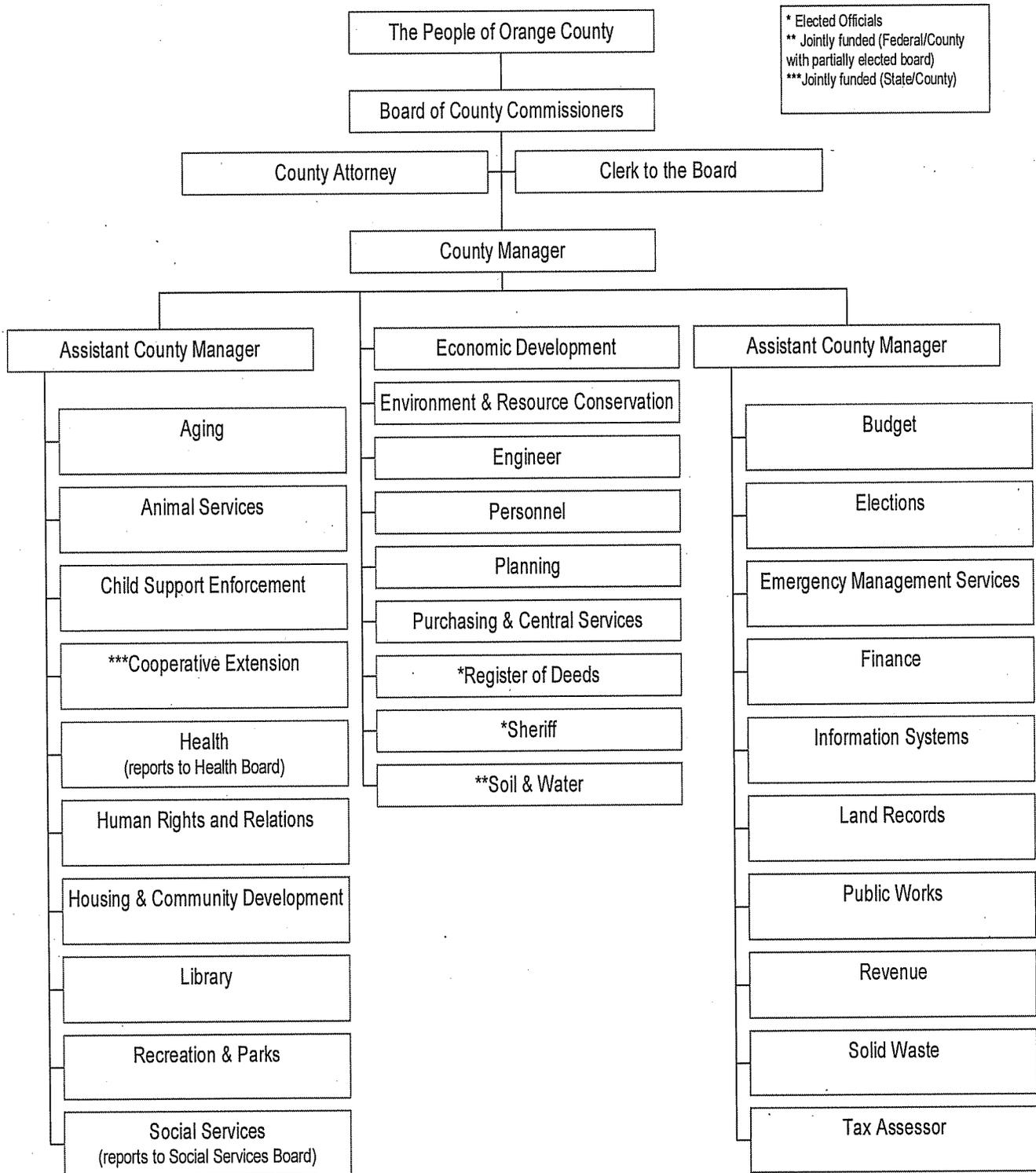
Square Footage	Initial Inspection	Reinspection	Third Inspection
Up to 1,000 SqFt	\$ 55.00	\$ 30.00	\$ 160.00
1,001 to 2,500 SqFt	65.00	30.00	160.00
2,501 to 5,000 SqFt	75.00	35.00	180.00
5,001 to 7,500 SqFt	85.00	35.00	200.00
7,501 to 10,000 SqFt	95.00	35.00	220.00

Square Footage	Initial Inspection	Reinspection	Third Inspection
10,001 to 12,500 SqFt	105.00	40.00	240.00
12,501 to 15,000 SqFt	115.00	40.00	260.00
15,001 to 17,500 SqFt	125.00	40.00	280.00
17,501 to 20,000 SqFt	135.00	40.00	300.00
20,001 to 22,500 SqFt	145.00	45.00	320.00
22,501 to 25,000 SqFt	155.00	45.00	340.00
25,001 to 27,500 SqFt	165.00	45.00	360.00
27,501 to 30,000 SqFt	175.00	45.00	380.00
30,001 to 32,500 SqFt	185.00	50.00	400.00
32,501 to 35,000 SqFt	195.00	50.00	400.00
35,001 to 37,500 SqFt	205.00	50.00	400.00
37,501 and over	215.00	50.00	400.00

Business (every three years)
Storage (every three years)
Foster Care (every year)
Residential (e.g. group homes, common areas of multifamily complexes - every year)
Private Educational (every two years)

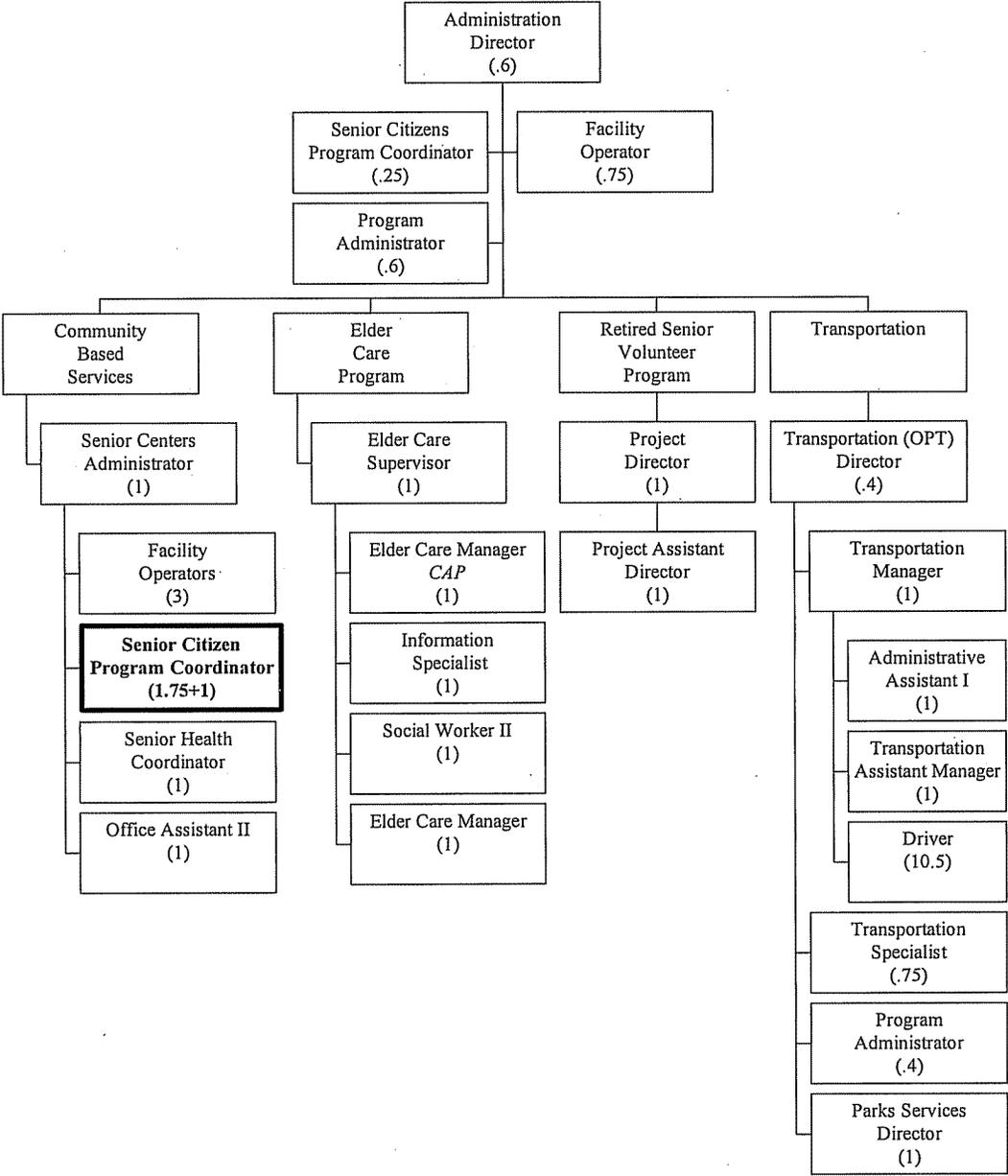
Square Footage	Initial Inspection	Reinspection	Third Inspection
Up to 1,000 SqFt	\$ 25.00	\$ 20.00	\$ 100.00
1,001 to 2,500 SqFt	35.00	30.00	100.00
2,501 to 5,000 SqFt	45.00	30.00	120.00
5,001 to 7,500 SqFt	55.00	35.00	140.00
7,501 to 10,000 SqFt	65.00	35.00	160.00
10,001 to 12,500 SqFt	75.00	35.00	180.00
12,501 to 15,000 SqFt	85.00	35.00	200.00
15,001 to 17,500 SqFt	95.00	40.00	220.00
17,501 to 20,000 SqFt	105.00	40.00	240.00
20,001 to 22,500 SqFt	115.00	40.00	260.00
22,501 to 25,000 SqFt	125.00	45.00	280.00
25,001 to 27,500 SqFt	135.00	45.00	300.00
27,501 to 30,000 SqFt	145.00	45.00	320.00
30,001 to 32,500 SqFt	155.00	45.00	340.00
32,501 to 35,000 SqFt	165.00	45.00	360.00
35,001 to 37,500 SqFt	175.00	45.00	380.00
37,501 and over	185.00	50.00	400.00

Orange County Government

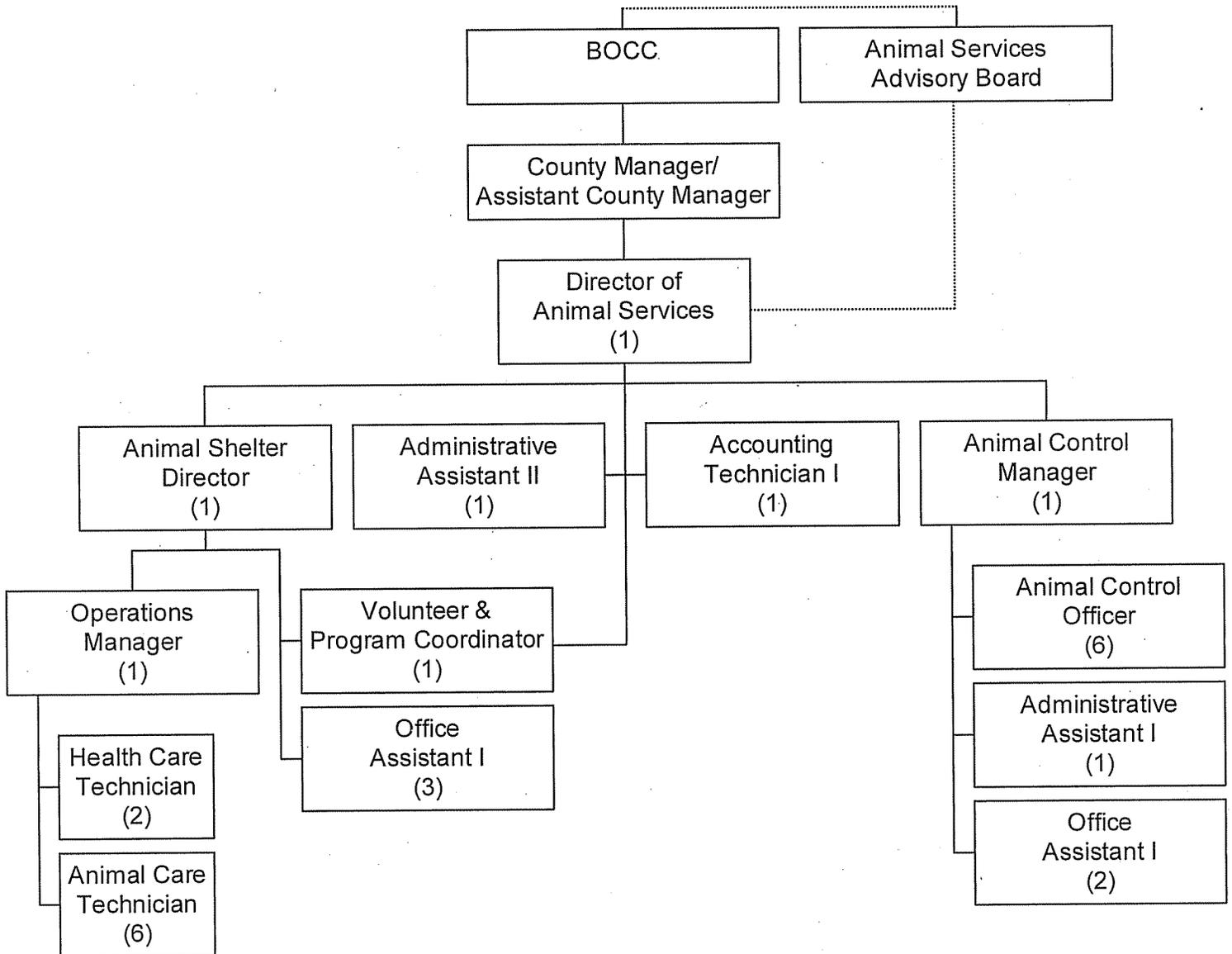


* Elected Officials
 ** Jointly funded (Federal/County with partially elected board)
 *** Jointly funded (State/County)

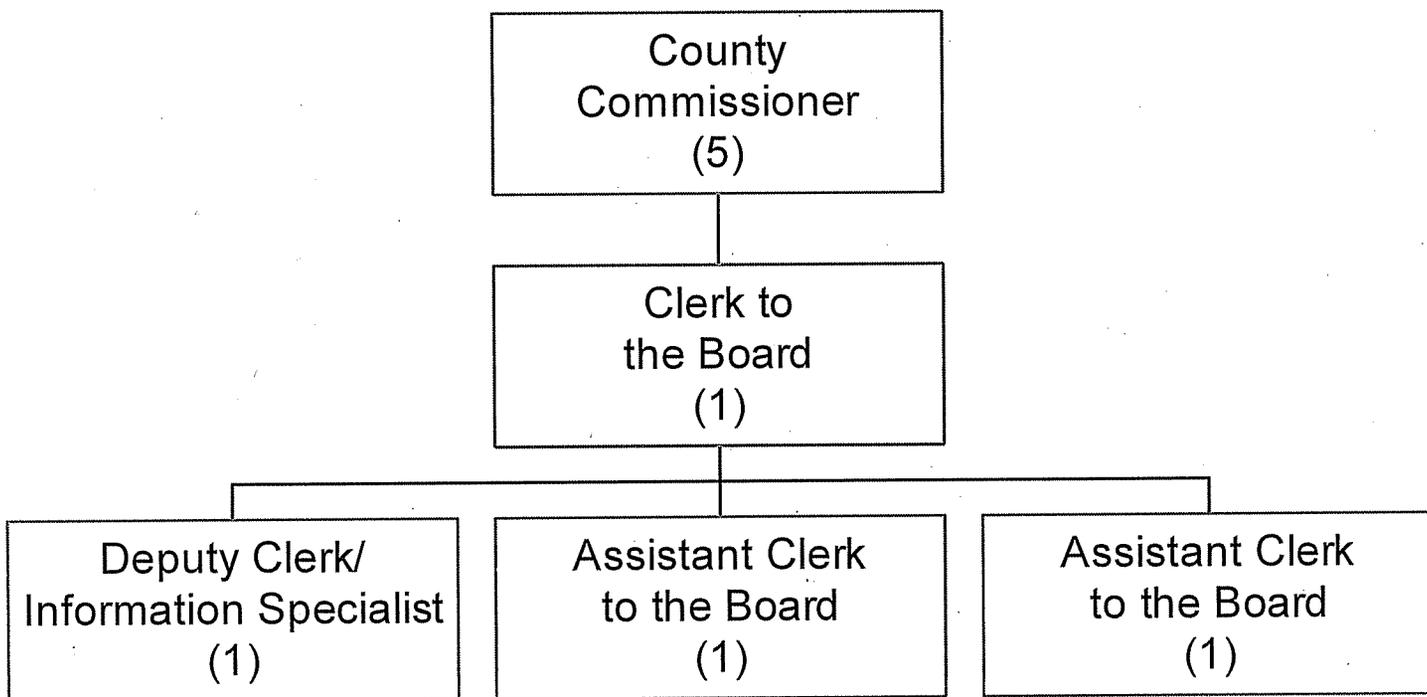
Department on Aging and Transportation



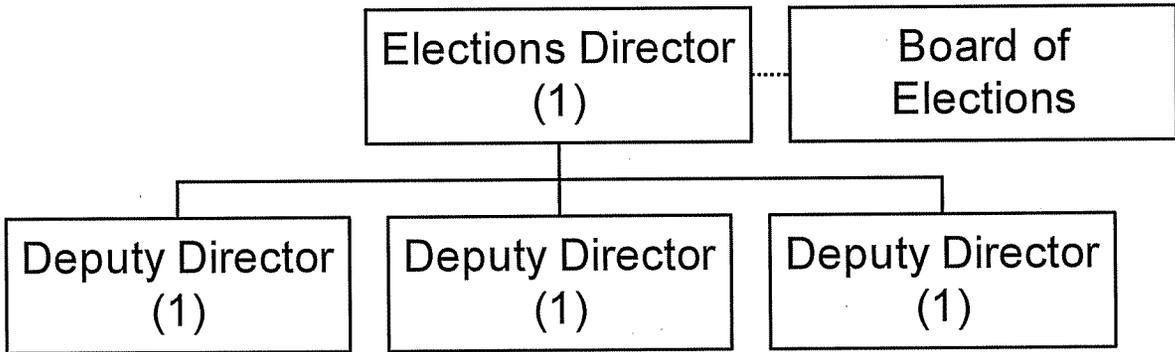
Animal Services Department



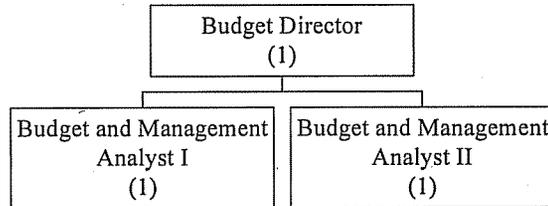
Board of County Commissioners Office



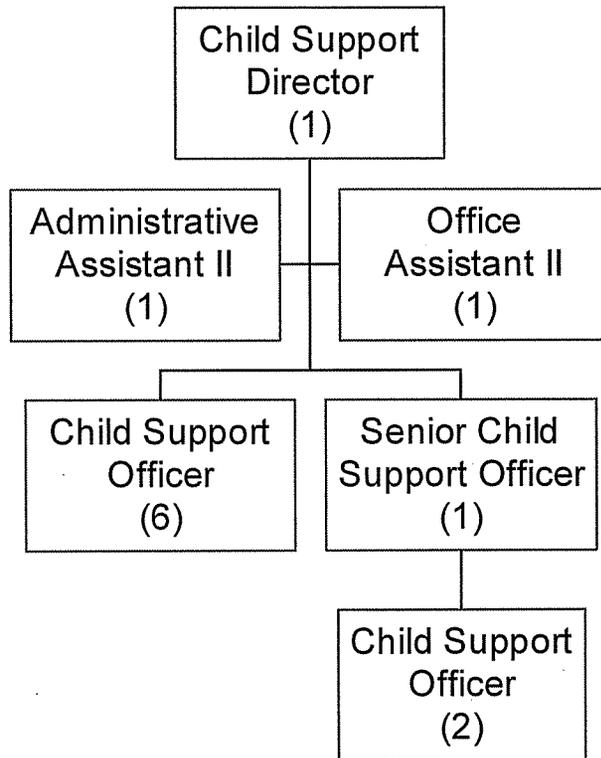
Board of Elections



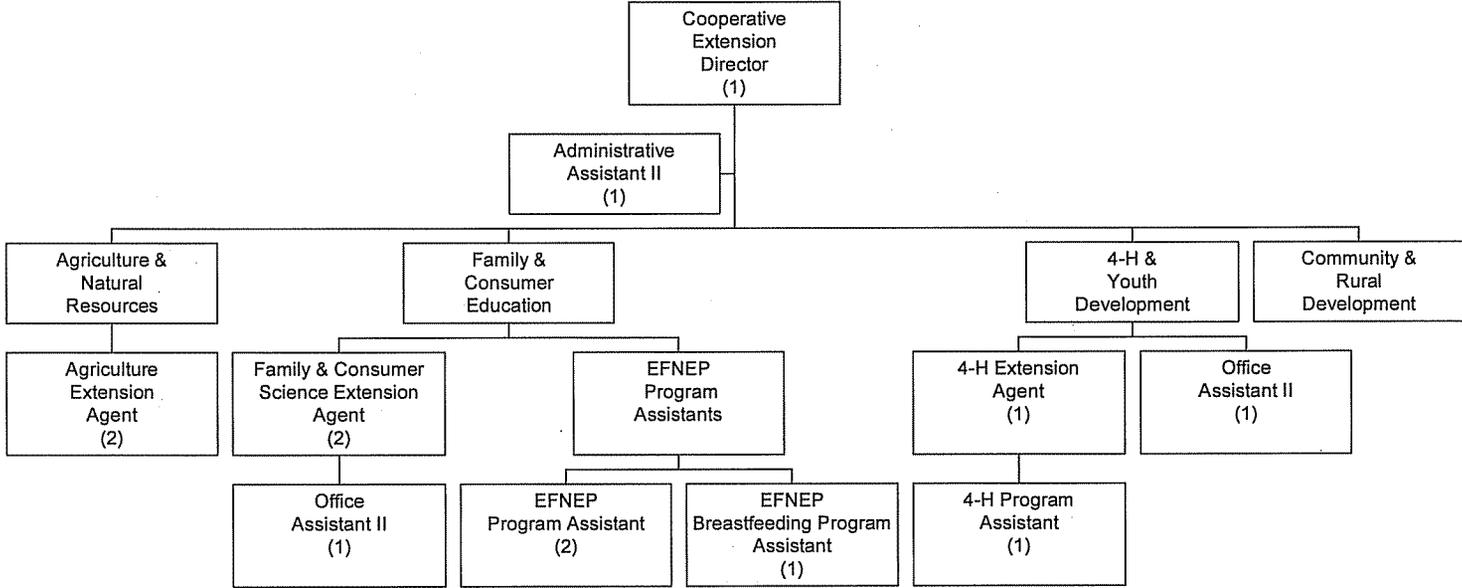
Budget Office



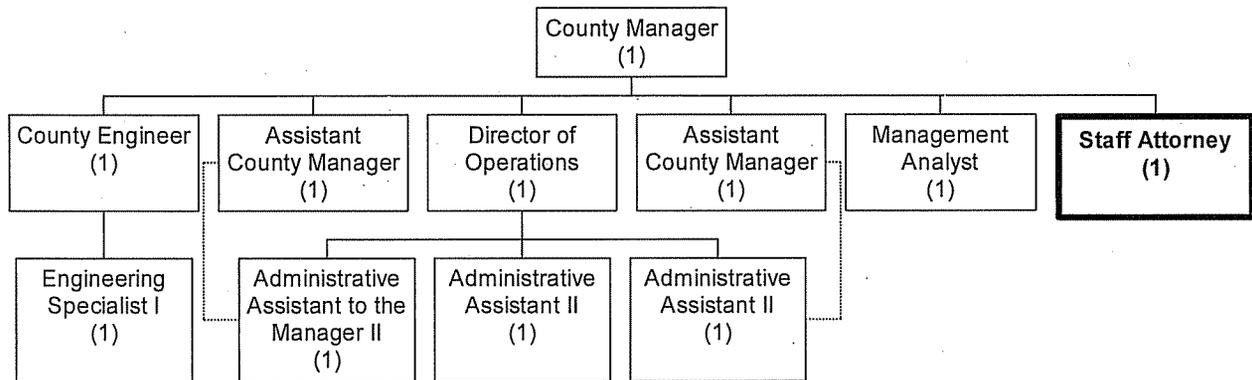
Child Support Enforcement



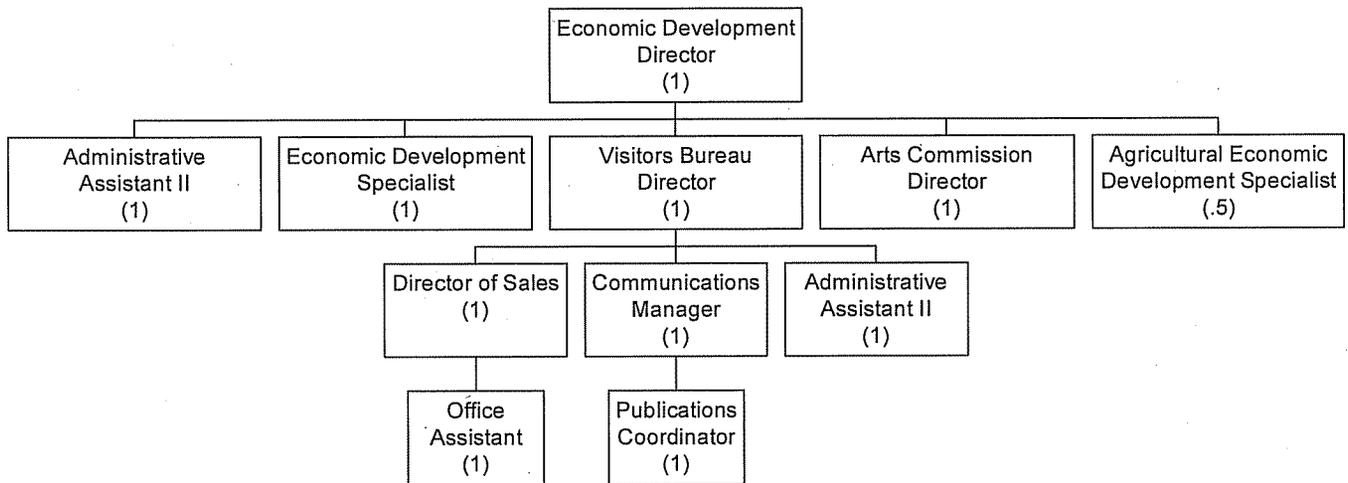
Cooperative Extension Service



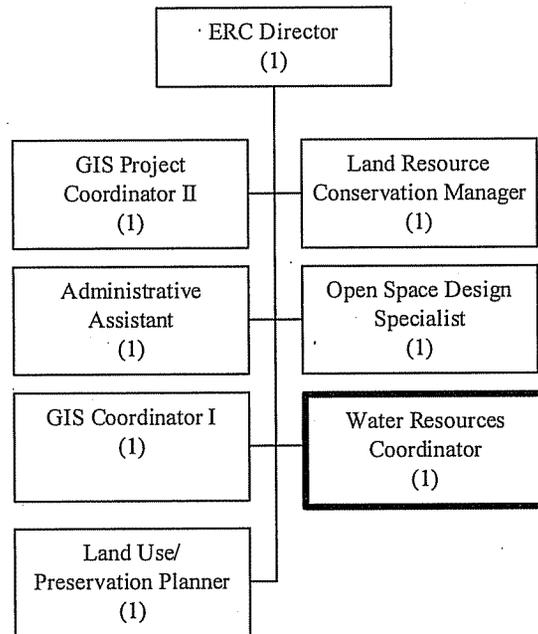
County Manager's Office



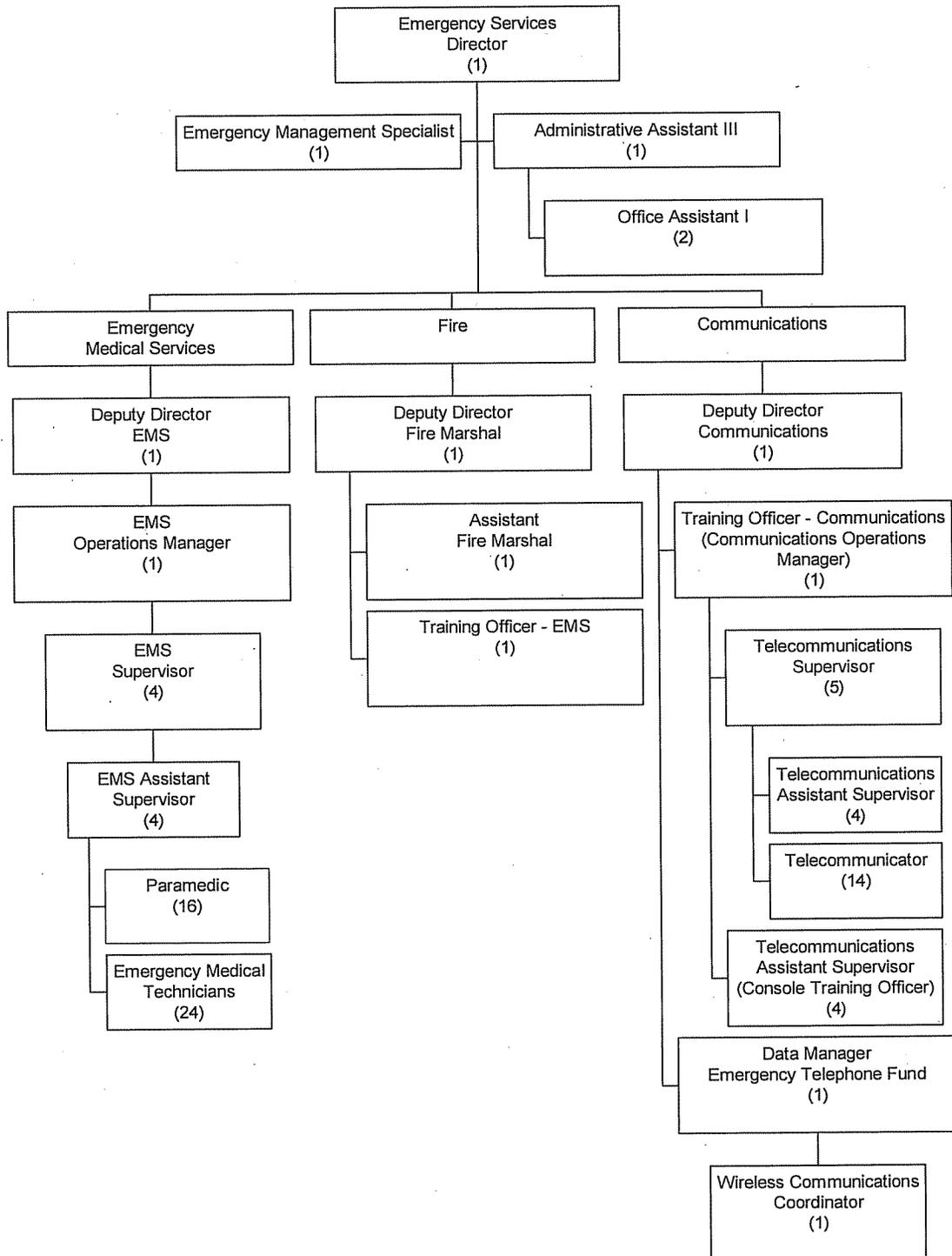
Economic Development (Including Arts Commission & Visitors Bureau)



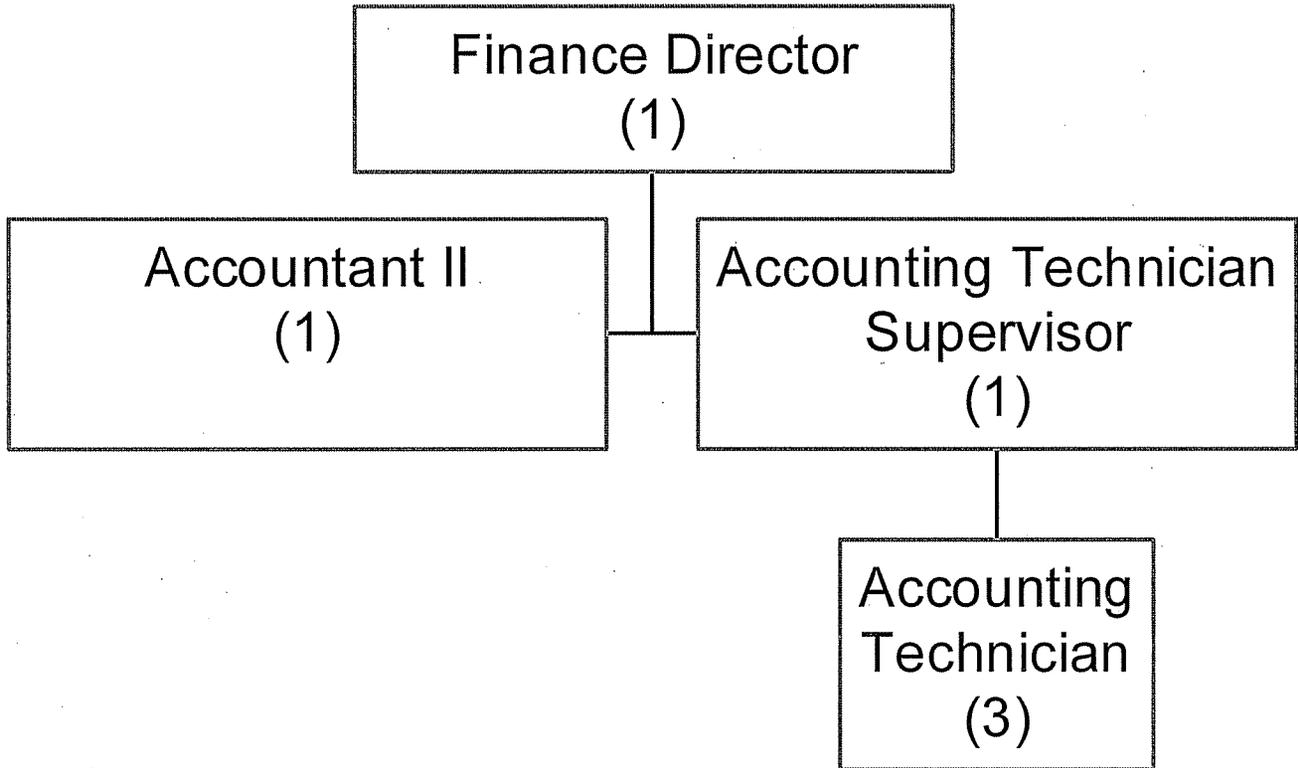
Environment and Resource Conservation



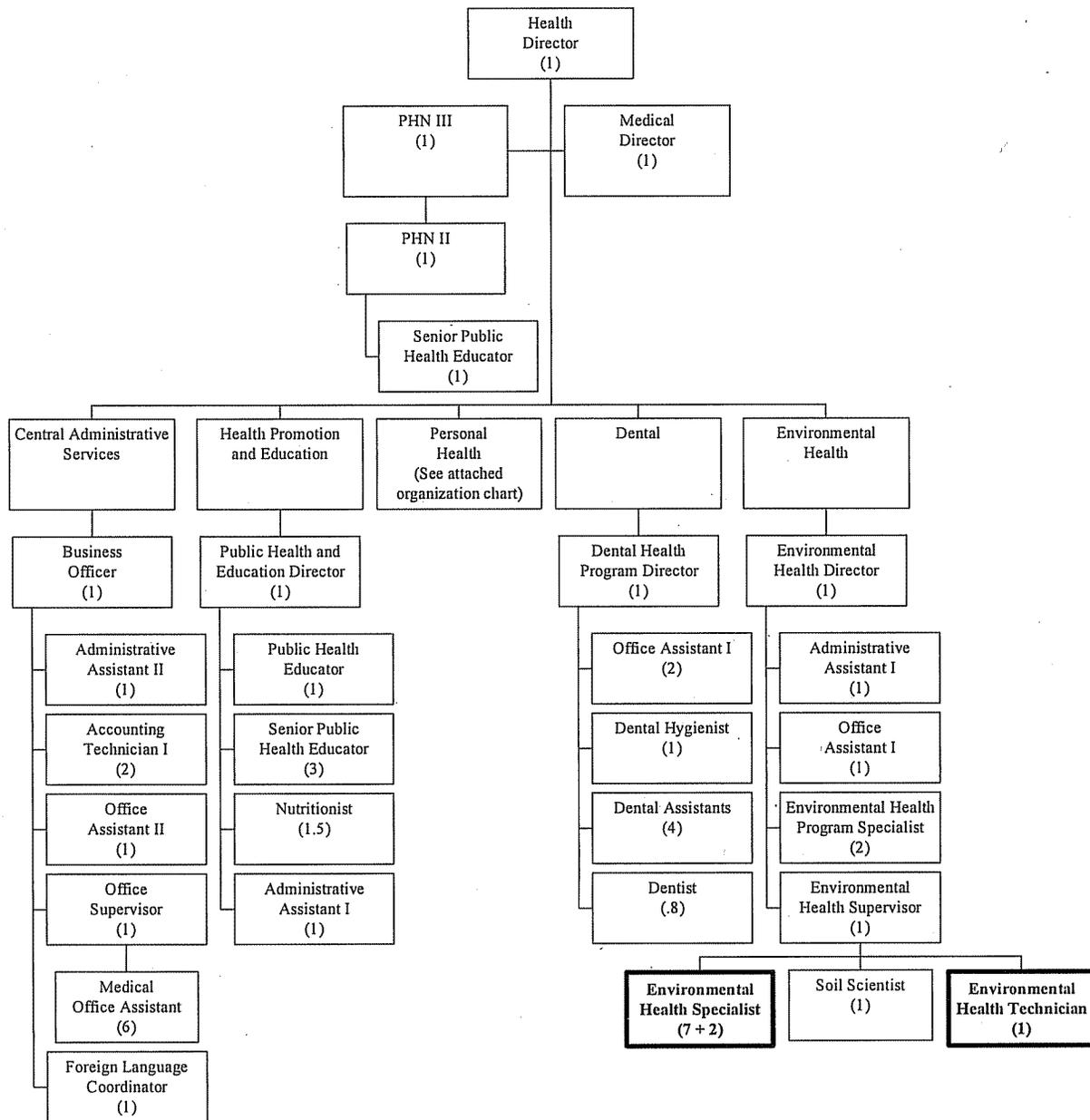
Emergency Services



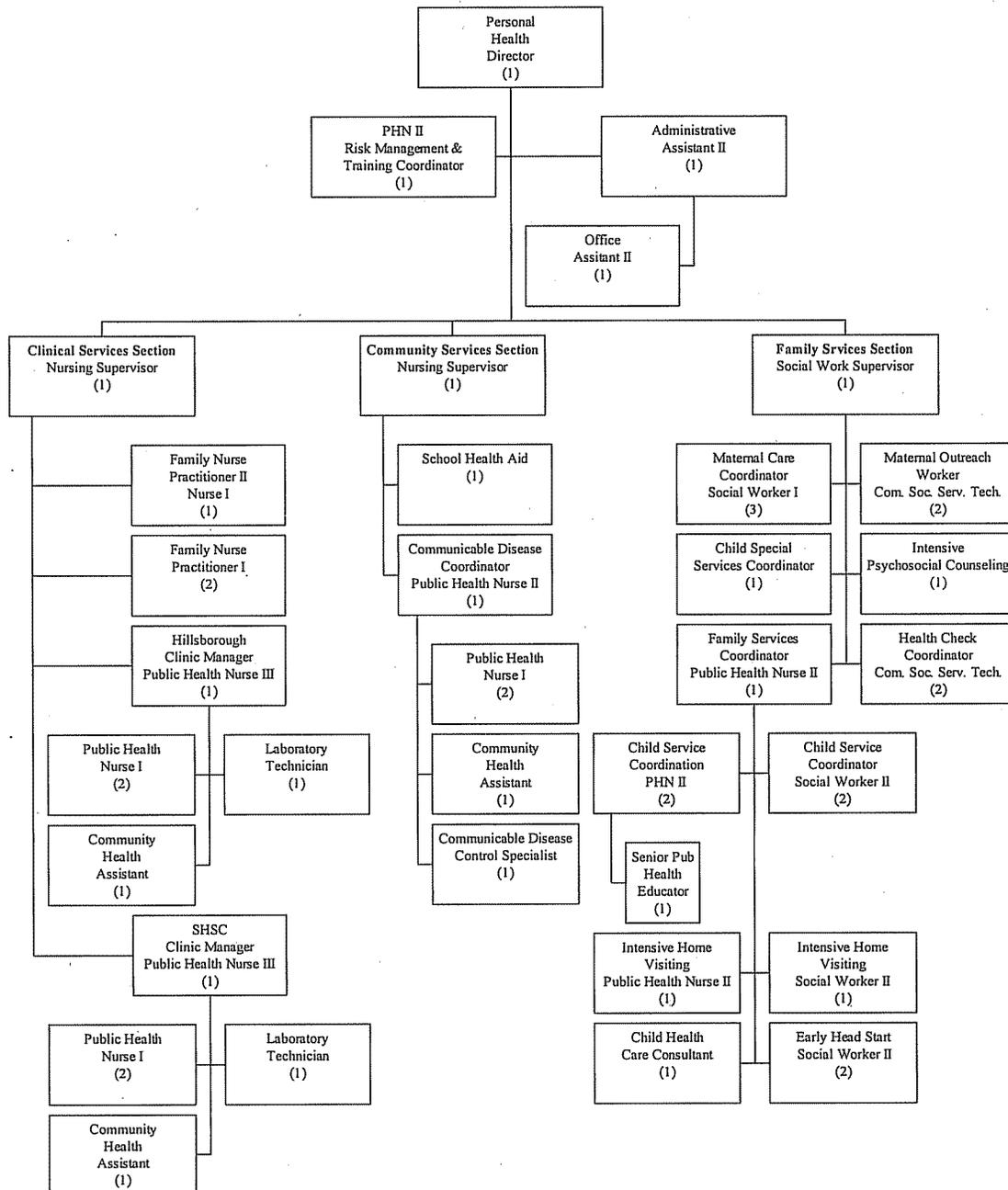
Finance Department



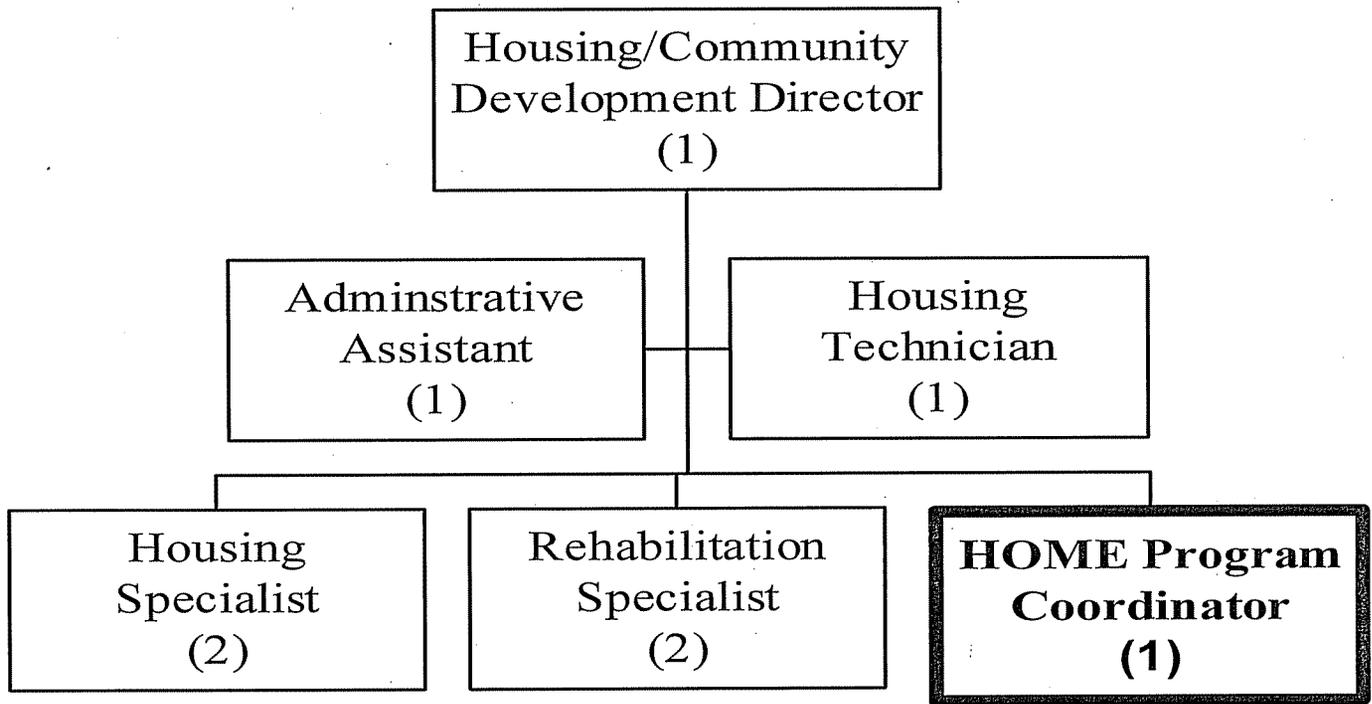
Health Department



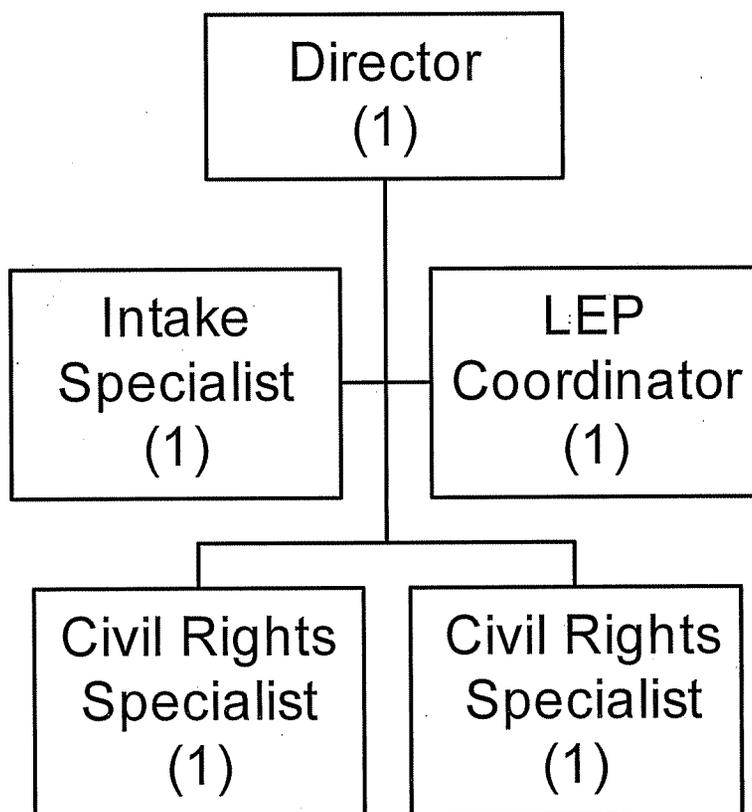
Health Department Personal Health Division



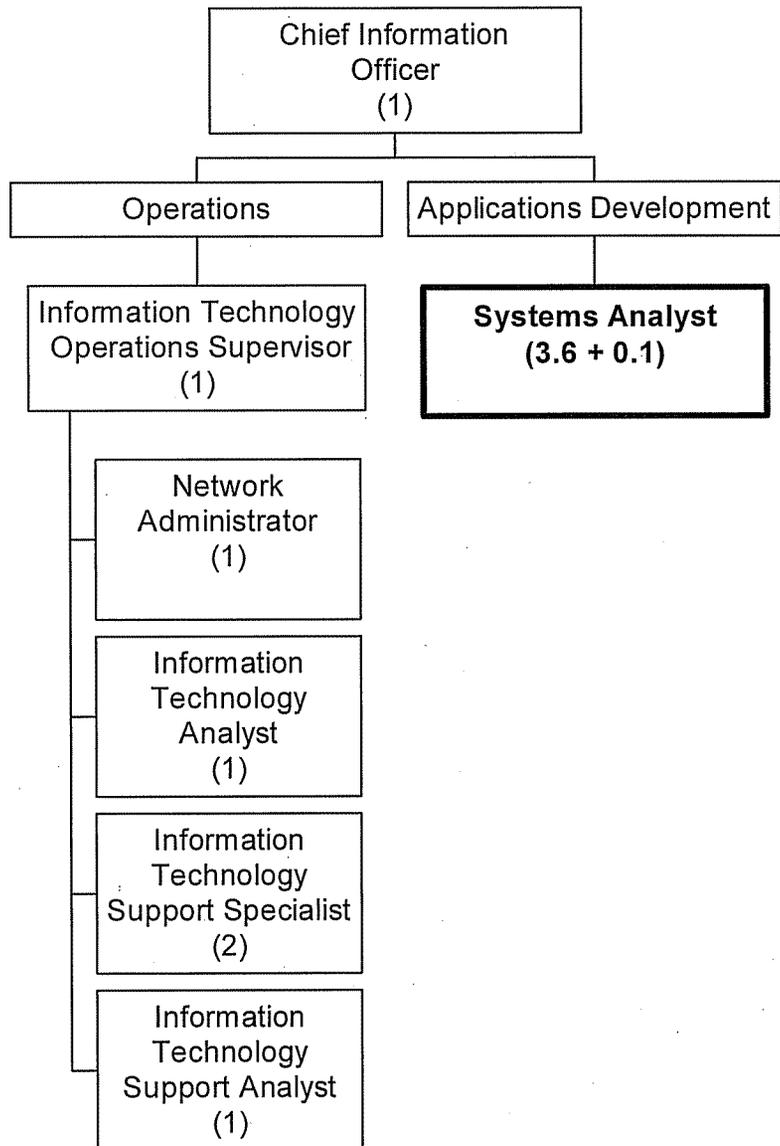
Housing & Community Development



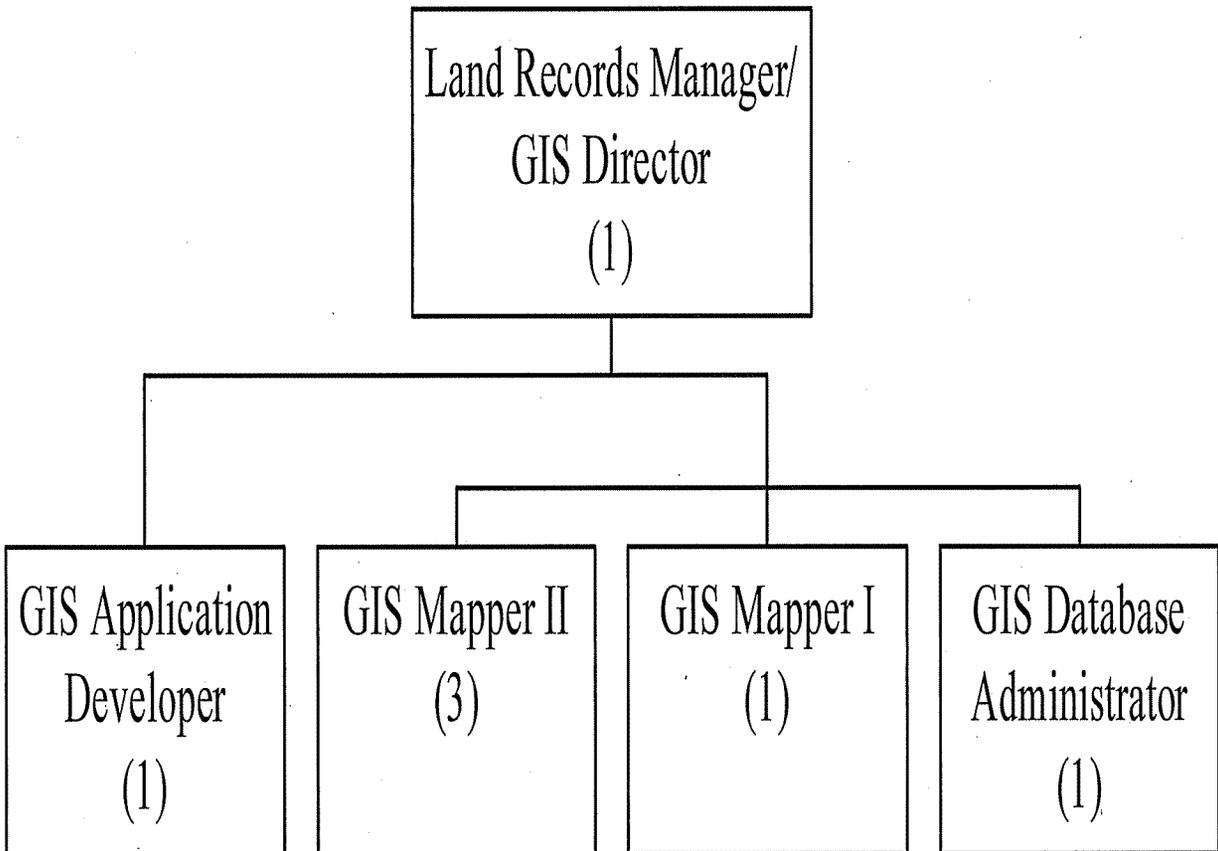
Department of Human Rights and Relations



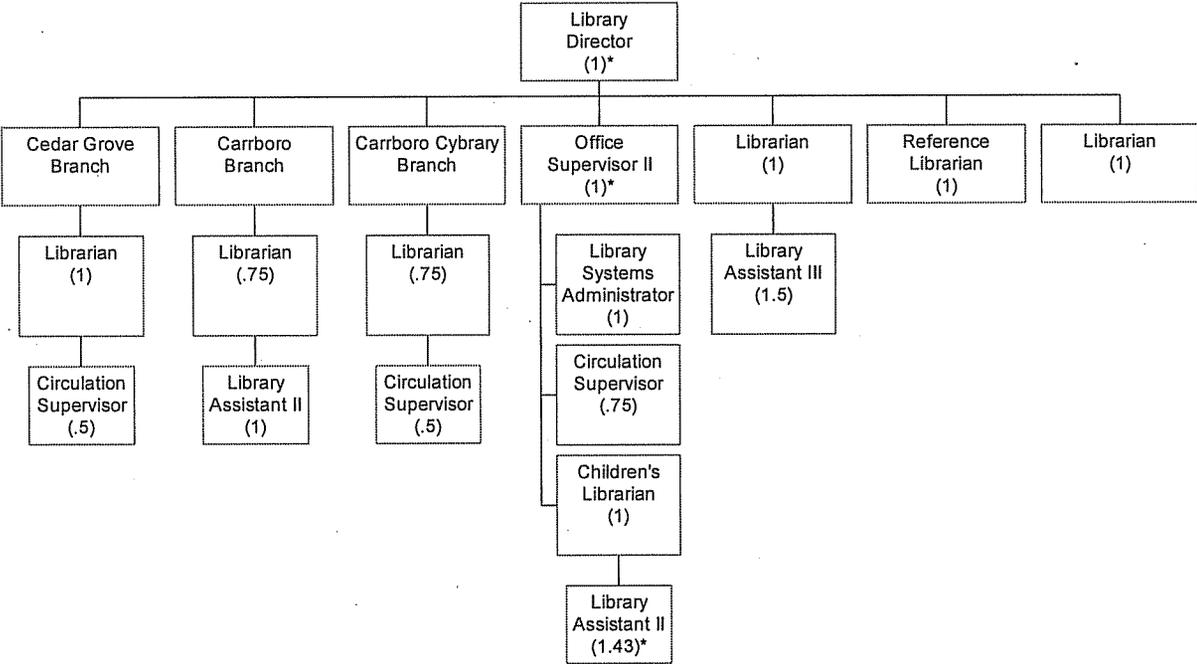
Information Technologies



Land Records

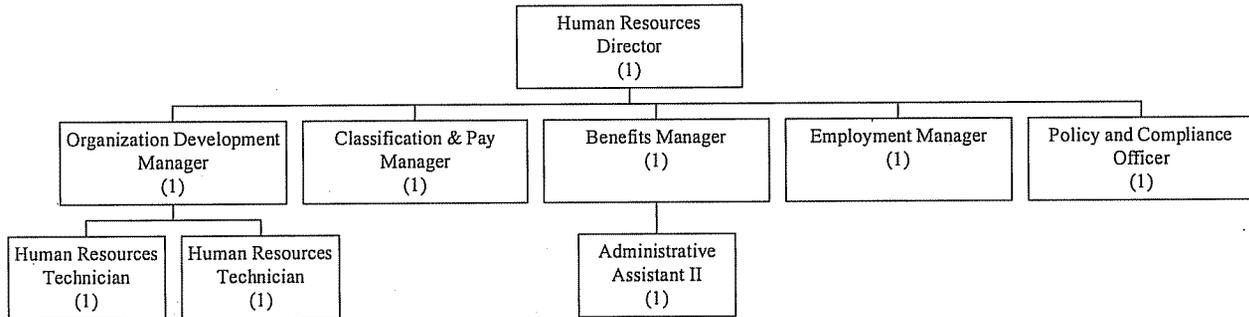


Orange County Library

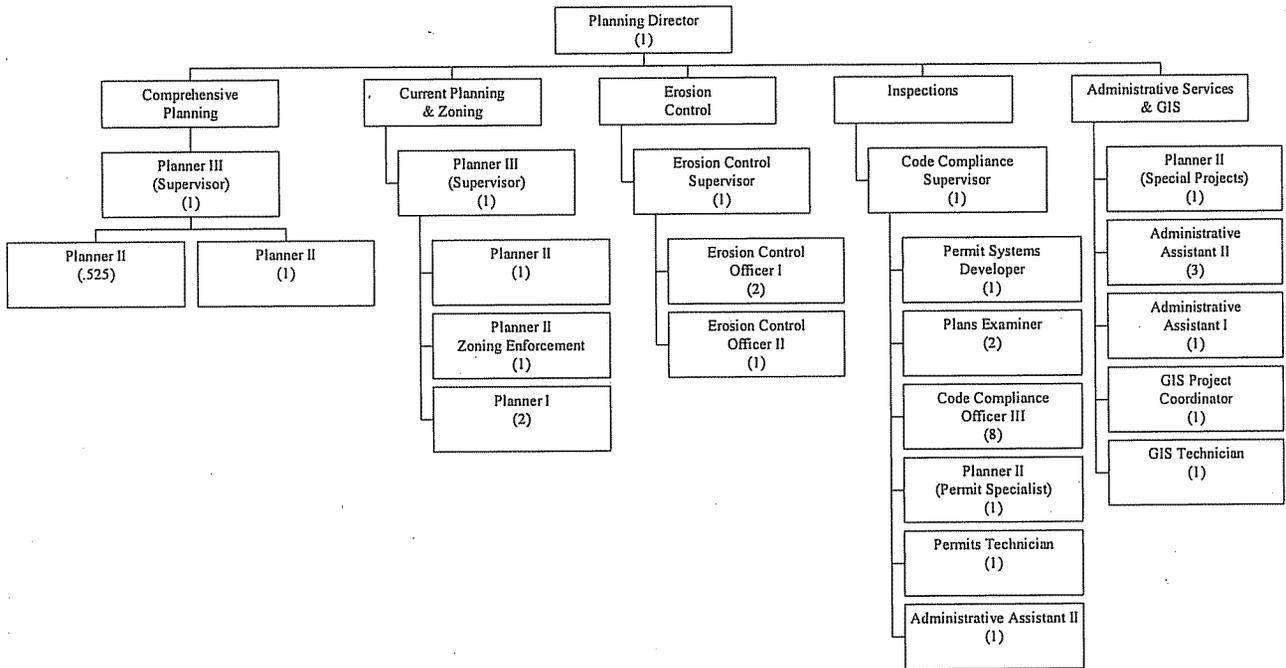


*jointly funded by County/State

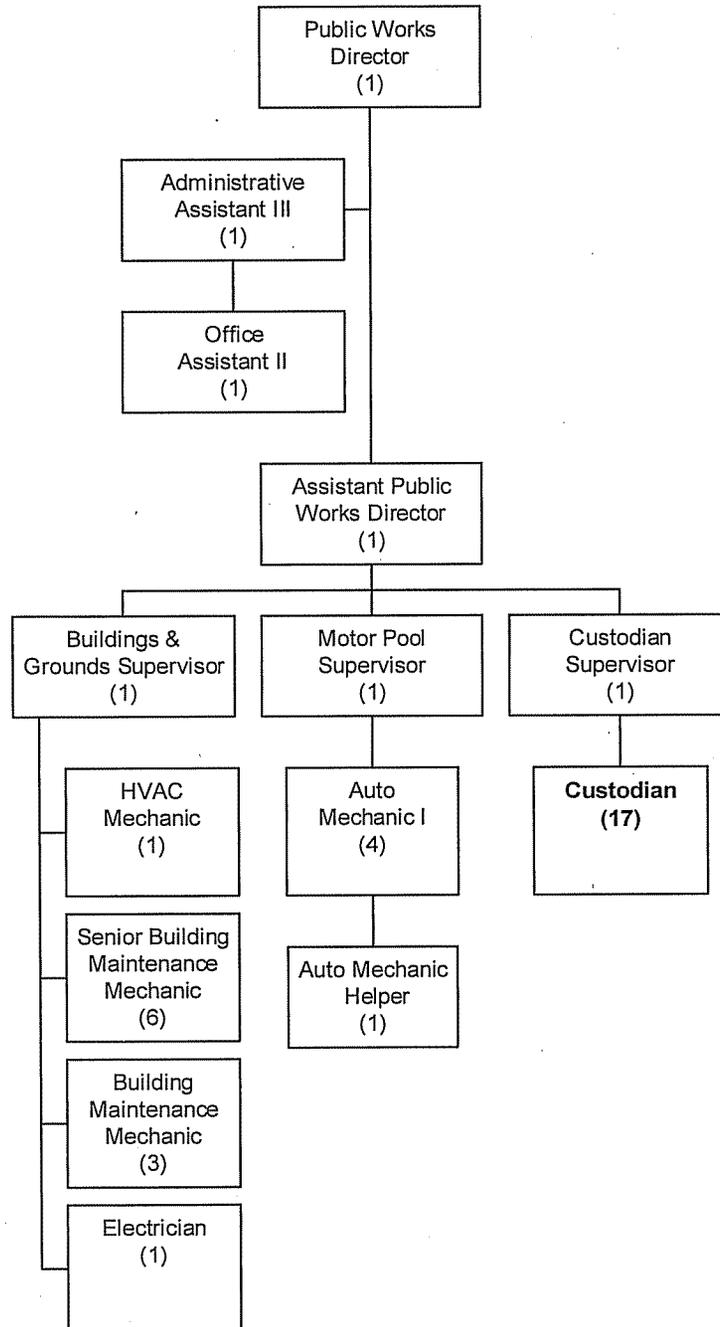
Personnel Department



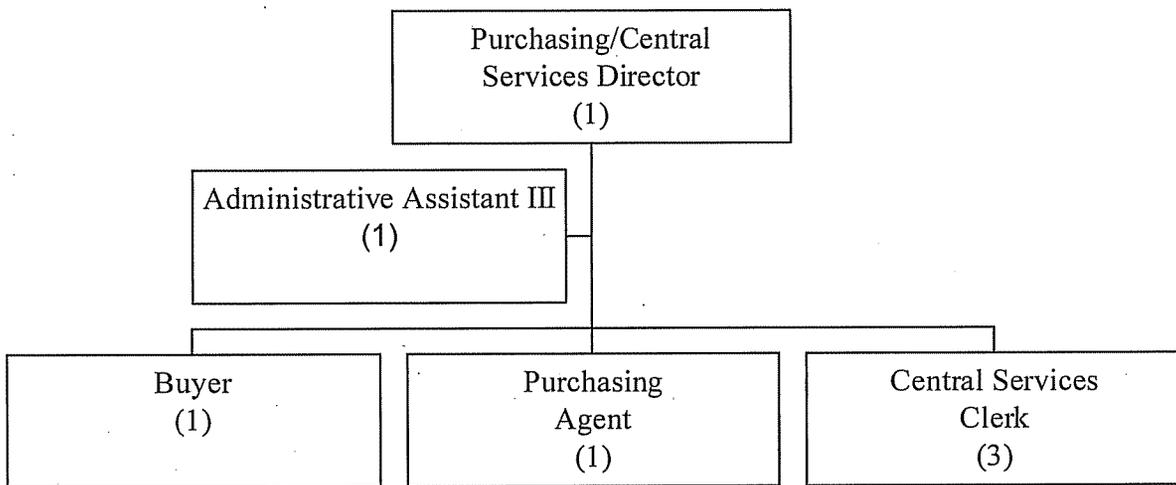
Planning



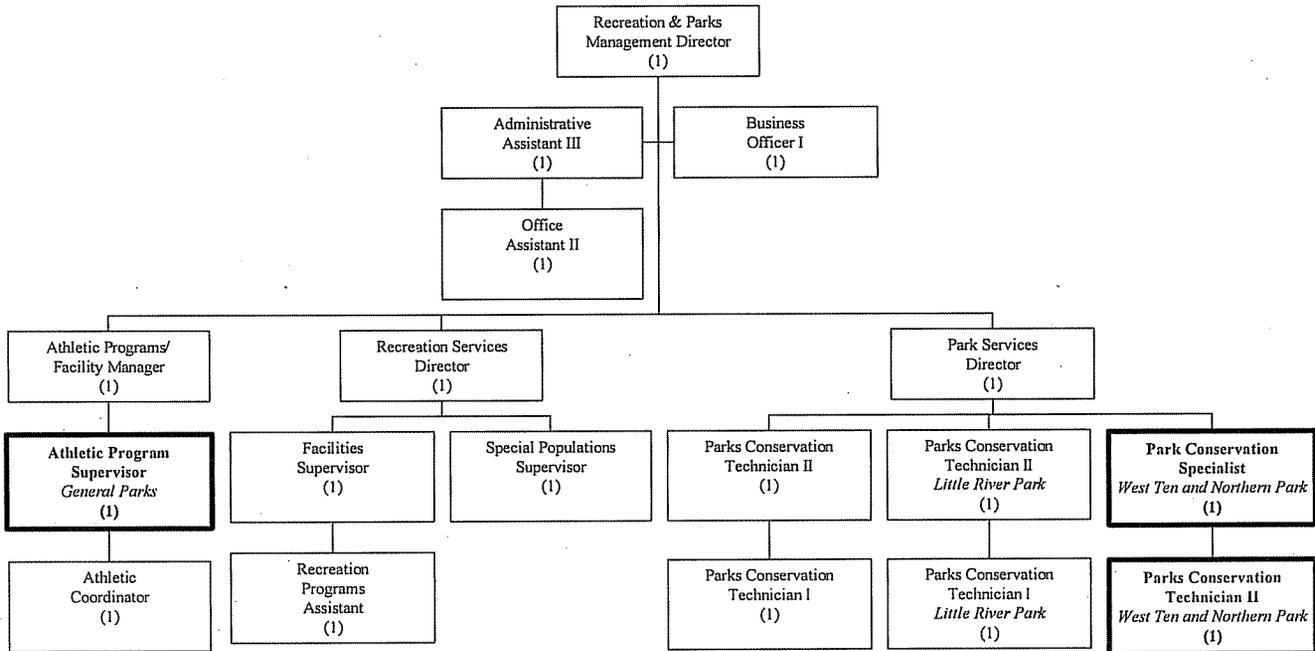
Public Works Department



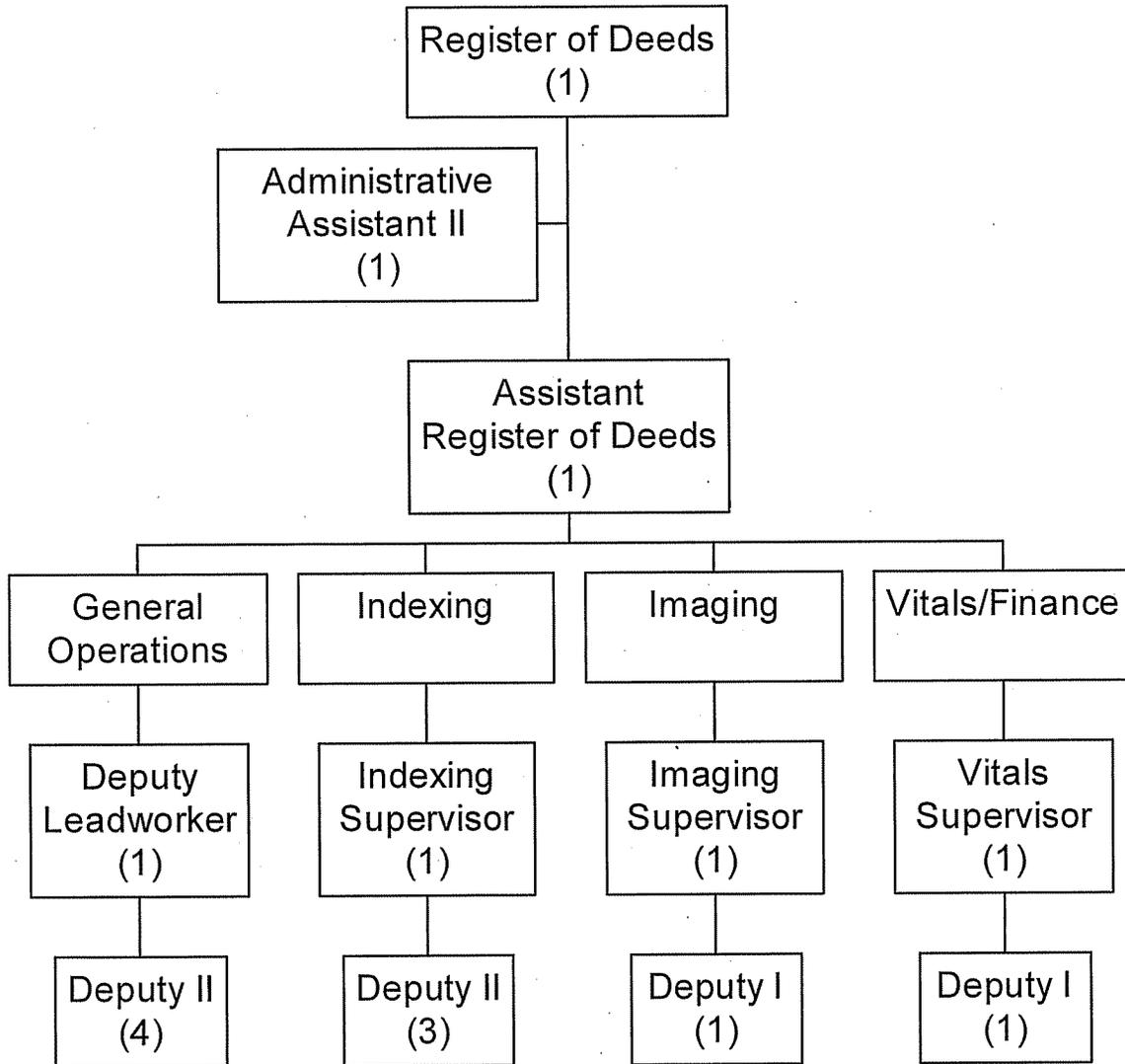
Purchasing and Central Services



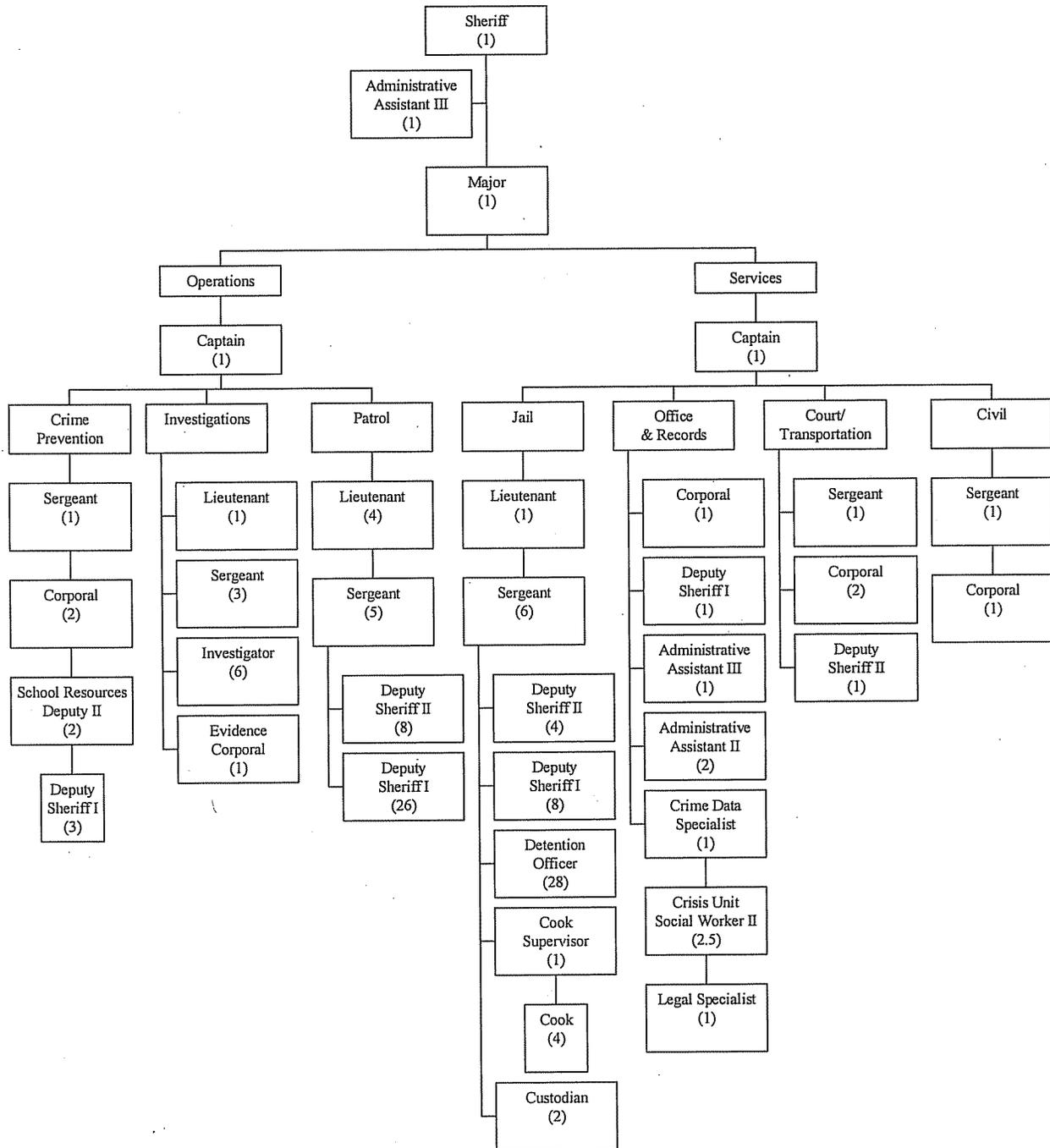
Recreation and Parks



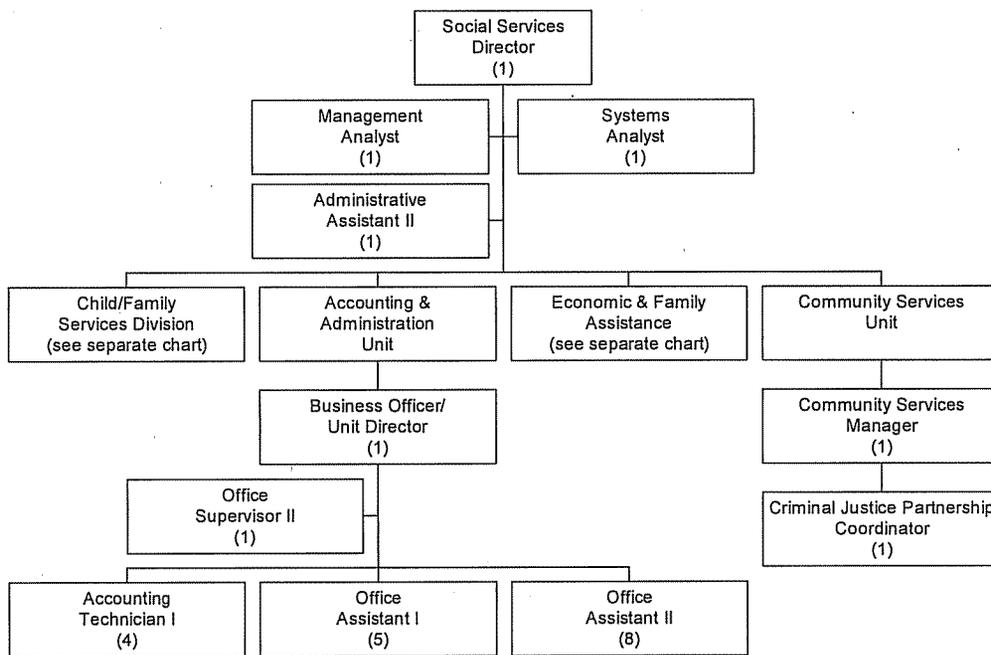
Register of Deeds



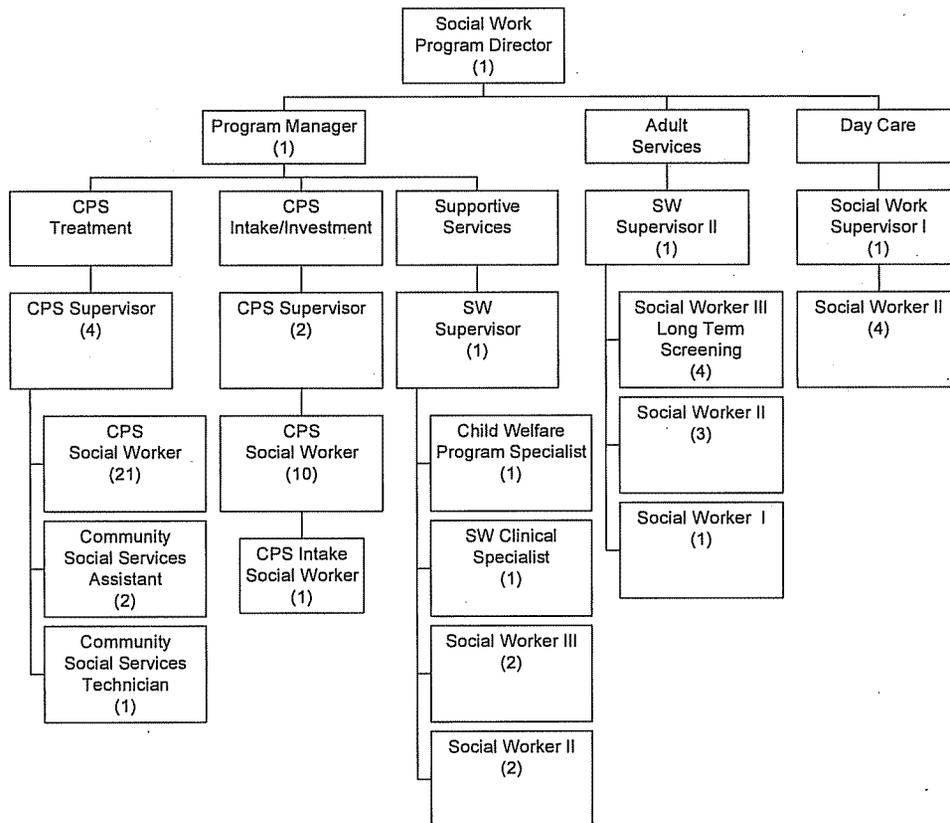
Sheriff's Department



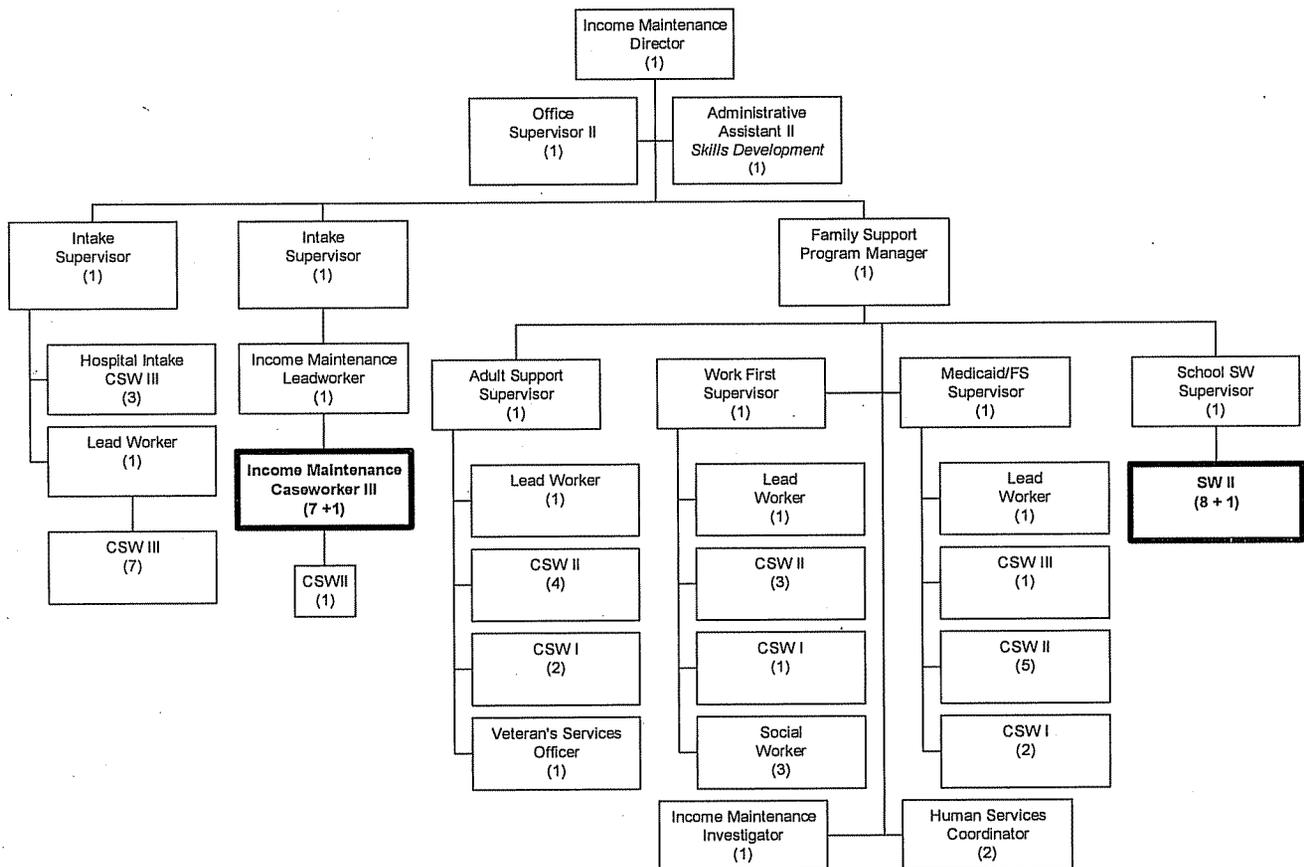
Department of Social Services – Administration



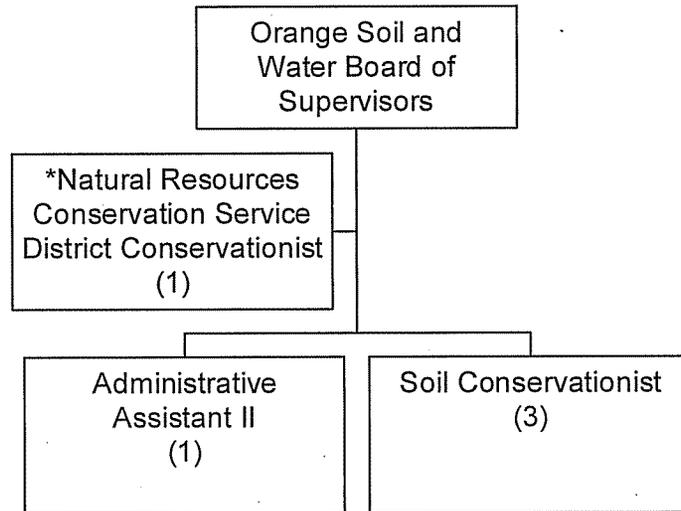
Department of Social Services – Children/Family Services



Department of Social Services – Economic & Family Assistance

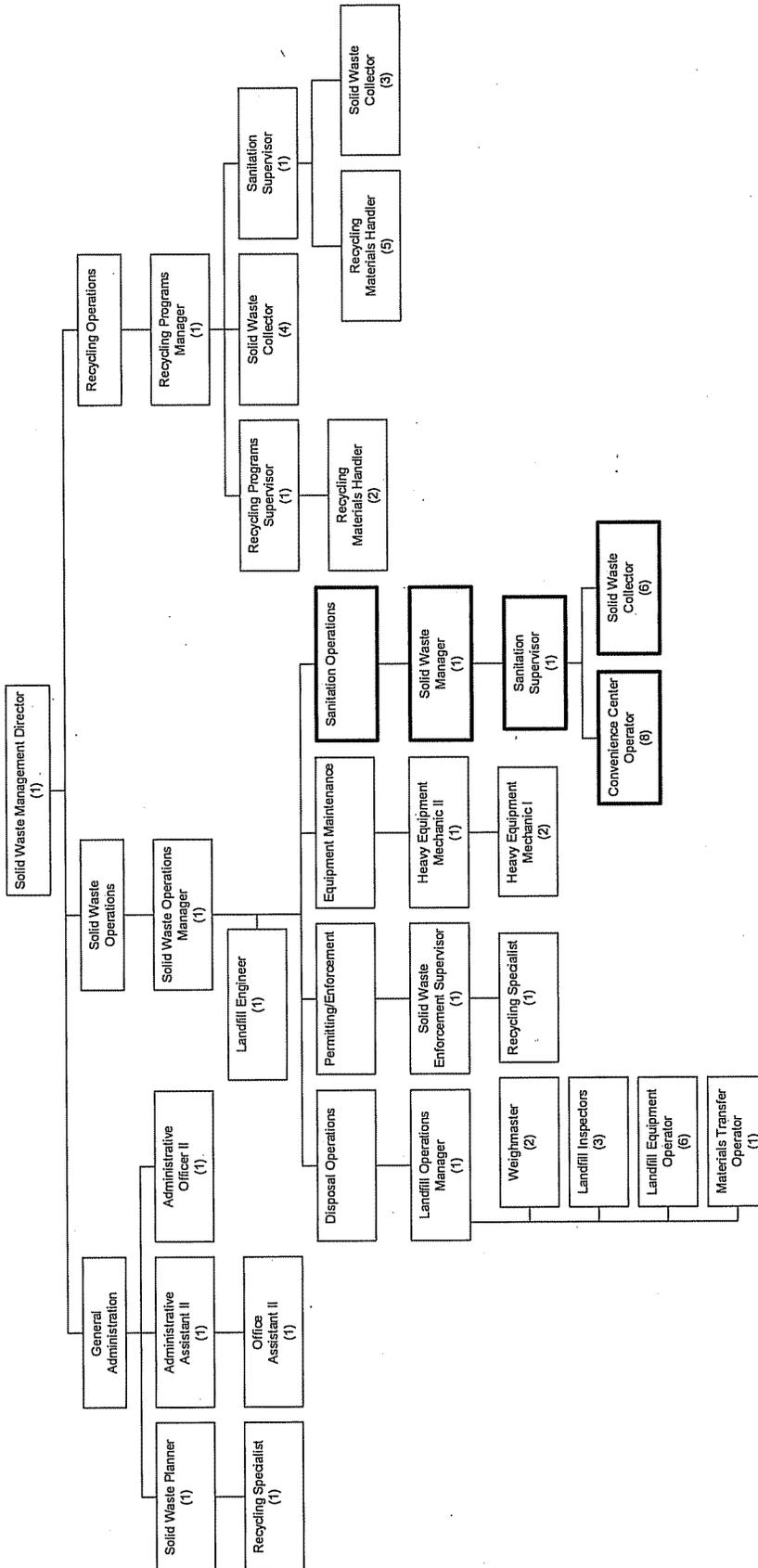


Soil and Water

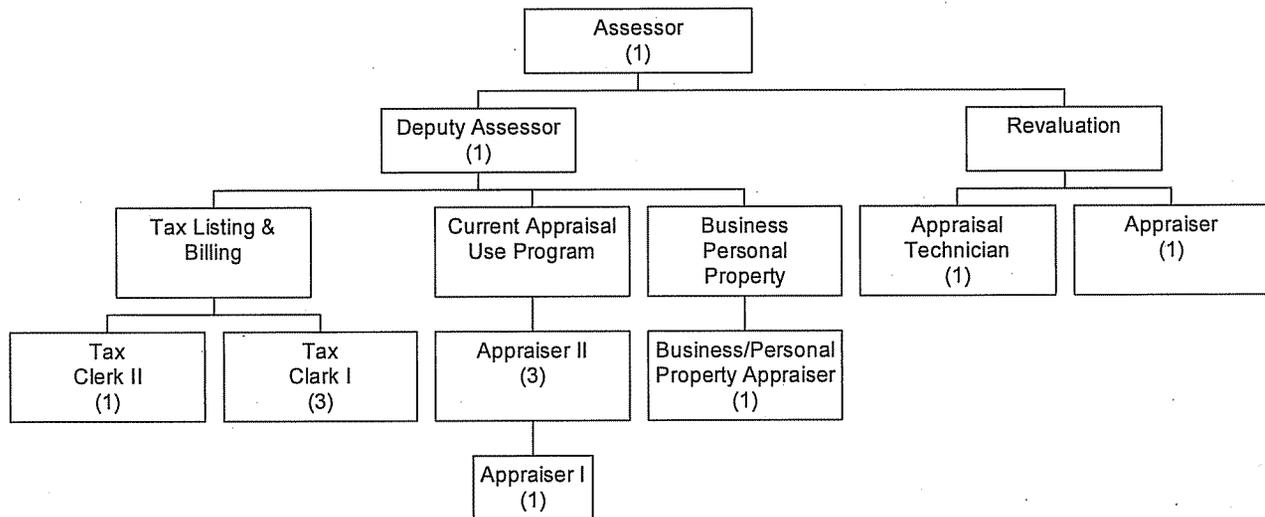


* Funded completely by Federal and/or State funds.

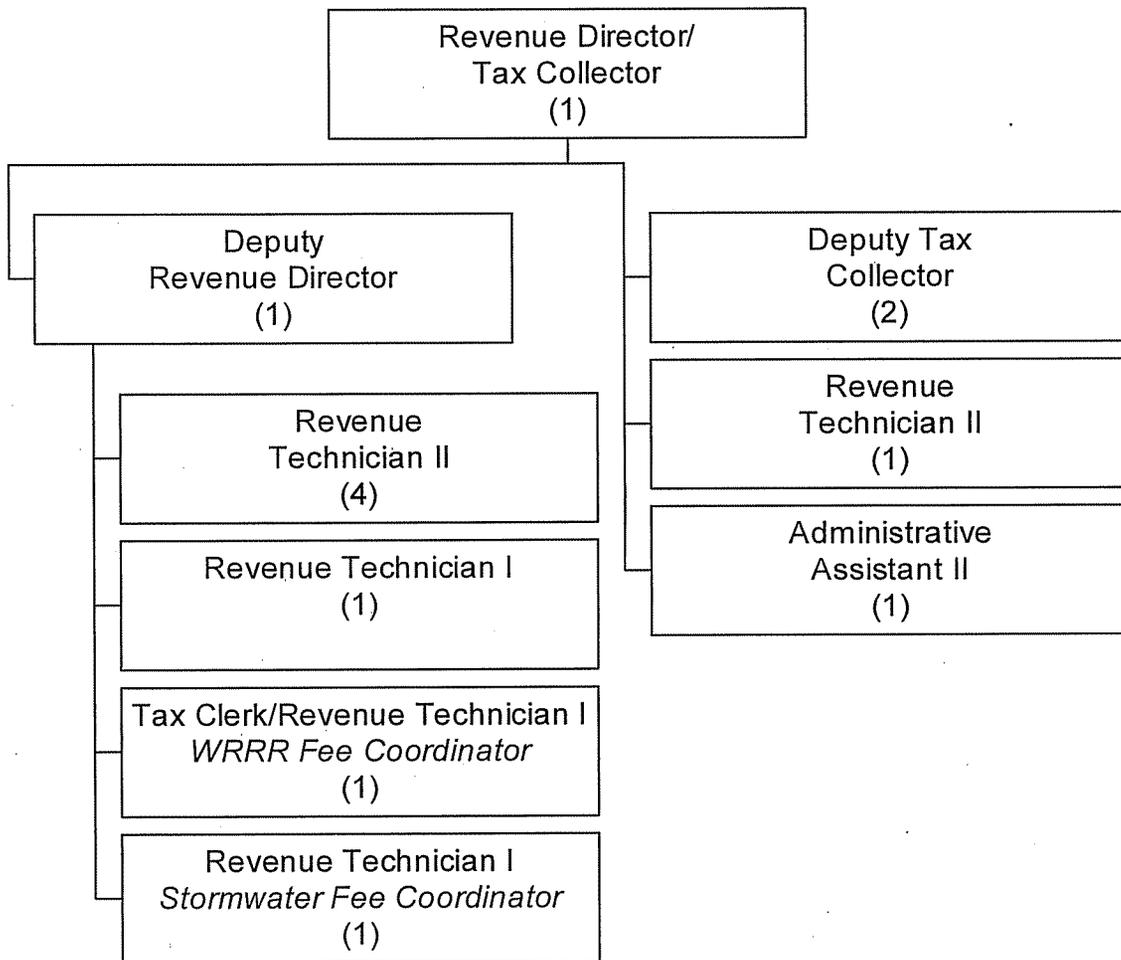
Solid Waste Department



Tax Assessor's Office



Tax Collector



Glossary

Ad Valorem Tax - A tax levied in proportion to the value of a property.

Allocate - To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes.

Annual Budget - A budget covering a single fiscal year.

Appropriation - The amount budgeted on a yearly basis to cover projected expenditures which the Board of Commissioners legally authorizes through the Budget Ordinance.

Approved Budget - The budget as formally adopted by the Board of County Commissioners for the upcoming fiscal year.

Assessed Valuation - The estimated dollar value placed upon real and personal property by the County Assessor as the basis for levying property taxes. The General Assembly exempted household personal property from taxation effective July 1, 1987.

Authorized Bonds - Bonds which have been legally authorized but may or may not be sold.

Balanced Budget - Occurs when planned expenditures anticipated revenues. In North Carolina, it is required that the budget submitted to the Board of County Commissioners be balanced.

Board of County Commissioners - Five-member Board elected at large by the voters of the County for four year terms.

Bond - A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

Bond Rating - A grade indicating a governmental unit's investment qualities. Generally speaking, the higher the bond rating the more favorable the interest rate and the lower the cost of financing capital projects funded by bonds. A high rating is indicative of the Government's strong financial position. Ratings range from AAA (highest) to D (lowest).

Bonds Issued - Bonds that are sold.

Budget - A financial plan for a specified period of time that matches all planned revenues and expenditures with various County services.

Budget Message - A written overview of the proposed budget from the County Manager to the Board of Commissioners. This overview discusses the major budget items of the Manager's recommended budget.

Glossary - continued

Capital Investment Plan - A long term plan of proposed capital improvement projects, which includes estimated project cost and funding sources, which the County expects to undertake within a five-year period. The plan is updated annually to reassess capital needs.

Capital Outlay - An expenditure which results in the acquisition of or addition to a fixed asset.

Capital Project - A project expected to have a useful life greater than 10 years and an estimated cost of \$30,000 or more. Capital projects include the construction, purchase or major renovation of buildings, utility systems, parks, or other physical structures or property; purchase of land; and purchase of large equipment.

Capital Project Fund - A fund used to account for the acquisition or construction of major capital facilities and equipment.

Category - Expenditure budgets are presented in one of three categories: Personnel Services, Operations and Capital Outlay.

Community Development Fund - A fund used to account for block grant monies received from the federal government under the Title I of the Housing and Community Development Act.

Contingency - Appropriation intended for unanticipated expenditures. Transfer of these funds into an expendable account is controlled by the Board of County Commissioners.

Current Expense - Local funds used to supplement the State's minimum level of support for operating the Schools. By State law, local governments appropriate these funds on a per pupil basis.

Debt Service - Principal, interest and administrative costs associated with the repayment of long-term debt.

Delinquent Taxes - Taxes that remain unpaid after the due date on which a penalty for nonpayment is occurred.

Department - A major administrative division of the county that has overall management responsibility for an operation within a functional area.

District Tax - Taxes paid by those owning property in a special district of the County.

Effective Tax Rate - Current tax rate multiplied by the sales assessment ratio. The effective tax rate is useful in comparing the tax rate of counties across the state since it adjusts for differing years of revaluation of real property across the state.

Encumbrances - A financial commitment for services, contracts, or goods which have not been delivered or performed.

Glossary - continued

Enterprise Fund - A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees and charges.

Expenditures - The total cost of a program or capital project.

Fire District - Special voter-approved districts within the County established to furnish fire protection to residents and supported by property taxes.

Fiscal Year - A 12-month period (July 1 through June 30) in which the annual operating budget applies and at the end of which an assessment is made of the County's financial condition and performance of its operations.

Fixed Asset - An asset of long-term character. For budgetary purposes, a fixed asset is defined as an item costing \$250 or more with an expected life of more than one year.

Fringe Benefits - For budgeting purposes, fringe benefits include employer payments for social security, retirement, group health and life insurance, dental insurance, and worker's compensation.

Full-time Equivalent (FTE) - One FTE equals 40-hour per week permanent position.

Fund - An accounting entity created to record the financial activity for a selected financial group.

Fund Balance - Funds accumulated through the under expenditure of appropriations and /or the act of exceeding anticipated revenue.

Function - A broad grouping of activities and departments whose objectives and expenditures are inter-related. Examples of functions within Orange County include Human Services, Education, Public Safety, etc.

General Fund - A fund that provides the accounting for most of the basic government services, such as elections, social services, sanitation, inspections, health, or law enforcement.

General Obligation Bonds - Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Goal - A broad statement of desired conditions to be maintained or achieved through the efforts of an organization.

Grants - A contribution of cash or other assets from another government or non-profit foundation to be used for a specified purpose.

Indirect Cost - The component of the total cost for a service which is provided by and budgeted within another department or division. Indirect costs are budgeted to more accurately reflect the true total cost for such services as those provided by the Health Department and the Community Development.

Glossary - continued

Interest and Penalties Receivable on Taxes - Uncollected interest and penalties on property taxes.

Intergovernmental Revenues - Revenues from other governments (state, federal, and local) that can be in the form of grants, shared revenue, or entitlement.

Lease Purchase - A method of purchasing equipment in which payments are spread over a period or time.

Levy - The amount of tax, service charge, and assessments imposed by the government.

Line Item - A budgetary account representing a specific object of expenditure.

Modified Accrual - The basis of accounting for the County. Under this system, expenditures are recognized when encumbered, and in lieu of any other "property tax" that may have been considered on these values.

Non-operating Expenses - Expenses that are not directly related the provision of services, such as debt service.

Non-operating Revenues - Revenues that are generated from other sources and are not directly related to service activities.

Objective - A specific statement about what is to be accomplished or achieved for a particular program during the fiscal year.

Ordinance - A formal legislative enactment by the Board of Commissioners that has the full force and effect of law within the boundaries of the County.

Operating Budget - The County's financial plan, which outlines proposed expenditures for the upcoming fiscal year and estimates revenues that will be used to finance them.

Operating Expenses - Those expenditures of a recurring nature, covering services and supplies necessary to operate individual agency activities.

Personal Property - Movable property classified within two divisions: tangible and intangible. Tangible -- or touchable -- property includes items of visible and movable property not permanently affixed to real property. Intangible -- or non-touchable -- property includes stocks, bonds, notes, cash, bank deposits, accounts receivable, patents, trademarks, copyrights and similar assets.

Personnel Services - Salaries and wages paid to employees for full-time, part-time and temporary work, including overtime and similar compensation. Also included in this account group are fringe benefits paid for employees.

Glossary - continued

Program - A well-defined portion of the operating plan for which a distinct set of goals and objectives may be developed.

Property Tax Rate - The rate at which real property in the County is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

Property Tax - Tax paid by those owning property in the County.

Proprietary Fund - A fund used to account for the operations similar to those in the private sector. This includes enterprise funds. The focus is on determination of net income, financial position and changes in financial position.

Public Safety - A group of expenditures related to the provision and enforcement of law enforcement and fire and disaster protection.

Real Property - Land, buildings, and items permanently affixed to land or buildings.

Real Property Value - The value of land and buildings that are taxable.

Reappraisal - The process of re-valuing a jurisdiction's real property in order to adjust the tax value to the market value; by North Carolina law, a revaluation must be conducted at a minimum of every eight years. Property was recently re-valued as of January 1, 2005.

Reclassification - A change in the classification and corresponding job title of an existing position that results from a major change in assigned responsibilities.

Reserve - An account designated for a portion of the fund balance that is to be used for a specific purpose.

Revenue - All funds that the County government receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

Sales Assessment Ratio - The ratio of the tax value and the actual value of real property.

Sales Tax - Tax paid by retail consumers in the County.

School Recurring Capital - An recurring appropriation that results in the acquisition of or addition to a fixed asset within the school systems.

School Current Expense - See current expense.

Service Level - The amount of service provided during the fiscal year as indicated by one or more performance indicators.

Glossary - continued

Special Assessment - A levy on certain properties to defray part or all of the cost associated with improvements or services that will benefit those properties. For instance, a special assessment would be levied against property owners who have petitioned for paving a street.

Special Districts - Tax-levied voter approved districts to provide specified services. Special districts in Orange County include fire districts and the Chapel Hill-Carrboro City School Special District.

Special Revenue Fund - A fund used to account for the revenues from specific sources that are to be used for legally specified expenditures.

Tax Levy - Revenue produced by applying a given tax rate to a property's assessed, or tax, value.

Teachers Supplement - An additional salary provided by local governments above the salary set by the state.

Two-Thirds Bonds - General obligation bonds that can be issued by a local government without voter authorization. Under a formula set by the State, the new G.O. debt cannot exceed two-thirds of the previous year's net debt reduction.

Waste Reduction, Reuse, and Recycling Fee (3R Fee) - this fee is used to help support the County's recycling, reduction and reuse programs and is assessed to all improved parcels in Orange County at varying rates, depending on the recycling services for which various parcels are eligible.