Orange County, North Carolina

Annual Operating Budget

2005-2006



Commissioner Approved

Orange County, North Carolina
Commissioner Approved
2005-2006 Annual Operating Budget

Board of County Commissioners

Moses Carey, Jr., Chair
Barry Jacobs, Vice Chair
Valerie Foushee
Alice M. Gordon
Stephen Halkiotis

County Manager

John M. Link, Jr.

Rod Visser
Assistant County Manager

Donna Dean
Budget Director

Gwen Harvey
Assistant County Manager

Ken Chavious
Finance Director

Pam Jones
Purchasing and Central Services Director

Paul Laughton
Budget and Management Analyst

Rooney King Mestas
Budget and Management Analyst

Elaine Holmes
Personnel Director

Rebecca Crawford
Budget Intern

Greg Wilder
Assistant to the County Manager

Martina Williams
Budget Intern



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Orange County

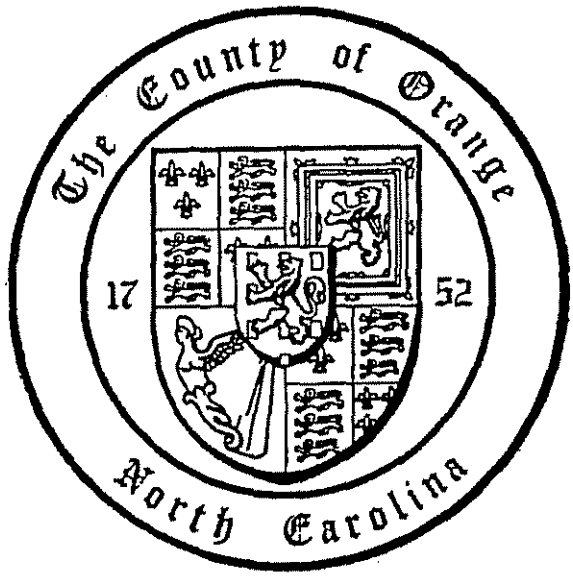
North Carolina

For the Fiscal Year Beginning

July 1, 2004

Nancy L. Zielke
President

Jeffrey L. Esser
Executive Director



This page left intentionally blank

Table of Contents

Mission Statement i
Organization Chart-Orange County Government ii
Orange County Goal Setting, Planning, and Budget Process iii
About Orange County v

Manager's Message 1-1

Adjustments to the Manager's Message 1-15

Summaries
How to Read the Budget 2-1
All Funds
- Fund Structure 2-3
- All Funds Summary 2-5
- Permanent Full Time Equivalent (FTE) Positions 2-6
- Summary of Position Changes 2-9

General Fund
- Revenue Comments 2-10
- Revenue by Category 2-18
- Expenditures by Department 2-21
- Historical Revenues 2-24
- Historical Expenditures 2-25
- Expenditures Percent Change Year to Year 2-26
- Estimated Changes to Fund Balance 2-28
- Assessed Value, Tax Rate, and Estimated Collections 2-29

Governing & Management
Function Summary 3-1
- Board of Commissioners 3-2
- County Manager 3-4
- *Animal Services Summary* 3-7
  - Animal Services Administration 3-8
  - Animal Shelter 3-9
  - Animal Control 3-12
- Budget Office 3-15
- Finance 3-18
- Purchasing 3-21
- Central Services 3-24
- Rents and Insurance 3-28
- Personnel 3-27
- Non-Departmental 3-30

General Services
Function Summary 4-1
- Board of Elections 4-2
- Information Systems 4-5
- Land Records 4-8
- Register of Deeds 4-11

Tax Assessor 4-13
Tax Collector 4-17
Building and Grounds 4-20
Motor Pool 4-23
Sanitation 4-25
Efland Sewer Fund 4-27
Non-Departmental 4-29

Human Services
Function Summary 5-1
Social Services Department Summary 5-2
Public Assistance 5-3
Administration 5-5
Children/Family Services 5-7
Veterans' Service 5-10
Economic Services (Work First) 5-11
Skills Development Center 5-13
Subsidy 5-15

Health Department Summary 5-17
Central Administrative Services 5-18
Dental 5-21
Promotion and Education 5-25
Personal Health 5-29
Risk Management 5-34
Environmental 5-37
Animal Control 5-40

Cooperative Extension Service 5-41

Aging Department Summary 5-47
Administration 5-48
Community Based Services 5-51
Elder Care Program 5-53
Retired Senior Volunteer Program (RSVP) 5-56

Orange Public Transportation (OPT) 5-59
Human Rights and Relations 5-62
Child Support Enforcement 5-66
OPC Mental Health 5-67
Housing and Community Development 5-68
Non-Departmental 5-73

Culture and Recreation
Function Summary *6-1*
Library Services Summary 6-2
Orange County Library 6-3
Carrboro Library 6-6
Carrboro Cybrary 6-7

Cedar Grove Library 6-9
Recreation and Parks 6-11
Arts Commission 6-14
Non-Departmental 6-16

Community and Environment
Function Summary 7-1
Planning 7-2
Environment and Resource Conservation 7-11
Economic Development 7-17
Soil and Water 7-21
Visitors Bureau 7-25
Non-Departmental 7-28

Public Safety
Function Summary 8-1
Sheriff 8-2
Emergency Services Summary 8-5
Administration 8-6
Fire Protection Services 8-9
Telecommunications 8-11
Emergency Medical Services 8-13
Courts 8-15
Fire Districts 8-16
Non-Departmental 8-21

Education 9-1

Non-Departmental
Transfers to Other Funds 10-1
Debt Service 10-3

Capital Funds 11-1

Solid Waste/Landfill Operations
Function Summary 12-1
Solid Waste Administration 12-4
Landfill Operations 12-7
Recycling 12-10

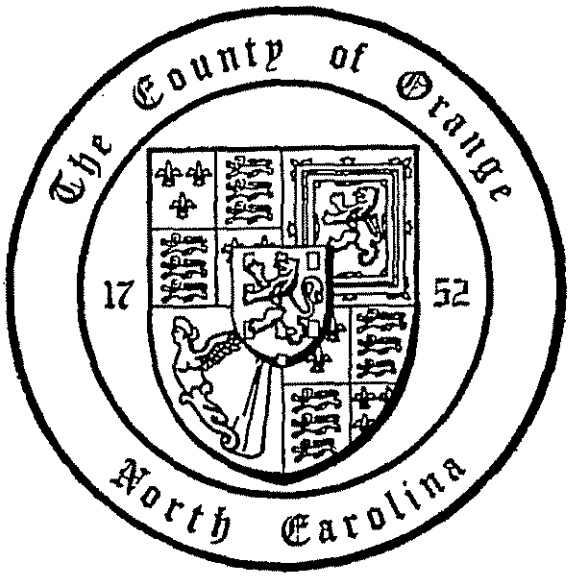
Appendices
Employee Pay and Benefits A-1
Employee Benefits Survey B-1
Living Wage C-1
Housing Wage D-1
Debt Management Policy E-1
Budget Administration F-1
Budget Ordinance G-1
Policy on Planning and Funding School Capital Projects H-1

Table of Contents (continued)

Demographics I-1
Fee Schedule J-1
Department Organization Charts K-1
Glossary L-1

Alphabetical List of County Departments

Aging 5-47
Animal Control 3-12
Animal Services 3-7
Arts Commission 6-14
Assessor 4-13
Board of Commissioners 3-2
Board of Elections 4-2
Budget 3-15
Buildings and Grounds 4-20
Central Services 3-24
Child Support Enforcement 5-66
Cooperative Extension 5-41
County Manager 3-4
Courts 8-15
Economic Development 7-17
Emergency Medical Services 8-13
Environment and Resource Conservation 7-11
Environmental Health 5-37
Finance 3-18
Fire Districts 8-16
Fire Protection Services 8-9
Health 5-17
Housing (Section 8) 5-68
Human Rights and Relations 5-62
Information Systems 4-5
Land Records 4-8
Landfill Operations 12-7
Library Services 6-2
Mental Health 5-67
Motor Pool 4-23
Orange Public Transportation (OPT) 5-59
Personnel 3-27
Planning 7-2
Public Assistance 5-3
Purchasing 3-21
Recreation and Parks 6-11
Recycling Operations 12-10
Register of Deeds 4-11
Risk Management 5-33
Sanitation 4-25
Sheriff 8-2
Social Services 5-2
Soil and Water 7-21
Solid Waste/ Landfill Operations 12-1
Tax Collector 4-17
Visitors Bureau 7-25



This page left intentionally blank

*O*range *C*ounty *M*ission *S*tatement

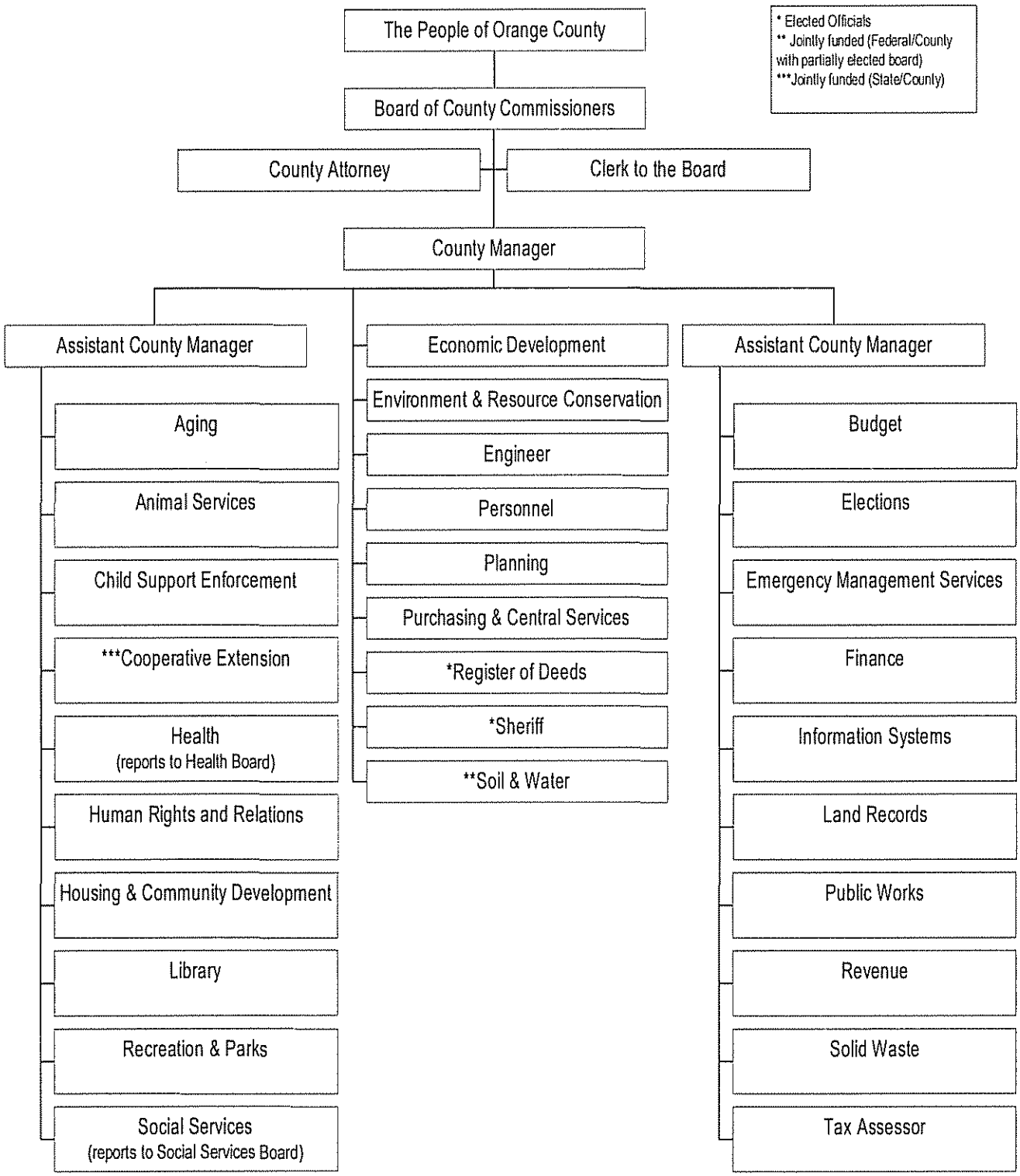
Orange County exists to provide governmental services requested by our Citizens or mandated by the State of North Carolina.

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



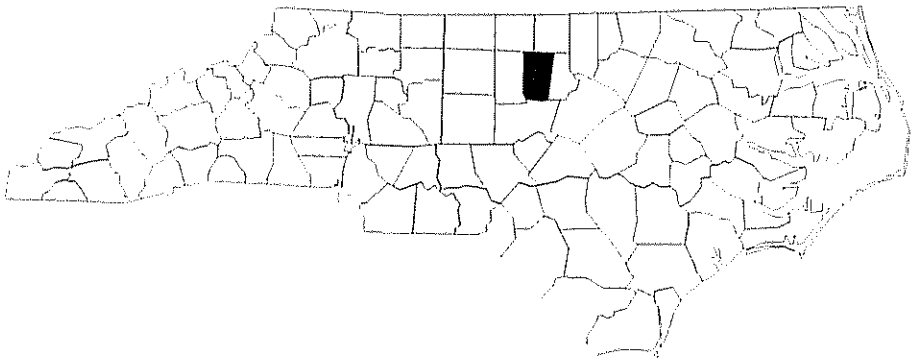
Orange County
Goal Setting, Planning, and Budget Process

July 1	Fiscal Year Begins
Late September-Early October	County Manager/Departments 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 them 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 including current year goals status report, 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.

Goal Setting, Planning, and Budget Process-continued

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 Boards 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.

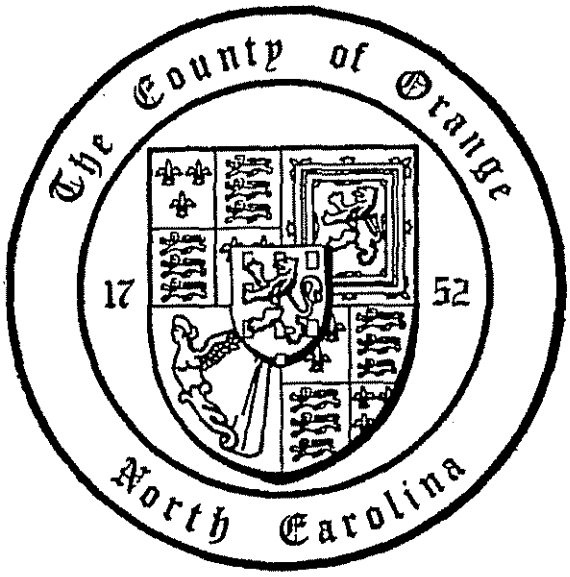
About Orange County...



Orange 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 1,162,000 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 14,000 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 10,000 students, while the Orange County Schools has approximately 6,500 students. The two school systems continue to grow rapidly. To meet demands of a growing system, the Chapel Hill-Carrboro City School System will begin construction of one new elementary school and one new high school in the next year, which will provide a total of 1,400 seats. The Orange County School System operates year round schools at the elementary and middle school levels. Currently under construction in the Orange County Schools District is a new middle school that will provide an additional eight hundred seats for grades six through eight.



This page left intentionally blank

TO: Orange County Board of Commissioners

FROM: John Link, County Manager

DATE: May 25, 2005

RE: 2005-06 Budget Message

INTRODUCTION

In November 2004, the Board of Commissioners held a work session focused on the principle of enhancing sustainability of Orange County government's organizational mission, functions, and resources. I am pleased to present to you and our County residents a recommended 2005-06 Fiscal Year Budget that places prominence on that principle.

Operating budgets during the past five years reflect a consistent theme: Orange County – along with other North Carolina local governments - has been forced to address more and more State and Federal funding cuts and unfunded mandates while facing slowing local revenue growth. As I discussed with the Board during April 2005 work sessions, the upcoming fiscal year presents significant funding challenges if we are to sustain current services offered to residents, while continuing to invest in our present school and County facilities and work forces. We particularly need to restore funding for major categories of capital expenditure that have been curtailed significantly in recent fiscal years to help balance the annual County operating budget. Addressing all these needs requires that the County's General Fund budget increase substantially compared to increases that I have recommended over the last several years.

To that end, I am recommending a General Fund budget that totals $152,788,013. This represents an increase of $16.4 million, or 12 percent, over the original 2004-05 original budget of $136,408,768. Major elements driving this increase, with their approximate price tags, include:

- $1.9 million to increase the current per pupil appropriation by $95 - from the current $2,623 per student to a recommended $2,718 for each of the 17,876 students who are expected to attend both the Orange County Schools (OCS) and Chapel Hill-Carrboro City Schools (CHCCS) next fall
- $1.9 million to cover increased debt service resulting from Summer 2004 bond sales and additional programmed debt issuance during 2005-06
- $4.9 million to reinstate full funding for school recurring capital and County recurring and long-range capital, in keeping with recent BOCC direction regarding the implementation of Option 2 from the 60-40 capital funding policy analysis
- $1.5 million for employee pay and benefits to sustain the County's talented work force

- $1 million to establish a reserve fund that would offer the Board flexibility to address priority funding needs such as education, human services
- $1 million to address the County's share of escalating Medicaid costs and dramatically increased costs for fuel and utilities

Conspicuous by its absence from this list of budget drivers is the cost associated with new County staff. For the first time in recent memory, my recommended budget includes no requests for Board approval of new permanent positions.

The recommended General Fund property tax rate is 86.8 cents per $100 of assessed valuation. This represents an increase of nine cents over the equivalent "revenue neutral" post-revaluation tax rate of 77.8 cents.

RECENT ACCOMPLISHMENTS

During the past year or so, the County has made notable progress in many areas, including:

- Productive, ongoing collaboration discussions among the County Commissioners and both school boards that have enhanced communication among the three entities and led to initiatives in the area of middle college high school, coordinated college fairs, and revised middle school athletic scheduling, among others.
- Commissioning a detailed assessment by the UNC School of Education of resources available to both school systems that led to specific recommendations about resources that could help address achievement disparities in the secondary grades within OCS
- Efficiency studies of County and school operations that identified both revenue enhancements and expense reductions measured in the hundreds of thousands of dollars
- Creative efforts between Orange County Department of Social Services and OCS to increase the availability of social workers to provide support services to OCS students and families
- Operational opening in December 2004 of Little River Regional Park and Natural Area, an award-winning interlocal public-private partnership with Durham County
- BOCC approved plans that to date have allowed more than 1500 acres of land to be protected through the County's Lands Legacy program
- Leveraging about $3.7 million in Federal and State grants through the use of County funds to assist Orange County with conservation and preservation initiatives
- Completed master site plans for Phase 2 at Efland-Cheeks Park, Twin Creeks District Park and Educational Campus, and the Northern Park co-located at the Northern Human Services Center in Cedar Grove

- Receipt of a $49,000 grant from Triangle Clean Cities Coalition for a Compressed Natural Gas station to be located at the County's Public Works facility (proposed to include public-access)
- Establishment of the Orange-Person-Chatham Local Management Entity to assure continuation of essential service delivery resulting from State-mandated mental health reform
- Seamless and successful assumption by the County of Animal Shelter operations historically provided under contract with the Animal Protection Society
- Planning for replacement of the Southern Orange County Senior Center at the Homestead Road campus
- Collaborative planning with the Board and staff of Durham Technical Community College for the Orange County Satellite Campus at the Waterstone development
- Opening of the Cedar Grove and Carrboro Cybrary library branches
- Successful implementation of the Waste Reduction, Reuse, and Recycling (3R) Fee to cover most of the cost of County recycling programs – the resulting revenue collection rate is nearing 98 percent, and has substantially restored long-term financial stability to the Solid Waste Enterprise Fund
- Continued improvement in per capita waste reduction of 46 percent (compared to the 1992 base year) that places Orange County at the forefront of North Carolina local governments in recycling and waste diversion programming and achievement
- Staff review and analysis of, and Board approval in principle of, the planned transfer of the Sanitation Division from oversight by the Public Works Department to operation under the Solid Waste Management Department
- Preservation, in conjunction with the Town of Carrboro, of 29 acres of highly-valued open space in Carrboro through the acquisition of the Adams Tract
- Issued $25.1 million in bonds to finance School, Parks and other County capital projects while maintaining excellent bond ratings of AAA, AA+ and Aa1 with the three respective bond rating agencies

GENERAL FUND REVENUES

As I look back at the last several budget messages, the common thread that seems to weave each year to the next is while real property tax revenues continue to be strong, other revenues including sales tax reimbursements have slowed considerably, and in some cases, as with investment earnings, collections have actually decreased dramatically.

This problem is not unique to Orange County – most local governments across the nation have faced many of the same funding challenges that we have experienced. To that end, we have all relied heavily on short-term, non-recurring fixes to the problem

such as borrowing from unspent capital funds, freezing and delaying hiring, and using fund balance. As a result, most of us have tapped all of our available non-recurring funding sources.

Assessed Property Valuation and Property Tax

North Carolina law requires counties to undergo a revaluation of real property at least every eight years. Revaluation is a systematic, in-depth process of re-appraising all of the real property in the County to the current market value assessments and is necessary in order to maintain equitable and uniform property values among property owners throughout the County. In 1993, the Board of Commissioners adopted a policy that provides for revaluation to occur every four years. This more frequent review and adjustment of values increases the prospects for fairness, in that property owners will pay taxes on values that are closer to market.

The revaluation process is revenue neutral, meaning that it has no impact on the amount of revenue received by the County, because the tax rate is adjusted downward to offset the increase in valuation. The equivalent post-revaluation tax rate is 77.8 cents per $100 of assessed valuation compared to the 2004-05 countywide tax rate of 88 cents. When applied to the adjusted post-revaluation tax base (less growth) of about $12 billion, the equivalent tax rate generates the same amount of property tax revenue as the 88 cent tax rate generated in the current year.

Appreciation of property values between the 2001 and 2005 revaluations differs for individual properties throughout the County, depending on factors such as location, size, and nature of the property use, among other factors. For example, if a property owner experienced a valuation change that fell below the countywide average percentage and if the tax rate remained at the effective tax rate, that individual would see their County property taxes decrease. On the other hand, if a property owner's valuation increased above the average, their County property tax bill would likely increase. It is important to note that the total tax bill for any taxpayer would be affected by the tax rates (also adjusted downward because of revaluation) that are set by municipal governing boards for in-town property and for any special districts (such as fire districts or the Chapel Hill-Carrboro City Schools) by the Board of Commissioners. The average increase throughout Orange County over the four-year period is in a range of 19 to 21 percent.

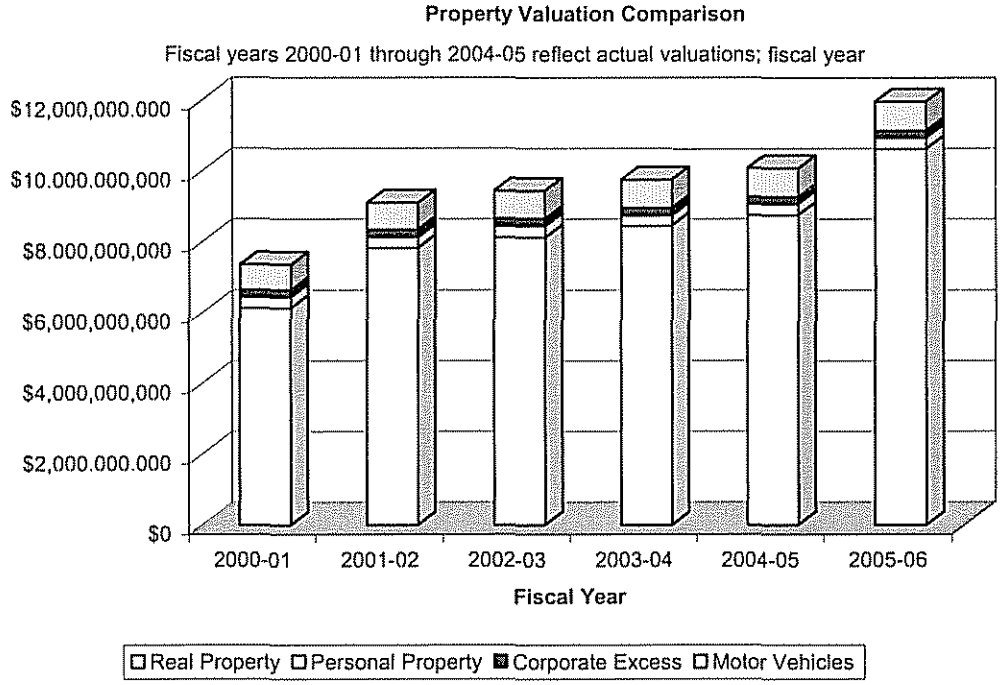
Since the last revaluation, the average annual growth in Orange County's property tax base during non-revaluation years has been in the range of 3.5 to 4.0 percent.

2004-05 Countywide Tax Rate	"Revenue Neutral" Post Revaluation Tax Rate	Recommended 2005-06 Countywide Tax Rate
88 cents per $100 valuation	77.8 cents per $100 valuation	86.8 cents per $100 valuation

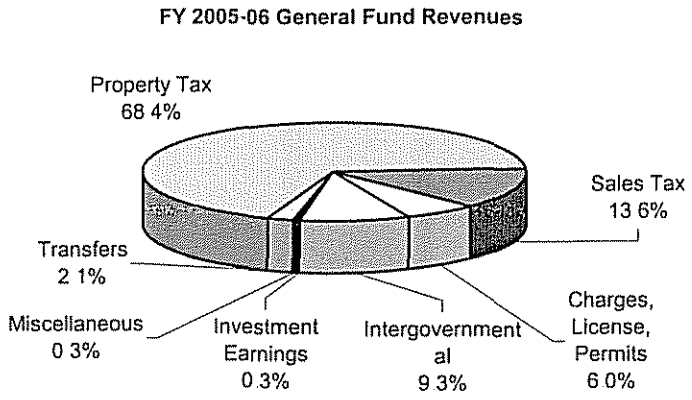
This historical pattern reflects healthy growth in the County's largest single source of revenue – accounting for more than 67 percent of all County revenue both from appreciation in the value of existing properties,

and from the value of improvements to land including new subdivisions and other improvements to raw land. The trend for the 2005 revaluation year promises the same good news, with the projected overall property tax base approaching $12 billion (compared to $10 billion in 2004-05) - reflecting an estimated growth rate of about 19 percent.

- Since the 2001 revaluation, the County tax rate has increased by 9.5 cents compared to more than 25 cents between revaluation periods in the late 1980s and early 1990s
- The growth in motor vehicle valuation has continued to steadily decline since the mid-to-late 1990's. For fiscal year 2005-06 we anticipate about a 2 percent increase in valuation.



Anticipated collections from property taxes total $103.1 million or about 67.5 percent of the annual operating budget. One cent on the property tax rate is estimated to generate $1,187,580 for FY 2005-06.



Sales Tax

Sales tax distributions represent the County's

second largest source of revenue, comprising about 13.6 percent of annual General Fund receipts. The anticipated proceeds from sales tax for next year total 20.8 million, reflecting an overall growth of around $740,000 or 3.7 percent. As a point of comparison, during the late 1990s, these revenues grew at significant rates ranging from 7 to 21 percent annually. With the unfortunate events surrounding September 11, 2001, consumers have been more cautious in their spending resulting in relatively flat collections overall.

Fund Balance

The recommended budget provides for no appropriation from fund balance. During the budget process last year, we talked about the importance of fund balance as a critical financial management tool for any local government. It is one measure of local government fiscal position that bond-rating agencies consider in evaluating financial strength and creditworthiness of prospective debt issuers. Fund balance provides a source of cash to pay operating bills before the majority of taxpayers remit their property tax payments during the months of December and January. It also provides a means by which local governments can more easily absorb adverse financial developments such as the State's episodic withholding of revenues earmarked for counties and cities.

The County's financial underpinnings remain strong and stable. The zero fund balance appropriation recommendation relates directly to our collective commitment to sustainability. It reflects my conviction that we must take measured steps over the next few years to gradually rebuild our fund balance position to something in the range of 12 percent of General Fund expenditures. During last fall's work session on sustainability issues, we noted that the average fund balance picture of other North Carolina counties exceeding 100,000 population mirrored Orange County's downward trend in available fund balance. Both Orange and our peer group have shown reductions of about 5-7 percent in available fund balance during the State budget crisis that has persisted roughly since the start of the new millennium.

The good news is that barring unforeseen developments during the remainder of this fiscal year, I expect that the year end fund balance we report to you during the audit review next fall will be in the range of 8 to 8.5 percent, and above the minimum level recommended by the North Carolina Local Government Commission. This recommended budget - with zero appropriated fund balance and fairly conservative revenue estimates – can send the message that the County recognizes the importance of a sound fund balance position and is taking deliberate and reasonable steps over time to improve that.

GENERAL FUND EXPENDITURES

It is important to note that the list of major budget drivers included in the introduction of this budget message totals about $12 million, which equates to more than 10 cents on the County ad valorem tax rate. In light of my recommended tax rate increase of 9 cents, the clear implication is that a portion of that list, and other high priority functional departmental increases that did not make that list, are being addressed through internal economies and growth in other County revenue sources.

The County and school system budgets for 2005-06 are, unfortunately, being unduly influenced by competing versions of the House and Senate budgets and by other potential legislative measures, some of which could have significant adverse consequences for the County, the schools, or both. We remain hopeful that the General Assembly will take specific action to relieve counties of the exploding burden placed on them by the State's intransigence with regard to Medicaid relief.

Conservation Ethic

The severe and prolonged drought in Orange County several years ago prompted the Board and staff to think more seriously in terms of pursuing a "conservation ethic" in all facets of County government. The spiraling costs of fuel and utilities during the past year have reinforced the need for such a philosophical mindset change. I have discussed this issue with department heads recently, and this budget reflects rededicated efforts to pursue this outlook.

Departments had identified in their cumulative budget requests a proposed increase of $509,520 for fuel and utilities. My overall recommended budget totals about $300,000 and reflects a reduction of $100,000 from my preliminary consideration of a fuel/utility increase of around $400,000, to reflect commitment to a conservation ethic and energy reduction. This effort will be led by Public Works, but "owned" by all departments; it requires commitment from the top down, including the Board, management, department heads, employees, and citizens. We will report to the Board later this fall on specific measures we have taken to make concrete and measurable reductions in energy consumption.

Hiring Delay

An important dimension of a conservation ethic is making do with what you have where it is possible to do so. As noted earlier, this recommended budget includes no funding for any new permanent positions. Moreover, I will be asking our department heads and supervisors to observe for another year the 90 day hiring delay practice we have followed throughout 2004-05. That commitment will result in estimated savings of $900,000, which I have already eliminated from the expenditure side of this budget. Under these circumstances, our current employees will have to redouble efforts to maintain high levels of service to citizens. As I will explain later in more detail, that is why I will be advocating strongly for an employee pay and benefit package that I believe will help us retain the committed professional workforce that we rely on to deliver our broad program of services to citizens.

Public Assistance and Foster Care

The Department of Social Services has continued to experience high demands and costs particularly in Medicaid, Food Stamps and foster care. The number of families receiving Food Stamps has increased by approximately 50 percent in the past two years while the Medicaid caseload grew by about 20 percent. There are also changes in the programs that are increasing the workload of the local staff. The County must pay for half of all of the costs for administering these programs.

The main increase in County costs is reflected in the recommended funding levels for Public Assistance, including Medicaid and in foster care related expenditures. The costs for foster care have increased due to a combination of increased costs per child and an increase in the number of children in foster care. The parents of many of these children have serious substance abuse problems, and many of the children have serious emotional problems. These issues make providing effective intervention more difficult than ever before.

The Medicaid cost increase relates mainly to additional recipients as well as increased cost and utilization of certain services such as pharmacy. The County's share of the Medicaid budget will be over $4 million, which is a half million more than the costs in the current year. Although there has been much discussion about providing relief for North Carolina counties, the General Assembly has taken no action to provide this relief.

Orange County faces an increase in projected Medicaid costs surpasses the half a million dollars mark, to a total public assistance budget of $5,040,779. This amount for Orange County, while substantial, pales in comparison to the impact on many smaller and less affluent counties that may spend 20 percent or more of their budgets on Medicaid expenses. With the State of New York's recent action to cap counties' Medicaid expenses and begin a phase-down of county obligated participation in Medicaid expenses, North Carolina remains the only state in the Union that obliges counties to pay a fixed share of State Medicaid costs.

Education

During April 2005 work sessions, we discussed the topic of school funding equity. The Board noted the importance of reaching agreement on the definition of "equity" so that all parties involved would be working toward an established goal with a common vision. I presented a potential framework, composed of three tiers, as a construct for the 2005-06 budgets from the Orange County Schools and Chapel Hill-Carrboro City Schools. These included "Tier I" to address mandates or obligations; "Tier II" (if any) to restore certain State education cuts; and "Tier III" to address Educational Excellence or school equity initiatives.

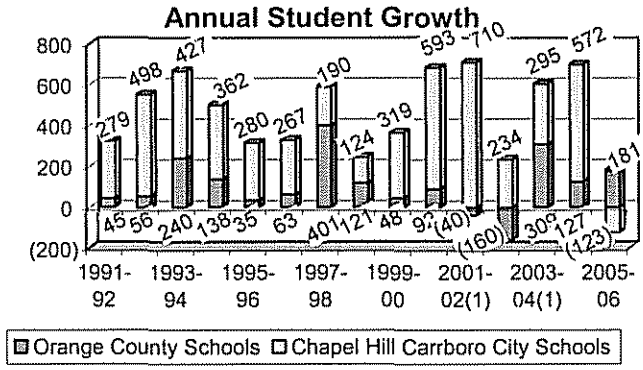
As noted earlier, our schools are facing substantial cuts in State funding for education that both Boards have indicated could have devastating programmatic impacts on their students. Neither system has specifically requested that the BOCC step in to fill whatever void the State may create by abdicating their responsibilities to protect the investment in our school children. However, staff and the BOCC are clearly mindful that both school systems face potentially unprecedented challenges in preserving the traditionally outstanding array of educational programming they have provided their students in the past.

As has been the case every year since 1997, Orange County per pupil funding for capital and operating expenses continues to lead North Carolina's 100 counties by a wide margin, according to The Public School Forum's November 2004 report. While I

acknowledge that my recommendation of a $95 per pupil increase falls well short of the new current expense funding requested by both school boards, I believe that if approved, it and the capital funding allocations discussed later in this memo will keep Orange County at or near the top of the list of county funding for schools in North Carolina.

Let me offer a few general observations about the school budgets here:

- As reflected in the accompanying chart, the net increase in anticipated student enrollments projected by the State Department of Public Instruction (DPI) are the lowest in fifteen years. It has not been uncommon, particularly in recent years, for the combined increase in students to fall in the range of 600-700 students.



- The DPI projections, which by North Carolina statute form the basis of county per pupil funding for current school operations, anticipate a net gain of only 58 students for 2005-06, with the OCS projection increasing by 181 from last year's projection; but the CHCCS projection (again, for the first time in fifteen years) reflects an anticipated decrease of 123 students from the 2004-05 DPI projection.

- The recommended $95 per pupil increase is intended to try to address the need for both school systems to match for locally-funded teachers the salary and benefit increases that State-funded teachers may receive through the State budget this year. Although clearly subject to change as a result of the State political process, assumptions we have tried to address include salary increases of 2 percent for teachers and other school employees and potential health care premium increases of about 15 percent. Recommended per pupil funding of $2,718 should produce sufficient dollars for those pay and benefit increases.

- That funding level, however, will not go much beyond those kind of Tier I expenses. The per pupil recommendation does not significantly address the $1.4 million that OCS requested for continuation of program enhancements that the Board of Education established in 2004-05 through use of existing fund balance. Nor does the $2,718 recommendation try to address the anticipated loss of CHCCS students projected by DPI, since the BOCC funded CHCCS for 2004-05 on the basis of 10,869 students when November 15, 2004 membership turned out to be 10,726.

- Based on the OCS requested increase of $399 per pupil (and depending on what decisions the Commissioners may make about further allocations to the school systems from the reserve fund), full funding of the current expense request would

require additional tax rate increases of another 4 to 4.5 cents per $100 valuation, not included in my 9 cent recommendation.

- My proposal would leave the Chapel Hill Carrboro Special District Tax at the revenue neutral rate of 17.5 cents per $100 valuation. At that rate, CHCCS could expect to receive a little more than $13.3 million in district tax proceeds during 2005-06. District tax funding at this level is important to help CHCCS ensure that it can address likely employee salary and benefit cost increases.

- During April work sessions, Commissioners noted that "we might have to scramble just to keep the school systems even", and develop a strategic plan for school equity after the State adopts its budget. Staff and I have begun some brainstorming about funding equity, and some of that thinking has influenced my recommendations, discussed later, regarding potential "Tier III" funding for schools. The Board may wish to examine whether there are certain school programs – the Middle College High School initiative, or school resource officers, for example – for which the County might be able to contract directly on behalf of the school systems. This approach would not be included in per pupil allocations, and might therefore result in freeing up some of their local resources for other Board of Education priorities.

- In September 2004, staff revisited at BOCC request school fund balance policies for cash flow management that have been in place since the mid-1980s. In conjunction with school staffs, we recommended that the CHCCS fund balance target should remain at 5.5 percent of expenditures, while the OCS target should increase to about 3.5 percent of expenditures. Beyond cash flow, the Finance Directors pointed out three other important considerations: limiting the use of fund balance for ongoing operating expenses; ensuring adequate reserves for emergencies and unforeseen events; and identifying other potential sources of capital start up costs for newly constructed schools, should fund balance prove inadequate for that purpose.

Reserve Fund

A significant feature of this recommended budget is the provision of a reserve for critical and emerging needs that the Board could allocate during June budget work sessions, or even later during FY 2005-06, to address critical needs, including ones that might arise as a result of adverse State legislative or budgetary action. This reserve of approximately $1 million (comprised of about $850,000 in 2005-06 funds and a $150,000 re-appropriation of unexpended 2004-05 safety net funds) could be used for "Tier II" education needs that might result from whatever State cuts for education may materialize in the adopted State budget. While neither school system has specifically asked the BOCC to step in and fill any such potential void, and while the BOCC may want to be circumspect about how strongly it steps up to compensate for any possible abdication by the State of its education funding responsibilities, it is conceivable that some State funding decision might be so hurtful as to warrant at least temporary funding intervention by the BOCC. "Tier II" funds might also be used to address some of the

school initiatives that the school boards pursued using portions of fund balance during 2004-05.

The reserve fund could also be used by the BOCC to address some of the "Tier III" educational items. These could include funding earmarked for Educational Excellence Work Group recommendations (such as social workers, exceptional children specialists, subject area specialists, or other school board priorities) and/or equity adjustments (with or without some corresponding decrease in the CHCCS district tax rate) to begin addressing the gap in per pupil funding between OCS and CHCCS. Additional funding in these areas would be accomplished by increasing the per pupil appropriation.

The BOCC may also determine that aside from schools, there are critical or emerging needs to be addressed with a portion of these reserve funds, again and particularly if the General Assembly takes actions that adversely affect some of our most vulnerable populations. These could include, but certainly may not be limited to issues surrounding public health, public assistance, day care, youth services, dispute resolution, justice and court services, or other potential "safety net" considerations. Furthermore, the Board might also consider leaving a portion of the reserve unallocated - which could have the potential impact of enhancing the County's fund balance position as we head into the 2006-07 budget cycle.

Capital Funding

Throughout 2004-05, a major priority for the Board of Commissioners has been a re-examination of the County's capital funding policy. In recent years, the Board had noted with increasing concern that the County's ability to sustain its investment in its own facilities was lagging. Since the 1988 bond referenda, the portion of County capital funding earmarked for school funding exceeded 75 percent. While that funding addressed much needed renovations to existing schools and the construction of numerous new schools to accommodate the rapidly growing student population and was wisely stewarded by the school boards, the amount of capital funding was insufficient to keep pace with the routine maintenance and upkeep of many County facilities. Those County capital funding constraints were exacerbated by the operational necessity in recent years of redirecting significant portions of capital funding normally allocated for school and County capital to help balance annual County operating budgets.

In November 2004, the Board adopted a policy statement that indicated that Commissioners wished to shift the allocation of capital resources for the next ten years to provide 60 percent of those resources for school facilities and 40 percent for County facilities. Staff developed a number of options by which this policy could be implemented. The Board recently selected Option 2 for implementation, which among other significant aspects, establishes recurring capital funding for schools and for County projects at levels equivalent to the proceeds of 3 cents and 1 cent on the property tax rate, respectively.

As noted earlier, perhaps one of the single most significant drivers in this recommended budget is the restoration of capital funding to levels that would fully implement the Board's chosen 60-40 capital funding implementation option. The total increase in recurring and long-range capital funding for 2005-06 compared to 2004-05 is nearly $5 million. These increases should help both school systems make some progress in addressing their backlog of maintenance and repair projects, and will help the County take firm steps along the path to addressing the more than $17 million in identified capital maintenance and repair needs reviewed by the BOCC in April 2005.

The County's capital funding picture is also clouded by various actions the State legislature may pursue in Raleigh this summer. A great deal of uncertainty has been introduced into the environment by competing proposals – any of which may or may not come to pass this year – for some kind of "education lottery" in North Carolina, which could benefit, or potentially harm, school operating and capital funding. Once again, a serious threat has arisen in the Senate version of the budget to Public School Building Capital Funds, which under the Board's recently approved capital funding implementation instructions, are earmarked for the retirement of eligible school-related debt service. This budget optimistically assumes that the State will live up to its responsibility to provide these funds which Orange, and other counties, have relied upon as an integral component of their long-range school capital funding approaches.

This budget also includes a funding set aside of $100,000 – comprised of $60,000 from school capital funds and $40,000 from County capital funds – to pursue the Board's suggested construction manager initiative. The precise approach to this function, including whether and how to contract for such services, remains to be worked out in the coming months. We believe that having an independent party that can critically review potential school and County project construction costs and generate unbiased options for possible savings could be helpful to all three governing boards as stewards of our limited capital dollars. I am proposing that we pursue this initiative on a three-year pilot basis, and then assess whether it is having the desired positive impacts in helping to manage County and school capital construction costs.

As noted earlier, another substantial budget driver for 2005-06 is programmed increases in principal and interest payments. These include the full-year impact for bonds sold in Summer 2004, and partial-year impacts from additional bond sales and alternative finance issues planned to occur during FY 2005-06. Budgeted debt service is just over $20 million, which represents about 13 percent of programmed General Fund expenditures, and falls well within the BOCC's policy of limiting annual debt service payments to 15 percent of General Fund costs.

Employee Pay and Benefits

Orange County, like every other major service organization, is driven by the human resources we have. Our business is providing service and employees primarily do this. We keep high expectations of their performance. We want to make sure that we compensate our employees accordingly and in a way that they can live in this

community.

In 2002-03 and 2003-04, we deferred funding elements of the pay plan such as cost of living increases, in-range salary increases and meritorious service awards to implement the Classification and Pay Study. For 2004-05, fiscal constraints led to the Board's decision to fund a two percent cost of living increase effective October 11, 2004 and again not to fund other pay plan elements such as in-range salary increases or meritorious service awards.

We find ourselves in 2005-06 with the need not only to fund the pay plan on an on-going basis but also to provide some level of "catch up" to increases in the cost of living and worsening salary compression issues. To this end, I have proposed a pay and benefits plan that is fully funded in all of its elements. The recommended budget includes the following:

- 2.5 percent cost of living increase effective July 1, 2005.
- Reinstatement of 2.5 percent in-range salary increases for employees whose work performance is proficient of higher effective with the employee's performance review.
- Reinstatement of Meritorious Service awards to recognize the top performing employees whose accomplishments are Superior or Exceptional
- Improvement in the County 401(k) contribution for non-sworn law enforcement employees by increasing it $5 per pay period from the present $20 to $25 per pay period.
- Funds to address a projected employee health insurance increase up to 15.9 percent effective January 1, 2006.
- Increase in the Living Wage form $9.11 an hour to $9.34 an hour effective July 1, 2005, as provided by the Board's living wage policy.

This recommended pay and benefits plan attends to the need to sustain our workforce and maintain excellent services to citizens.

Budget Appendix A, "Employee Pay and Benefits" provides further information on the recommended pay and benefits plan. Budget Appendix B, "2005 Employee Benefits Survey" is the survey the Board requested earlier this year. Budget Appendix C, "Living Wage" provides updated information on the Living Wage and Budget Appendix D, "Housing Wage Update" provides the requested update on housing wage.

ON THE HORIZON

In addition to programs, services, and functions addressed by this recommended budget, we expect that a variety of developments may need to be considered later this fiscal year, or during the next several years to come. Among others, these could include:

- Start up costs associated with OCS Middle School #3, slated to open in August 2006

- Start up costs associated with CHCCS High School #3, scheduled for an August 2007 opening
- Start up, operating, and maintenance costs associated with new County parks that will be phased in, such as Twin Creeks and the West Ten Soccer Complex
- Plans to issue additional 2001 voter-approved bonds and alternative financing to fund approved capital projects in accordance with the Board's endorsed debt issuance schedule
- A review of some aspects of the County's fee schedule – such as emergency medical services, fire inspections, personal health, animal services, or 911 subscriber fees – to determine whether fees are set at the appropriate levels
- Strategic planning efforts related to emergency medical services and volunteer fire and rescue services
- Potential issues related to the treatment of overtime work performed by emergency medical personnel and by social workers
- Capital impacts associated with the phased implementation of the County Space Needs Study update endorsed by the Board in March 2005
- Financial impacts associated with future Board deliberations and decisions related to school funding equity, educational excellence, and related issues
- Implementation of an updated comprehensive land use plan
- Assuming successful negotiations related to acquisition of the Triangle SportsPlex property are concluded, staff will bring back necessary budget amendments during 2005-06 to provide for the transition to County operation of SportsPlex recreational programs; there will be future year financial impacts associated with the planning, construction, and operation of a senior center co-located at the SportsPlex.

CONCLUSION

Commissioners noted earlier this year during several budget work sessions that the 2005-06 budget was likely to be one of the most challenging in the past two decades. I would have to share a similar sentiment that the circumstances surrounding the development of this budget are among the toughest I have faced as Manager.

An old adage observes, however, that with challenge comes opportunity. During the past year, the Board has stepped forward to address many important issues, including capital and school funding. This budget provides opportunities to: begin making progress towards important capital repair and improvement goals; to address some specific school priorities in creative ways; to recognize our talented and committed employees; and to maintain the high level of service that Orange County residents expect and deserve.

I wish to thank our staff, department heads, school and outside agency personnel, and other participants who have contributed with enthusiasm, diligence, and patience to the formulation of this recommended funding plan. Staff and I look forward to working with the Board in the coming weeks as this document makes the transition from a recommended budget to the Commissioners' budget.

Adjustments to the Manager's Recommended 2005-06 Budget

On June 23, 2005, the Board of County Commissioners approved the annual operating budget for the 2005-06 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	**$152,788,013**	
Town of Hillsborough Contribution to Orange County Library	$5,000	
Increase Miscellaneous Revenues	$35,000	
Reduce Tax Rate Increase of 9 cents to 6.5 cents		($2,971,139)
Total Revenue Changes	**$40,000**	**($2,971,139)**
Revised Revenue Budget	**149,856,874**	

Expenditures	Increase	Decrease
Manager's Recommended Expenditure Budget	**$152,788,013**	
Orange County Library (includes $5,000 from Town of Hillsborough as well as 6/20/05 BOCC approved mark-up item)	$55,000	
Eliminate Funding for Orange Alamance Water System Infrastructure Study		($25,000)
Add Hillsborough/Orange Joint Strategic Growth Plan	$25,000	
Increase Per Pupil Funding by One Cent plus $196,636	$1,394,328	
Reduce School Recurring Capital		($1,197,692)
Add Appropriation for Fire and Rescue Strategic Plan	$25,000	
Add Appropriation for Partnership to End Homelessness	$18,000	
Increase Appropriation to Orange Community Housing and Land Trust	$10,000	
Decrease Transfer to Affordable Housing Trust Fund		($10,000)
Add Appropriation to A Helping Hand	$5,000	
Increase Appropriation to Burwell School	$4,000	
Reduce Appropriation for School Collaboration		($2,700)
Reduce County Long-Range Capital by One Cent		($1,188,000)
Reduce County Operations		($500,000)
Eliminate 2.5 Cost of Living Adjustment Effective July 1, 2005		($866,268)
Eliminate Meritorious Service Awards		($159,000)
Increase In-Range Salary Adjustments from 2.5% to 4%	$230,193	
Eliminate Grade 7 of Pay Plan and Move Employees Grade 8	$51,000	
Reduce Increases in Medicaid, Projected Health Insurance Increase, Projected Increase in Fuel and Utilities		($300,000)
Reduce Critical Needs Reserve		($415,000)
Delay Transfer of Convenience Centers to Solid Waste for One Year		($52,000)
Reduce Commissioners Contingency		($15,000)
Reduce Manager's Miscellaneous		($10,000)
Reduce Manager's Office Temporary Personnel		($8,000)
Total Expenditure Changes	**$1,817,521**	**($4,748,660)**
Revised Expenditure Budget	**$149,856,874**	

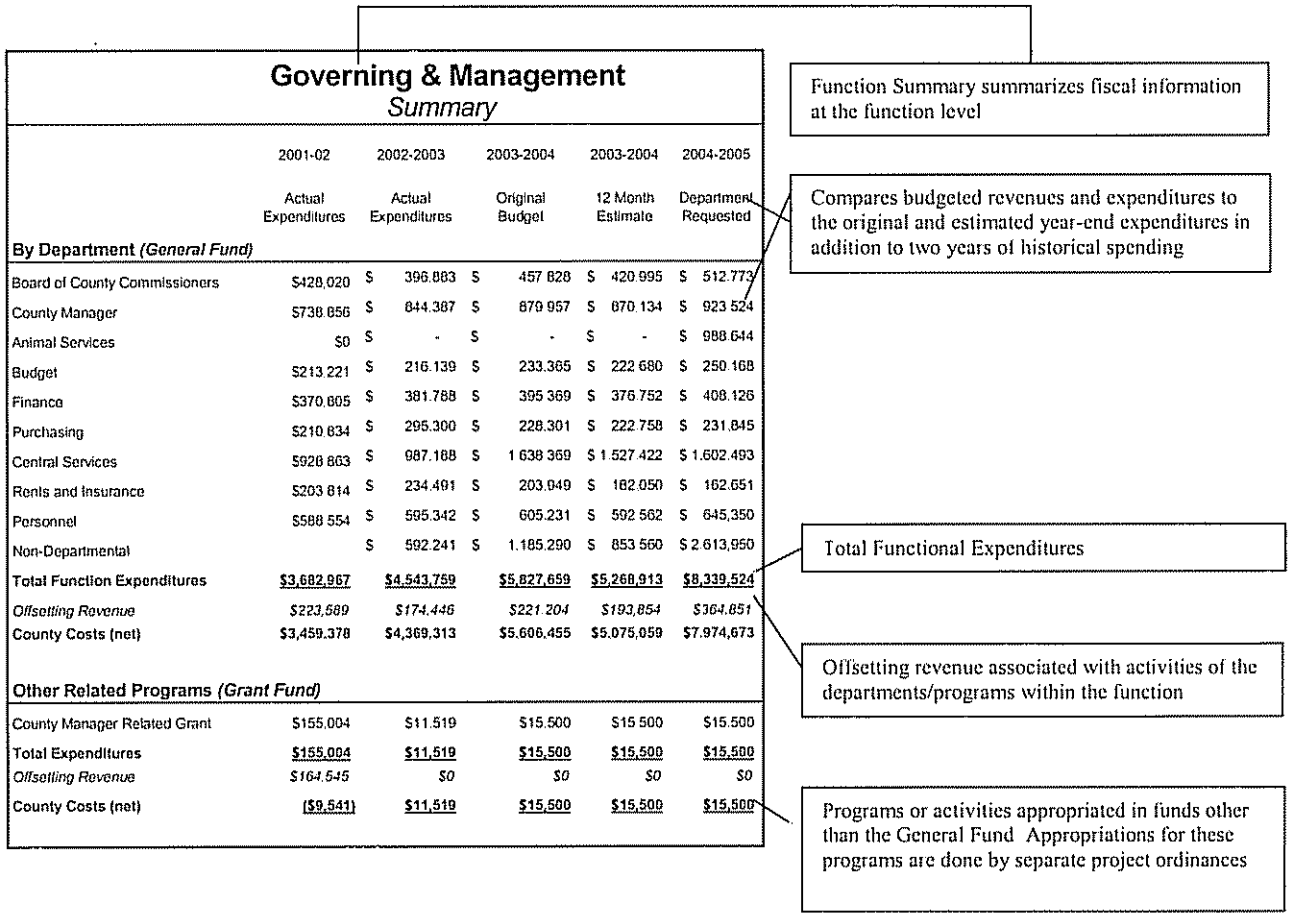
How to Read the Budget Document

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 *Governing and Management* and ending with *Non-Departmental*, represent functions of the budget.
- The *Capital Projects* 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



Governing & Management
Summary

	2001-02 Actual Expenditures	2002-2003 Actual Expenditures	2003-2004 Original Budget	2003-2004 12 Month Estimate	2004-2005 Department Requested
By Department *(General Fund)*					
Board of County Commissioners	$428,020	$ 396,883	$ 457,828	$ 420,995	$ 512,773
County Manager	$736,856	$ 844,387	$ 879,957	$ 870,134	$ 923,524
Animal Services	$0	$ -	$ -	$ -	$ 988,644
Budget	$213,221	$ 216,139	$ 233,365	$ 222,680	$ 250,168
Finance	$370,605	$ 381,788	$ 395,369	$ 376,752	$ 408,126
Purchasing	$210,634	$ 295,300	$ 228,301	$ 222,758	$ 231,845
Central Services	$928,863	$ 987,188	$ 1,638,369	$ 1,527,422	$ 1,602,493
Rents and Insurance	$203,814	$ 234,491	$ 203,049	$ 182,050	$ 182,651
Personnel	$588,554	$ 595,342	$ 605,231	$ 592,562	$ 645,350
Non-Departmental		$ 592,241	$ 1,185,290	$ 853,560	$ 2,613,950
Total Function Expenditures	$3,682,967	$4,543,759	$5,827,659	$5,268,913	$8,339,524
Offsetting Revenue	*$223,589*	*$174,446*	*$221,204*	*$193,854*	*$364,851*
County Costs (net)	$3,459,378	$4,369,313	$5,606,455	$5,075,059	$7,974,673
Other Related Programs *(Grant Fund)*					
County Manager Related Grant	$155,004	$11,519	$15,500	$15,500	$15,500
Total Expenditures	$155,004	$11,519	$15,500	$15,500	$15,500
Offsetting Revenue	*$164,545*	*$0*	*$0*	*$0*	*$0*
County Costs (net)	($9,541)	$11,519	$15,500	$15,500	$15,500

Function Summary summarizes fiscal information at the function level

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

Total Functional Expenditures

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

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

Department/Program Budget Page

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

Budget Office

	2001-02 Actual Expenditures	2002-03 Actual Expenditures	2003-04 Original Budget	2003-04 12-Month Estimate	2004-05 Department Requested	2004-05 Commissioner Approved
Budget Office (General Fund)						***Account:2201***
Personnel Services	$194,816	$202,126	$217,435	$211,733	$234,238	$236,946
Operations	$15,956	$14,013	$15,930	$10,947	$15,930	$15,930
Capital Outlay	$2,449	$0	$0	$0	$0	$0
Total Expenditures	**$213,221**	**$216,139**	**$233,365**	**$222,680**	**$250,168**	**$252,876**

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

Objective

Coordinate the County's annual budget and long-range capital planning processes

Outcomes

- Develop a technically sound budget and long-range capital plan that requires no major amendments and ensure that both documents are developed in accordance with County's financial policies including Debt Management and Capital and School Funding policies.
- Provide a budget that preserves a minimum of 8 percent unappropriated fund balance in the General Fund, based on Budget Office estimated expenditures and revenue for the prior year

Measures

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2004-05 Projected
Fund Balance as Percent of Expenditures	12 00%	10 00%	10 00%	10 00%
Revenue/Expenditure Estimates Margin of Error	<2%	<2%	<2%	<2%

Budget Highlights

- During FY 2003-04, the department continued to assist County departments in the transition from the old legacy mainframe system to the Munis business system
- Staff conducted fee studies for dental health, recreation and parks, and planning departments during the fiscal year

Department/Program Budget Page provides general information

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

Major Services – general description of the services of the department

Outcomes and Measures – measure the success and performance of the department

Budget highlights describe changes made for the upcoming fiscal year

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.

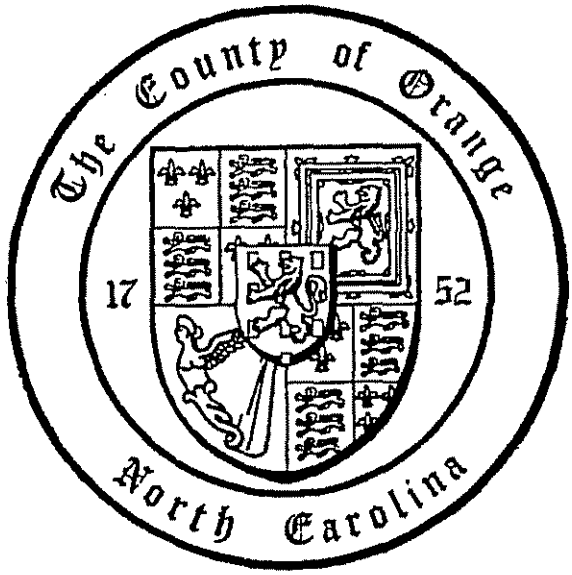
The Comprehensive Annual Financial Report (CAFR) shows the County's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the way the County prepares its budget. Two exceptions are the treatment of depreciation expense and compensated absences. Depreciation 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 2005-06
By Fund Type

Budgeted Revenues	General Fund	Special Revenue Funds	Capital* Projects Funds	Proprietary Funds	Fiduciary Funds	All Funds Total
Property Tax	101,484,995	2,382,673	0	0	0	103,867,668
Occupancy Tax		479,640	0	0	0	479,640
Sales Tax	20,806,210	0	3,049,500	0	0	23,855,710
Licenses & Permits	286,500	0	0	79,825	0	366,325
Intergovernmental	14,192,353	6,005,270	0	140,000	0	20,337,623
Charges for Services	8,885,675	517,886	0	6,498,143	0	15,901,704
Investment Earnings	510,000	7,424	0	35,000	0	552,424
Miscellaneous	491,258	0	0	900	0	492,158
Bond/Loan Proceeds	0	0	0	0	0	0
Transfers from Other Funds	3,199,883	438,790	0	85,000	0	3,723,673
Appropriated Fund Balance	0	126,716	0	0	0	126,716
Appropriated Reserves	0	0	2,161,014	1,167,499	0	3,328,513
Total Budgeted Revenues	**$149,856,874**	**$9,958,399**	**$5,210,514**	**$8,006,367**	**$0**	**$173,032,154**

Budgeted Expenditures	General Fund	Special Revenue Funds	Capital* Projects Funds	Proprietary Funds	Fiduciary Funds	All Funds Total
Governing and Management	7,788,409	219,221	0	0	0	8,007,630
General Services	14,580,291	158,396	0	140,000	0	14,878,687
Community and Environment	3,471,261	610,960	0	0	0	4,082,221
Human Services	32,123,721	6,088,839	0	0	0	38,212,560
Public Safety	13,925,289	2,880,983	0	0	0	16,806,272
Culture and Recreation	3,085,039	0	0	0	0	3,085,039
Education	66,967,618	0	2,477,000	0	0	69,444,618
Transfers to Other Funds	7,915,246	0		0	0	7,915,246
County Capital Projects	0	0	572,500	0	0	572,500
Solid Waste/Landfill Fund	0	0	2,161,014	7,866,367	0	10,027,381
Total Budgeted Expenditures	**$149,856,874**	**$9,958,399**	**$5,210,514**	**$8,006,367**	**$0**	**$173,032,154**

*These funds include Board approved projects as of June 23, 2005. All other capital projects are pending Board approval, expected in the Fall of 2005.



This page left intentionally blank

Permanent Full-Time Equivalent (FTE) Positions
All Funds

	2002-03 Actual F.T.E.'s	2003-04 Actual F.T.E.'s	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
General Fund						
Governing & Management						
Commissioners	4 000	4 000	4 000	4 000	4 000	4 000
County Manager	10 000	10 000	10 000	10 000	10 000	10 000
Animal Services	0 000	0 000	15 000	16 000	24 000	24 000
Budget Office	3 000	3 000	3 000	3 000	3 000	3 000
Finance	5 750	5 750	6 000	6 000	6 000	6 000
Purchasing	3 000	3 000	3 000	3 000	3 000	3 000
Central Services	3 000	3 000	3 000	3 000	3 000	3 000
Personnel	7 000	7 000	7 000	8 000	8 000	8 000
Governing & Management Total	**35.750**	**35.750**	**51.000**	**53.000**	**61.000**	**61 000**
General Services						
Elections	4 000	4 000	4 000	4 000	4 000	4 000
Information Systems	6 600	8 600	8 600	8 600	8 600	8 600
Land Records	7 000	7 000	7 000	7 000	7 000	7 000
Register of Deeds	15 750	15 750	15 750	15 750	15 750	15 750
Tax Assessor	11 000	11 200	11 200	10 800	10 800	10 800
Tax Collector	11 000	11 000	12 000	13 000	13 000	13 000
Buildings & Grounds	34 000	34 000	34 000	34 000	34 000	34 000
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	15 000
General Services Total	**110 350**	**112 550**	**113 550**	**114.150**	**99.150**	**114 150**
Community & Environment						
Planning	29 525	34 525	34 525	34 525	34 525	34 525
Environment & Resources Conservation	6 475	6 475	6 475	6 475	6 475	6 475
Economic Development	4 000	4 000	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	**44.000**	**49.000**	**48.500**	**48 500**	**48.500**	**48.500**
Culture & Recreation						
Recreation and Parks	13 000	15 000	16 000	16 000	16 000	16 000
Library [1]	11 575	13 125	13 125	13 125	13 125	13 125
Arts Commission	1 000	1 000	1 000	1 000	1 000	1 000
Culture & Recreation Total	**25.575**	**29 125**	**30.125**	**30 125**	**30.125**	**30.125**
Human Services						
Social Services						
Administration	25 000	25 000	25 000	25 000	22 000	22 000
Children/Family Services	62 000	62 000	63 000	65 000	65 000	65 000
Economic Services	50 000	51 000	53 000	57 000	60 000	60 000
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	*139 000*	*140.000*	*143 000*	*149 000*	*149 000*	*149 000*

Permanent Full-Time Equivalent (FTE) Positions
All Funds

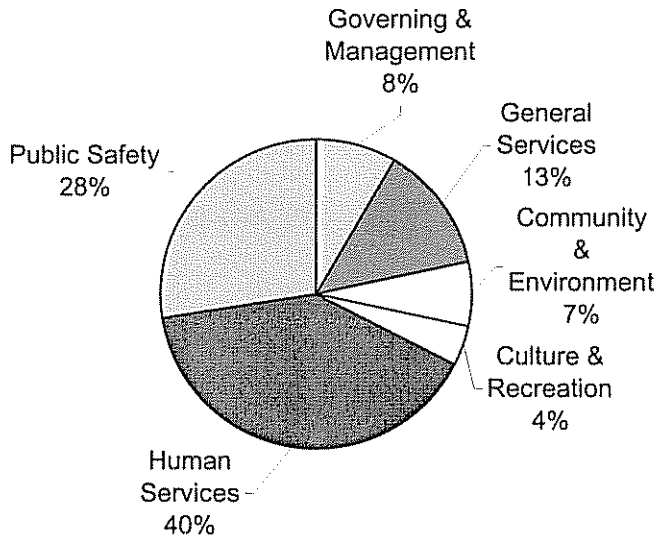
	2002-03 Actual F.T.E.'s	2003-04 Actual F.T.E.'s	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Health						
Central Administrative Services	15.000	15.000	16.000	16.000	16.000	16.000
Dental Health	7.596	7.596	8.596	8.596	8.696	8.696
Health Promotion and Education	5.000	5.000	5.000	5.000	5.250	5.250
Personal Health	41.340	41.340	42.340	41.340	41.840	41.840
Environmental Health	14.000	14.000	14.000	14.000	14.000	14.000
Animal Control	8.000	8.000	8.000	8.000	0.000	0.000
Health Total	*90.936*	*90.936*	*93.936*	*92.936*	*85.786*	*85.786*
Cooperative Extension	10.000	10.000	13.000	13.000	13.000	13.000
Aging						
Administration	2.200	2.200	2.200	2.200	2.200	2.200
Community Based Services	5.000	5.000	5.000	5.000	5.000	5.000
Elder Care Program	4.000	4.000	4.875	4.875	4.875	4.875
RSVP	2.000	2.000	2.000	2.000	2.000	2.000
Aging Total	*13.200*	*13.200*	*14.075*	*14.075*	*14.075*	*14.075*
Orange Public Transportation	15.550	15.550	14.550	14.550	14.550	14.550
Human Rights and Relations	5.750	5.750	4.750	4.750	4.750	4.750
Child Support	12.000	12.000	12.000	12.000	12.000	12.000
OPC Legal Support	0.000	0.000	1.000	1.000	1.000	1.000
Human Services Total	**286.436**	**287.436**	**296.311**	**301.311**	**294.161**	**294.161**
Public Safety						
Sheriff	122.500	122.500	122.500	122.500	122.500	122.500
EMS						
Administration	4.000	4.000	4.000	4.000	4.000	4.000
Medical Services	20.000	38.000	46.000	46.000	46.000	46.000
Fire Services	3.000	3.000	3.000	3.000	3.000	3.000
Telecommunications	27.000	27.000	27.000	27.000	27.000	27.000
EMS Total	*54.000*	*72.000*	*80.000*	*80.000*	*80.000*	*80.000*
Public Safety Total	**176.500**	**194.500**	**202.500**	**202.500**	**202.500**	**202.500**
General Fund Total	**678.611**	**708.361**	**741.986**	**749.586**	**735.436**	**750.436**

Permanent Full-Time Equivalent (FTE) Positions
All Funds

	2002-03 Actual F.T.E.'s	2003-04 Actual F.T.E.'s	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Other Funds						
Aging - Senior Health Coordination	1 000	1 000	1 000	1 000	1 000	1 000
Assessor - Revaluation	2 000	1 800	1 800	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	0 600	0 600	0 600	0 600
Emergency Telephone	1 000	2 000	2 000	2 000	2 000	2 000
Health - Home Visiting	2 500	2 500	2 500	2 500	2 500	2 500
Health - Community 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	0 000	0 000	0 000	1 000	1 000
Health - Sr PHE Healthy Carolinians	1 000	1 000	1 000	0 500	0 250	0 250
Housing - Section 8	6 000	6 000	6 000	6 000	6 000	6 000
Housing - Urgent Repair Program	1 000	1 000	1 000	1 000	1 000	1 000
Sheriff - Cops in Schools	2 000	2 000	2 000	2 000	2 000	2 000
Solid Waste/Landfill Operations	38 000	38 000	43 000	43 000	58 000	43 000
Visitors Bureau	6 000	6 000	6 000	6 000	6 000	6 000
Other Funds Total	**64.100**	**64.900**	**69.900**	**68.800**	**84.550**	**69 550**
Grand Total	**742.711**	**773.261**	**811.886**	**818.386**	**819.986**	**819.986**

[1] Library includes the Orange County Library. Carrboro Library. Carrboro Cybrary. and Cedar Grove Library

General Fund FTE by Function



Summary of Position Changes 2005-2006

Time Limited Positions to be Extended One Year from Current End Date:

Department	Position Title	Position Type	Position Established	Current End Date
Animal Services - Animal Shelter	Animal Care Technician	Full-time	6/1/2004	7/1/2005
Planning	Code Compliance Officer III	Full-time	1/1/2004	1/5/2006
Planning	Code Compliance Officer III	Full-time	1/1/2004	6/21/2006
Social Services	Income Maintenance Caseworker II	Full-time	10/1/2004	12/6/2006
Social Services	Income Maintenance Caseworker III	Full-time	7/1/2004	9/27/2006

Recommended Increases in FTE:

Department	Position Title	Current FTE	Recommended FTE
Health-Dental	Dental Hygienist	0.5 (20 hrs/wk)	0.6 (24 hrs/wk)
Health-Personal Health	Community Health Aide	0.5 (20 hrs/wk)	1.0 (40 hrs/wk)

Time Limited Positions to be made Permanent:

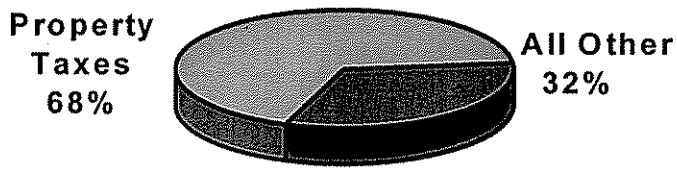
Department	Position Title	Position Type	Position Established
Public Works	Convenience Center Operator	Full-time	9/2/2003
Public Works	Convenience Center Operator	Full-time	7/1/1993
Public Works	Convenience Center Operator	Full-time	7/1/1993
Public Works	Convenience Center Operator	Full-time	7/1/1993
Public Works	Convenience Center Operator	Full-time	7/1/1993
Public Works	Convenience Center Operator	Full-time	7/1/1993
Public Works	Convenience Center Operator	Full-time	7/1/1993
Public Works	Convenience Center Operator	Full-time	7/1/1994

General Fund Revenue

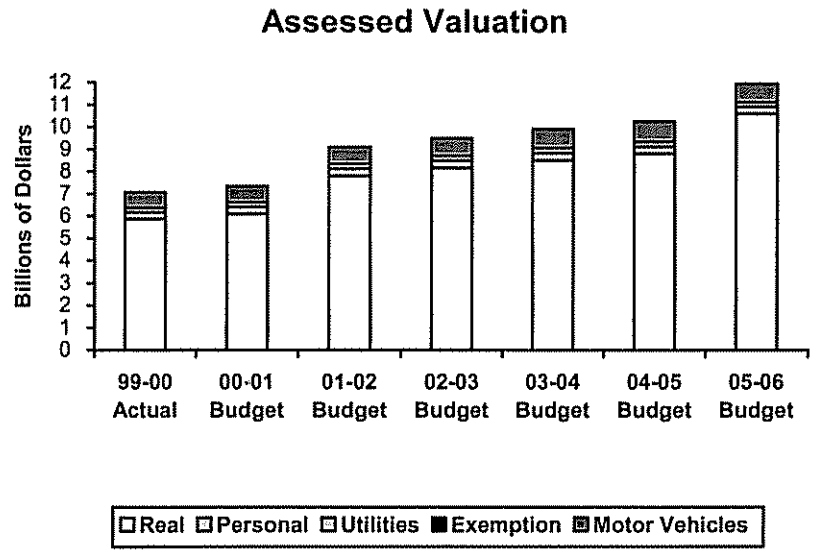
Comments

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.

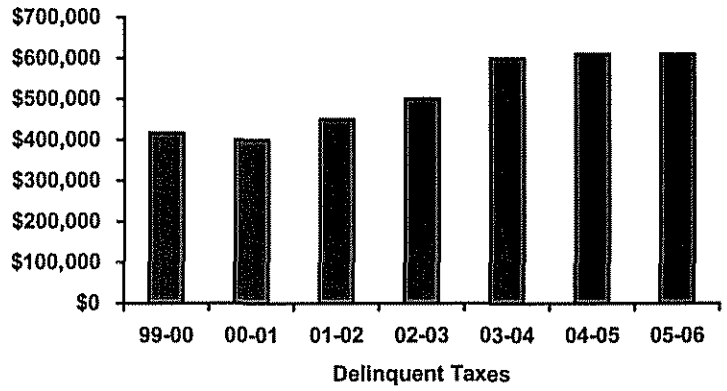
Property Taxes



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 2005. Revenues generated by current taxes are based on a tax rate of 84.3 cents per $100 assessed valuation. This represents a 6.5-cent increase over the equivalent post-revaluation tax rate of 77.8 cents. The County's budgeted real property tax base is projected to be $10.6 billion for the 2005-06 fiscal year. The other components of the County's tax base include Motor Vehicles (budgeted valuation of $820 million); personal property (budgeted valuation of $314 million); Utilities and Corporate Excess (budgeted valuation of $209 million).



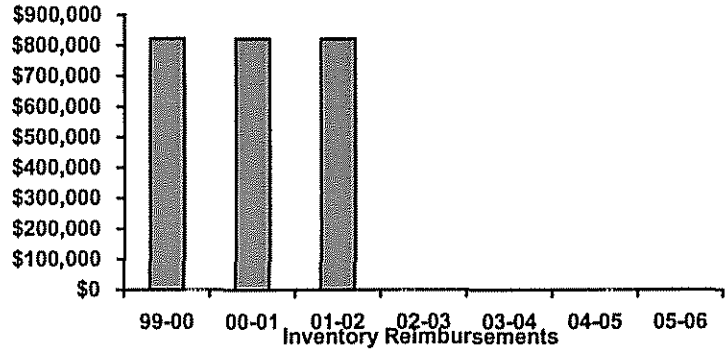
Delinquent Taxes - Taxes in this category include amounts of unpaid collectible property taxes from prior years. The estimate is based on the outstanding levy for prior year taxes at a collection rate consistent with past performance.



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.

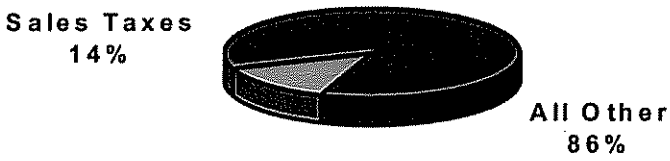
Late List Penalties - These are penalties assessed by the Tax Assessor for property not listed by the January 31 deadline. The penalty is 10 percent of the amount of taxes due.

Inventory Taxes - These are taxes reimbursed by the State for manufacturing, retailing and wholesaling inventories removed from the local tax levy by the General Assembly. In 1991, the General Assembly froze the total amount distributed back to local governments at that year's level; therefore, the relatively small growth in this revenue since that time is due to results of the formula for distribution to local governments. For FY 2005-06, it is important to note that due to the State's serious financial crisis, the County anticipates that the State will withhold its inventory taxes distribution as it has since FY 2002-03.

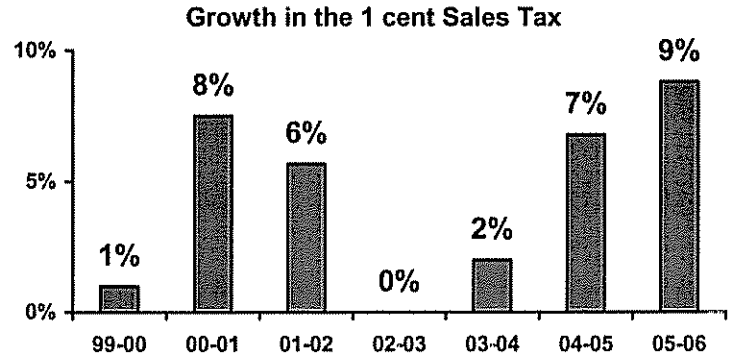


Animal Taxes - The Animal Control program, through its animal licensing program, generates these revenues. Dog and cat owners in Orange County are required to obtain licenses for their pets. These fees were increased in January 1994. The current fees are $5.00 for sterilized pets and $10.00 for non-sterilized pets. Owners of guide/assistance dogs and owners over 62 years of age whose animals have been spayed/neutered are exempt from this fee. Approximately $110,000 is anticipated in FY 2005-06 from the issuance of pet licenses.

Sales Taxes

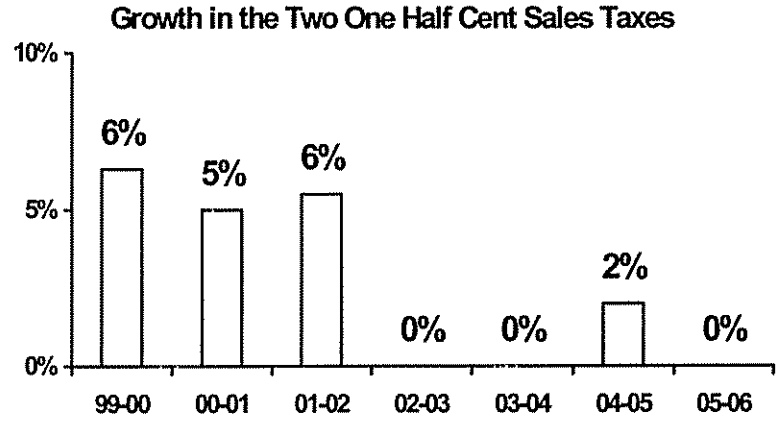


One Cent - This is the original 1 percent local option sales tax levied by the County, and is collected and distributed by the State based on local retail sales. The County is expecting a growth of approximately 9 percent in sales tax revenues for FY 2005-06 in the one-cent local option sales tax.



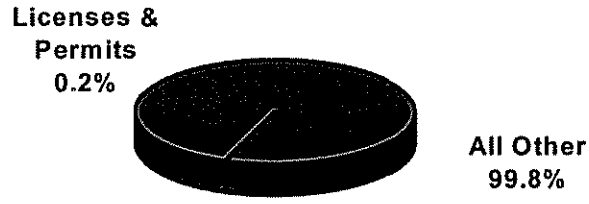
Article 40 Half-Cent (1st Half Cent) - Enacted by the County in late 1984, the State collects this revenue and returns it to local governments on a per capita basis. This revenue source is earmarked for both County and School capital projects and debt service. Estimates for this revenue in FY 2005-06 are the same as those budgeted in FY 2004-05.

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 2005-06.

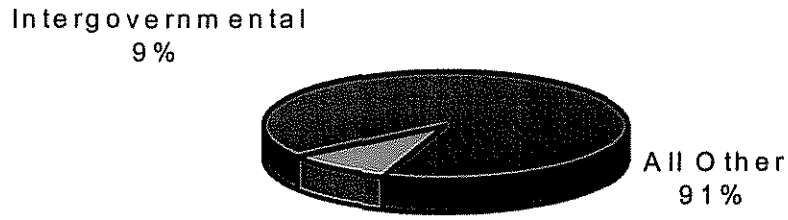
Licenses and Permits



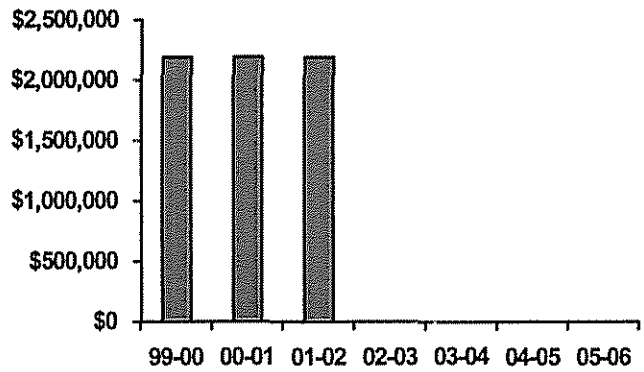
Privilege Licenses - These are taxes levied on various trades, occupations, professions, businesses, or franchises located within the County. Revenue received from this source has been relatively constant over the past few years.

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



Intangibles Taxes- Intangibles tax revenues represent reimbursements made by the State for taxes that had been levied on intangible personal property. Intangibles include stocks, bonds, notes, and other similar holdings. In 1995, the General Assembly repealed the Intangibles Tax effective in 1996 while freezing the total funded at 1991 levels with all future growth going to State operations. The amount the General Assembly is appropriating to local governments as a reimbursement is primarily based on the total funds distributed State wide to local governments in 1991. Given that between 1991 and 1996 the amount distributed to Orange County was based on the County's actual collection as a percentage of the statewide collections, actual revenue has only slightly fluctuated. With the repeal of the tax, most of this revenue in the past has been distributed to Orange County based on the County's percentage of the total Statewide collections in 1995. For FY 2005-06, the County anticipates that the State will withhold its Intangibles Tax reimbursements.



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.

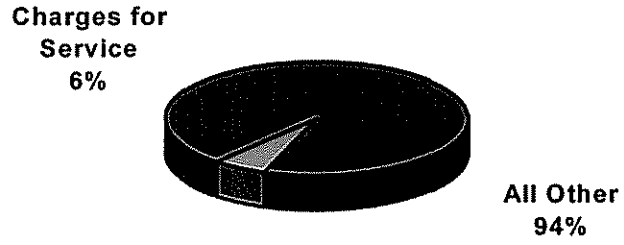
Social Services - Social Service programs are financed by a combination of Federal, State, and local resources. The revenues listed in this category reflect the state and federal contributions toward staff cost and operations for various programs within the Department. Over the past few years, Federal participation for public assistance programs, especially Medicaid and Aid to Families with Dependent Children (AFDC), has decreased. With public 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 $120,000 for FY 05/06, with an estimated 1,000 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 $100,000 for FY 05/06, with an estimated 670 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 $75,000 for FY 05/06, with an estimated 1,000 permits issued.

Building Inspections - These revenues are charged for building construction inspections and permits. 900 permits are estimated for FY 05/06, with fees estimated at $280,000.

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 $100 per inspection with an estimated 90 inspections in FY 05-06 for a total of $9,000.

Well Permits - This category reflects fees charged for inspecting and permitting new wells ($230 per permit for lay-out and inspection) and site revisits ($100 per inspection). An estimated 400 new wells will be inspected and 50 site revisits conducted in FY 05-06 for a total of $92,000.

Septic Permits - Included in this category are inspections and permits for new and existing septic systems, as well as fees for soil evaluations or "perks". Existing septic system inspections are $100 and new system inspections are $160. Approximately 425 new septic system permits are to be issued and 250 existing system inspection performed in FY 05-06. Staff will also perform at least 475 soil evaluations at an estimated $310 each.

Water Samples - Fees are charged for testing water for bacteriological or chemical components. Bacteriological samples are tested at $15 each, inorganic chemical samples are tested at $25 each, while pesticide and petroleum tests cost $50 each. The estimated number of samples conducted in FY 2005-06 is 375 for bacteriological, 250 for inorganic, 25 for petroleum, and 10 for pesticide tests, with estimated revenues totaling approximately $14,000.

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 ($188,000).

Emergency Management 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 emphasis being placed on services offered to Medicaid eligible women and children. Dental fees are estimated for FY 05-06 at $294,703, while Personal Health fees are estimated at $654,961.

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 05-06 an estimated 675 zoning permits and 60 Erosion Plan reviews will be issued. Revenues from Planning fees are estimated at $35,283 for FY 05-06, while soil and erosion fee revenues are estimated at $150,000.

Recreation and Parks - These revenues consist of charges for participation in various recreational and leisure programs. Athletic program revenues are estimated at $43,250 for FY 05-06. Total Recreation and Parks revenues from fees are estimated at $130,775.

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 $939,355 and $990,888, 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 $11,337 for FY 05-06.

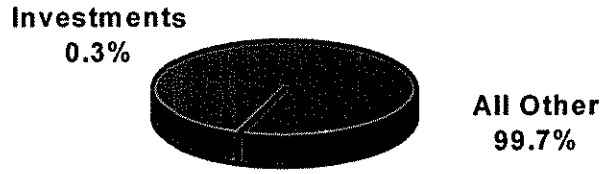
Sheriff - Revenues in this category include charges assessed by the Sheriff for serving warrants, court subpoenas, and other court documents, all of which are regulated by the State. The Sheriff also collects fees from the state and federal government for housing certain prisoners. Reimbursements from 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 $1,688,000.

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.

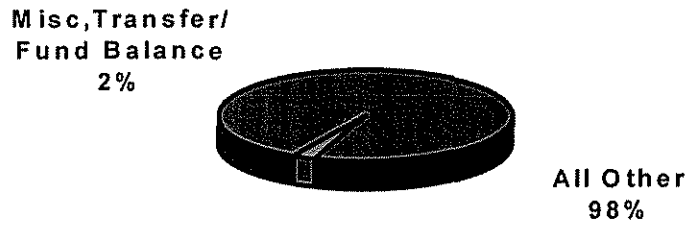
Miscellaneous - Revenues in this category include candidate filing fees and other Board of Election related charges along with charges to outside agencies for use of the County's telephone system and data processing.

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 05-06. Interest income projections are based on interest rates consistent with the earning rates in Spring 2005.

Miscellaneous, Transfers and and Fund Balance



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 2005-06, there is no budgeted appropriation from fund balance. The General Fund balance is estimated to be approximately 9 percent of general fund expenditures.

Revenue by Category

Summary - General Fund

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Property Taxes						
Property Taxes	$71.313.365	$75,257,431	$81,136,501	$81.192.000	$85,892,927	$93,099,981
Motor Vehicles	$6.210,456	$6,443,734	$7,851.741	$7,071,100	$6,283,906	$7,010,014
Gross Recipts	$37,650	$39,823	$50,000	$40,000	$50,000	$50,000
Delinquent Taxes	$586,617	$612,875	$610,000	$550,000	$610.000	$610,000
Interest on Delinquent Taxes	$322,031	$349.992	$325,000	$325,000	$325,000	$325,000
Late List Penalties	$49,754	$57,091	$65,000	$40.000	$65,000	$65,000
Animal Taxes	$91,755	$116,683	$110,000	$105,000	$110,000	$110,000
Beer and Wine	$198.888	$203,330	$206,000	$206,000	$215,000	$215,000
Total Property Tax	**$78,810,516**	**$83,080,958**	**$90,354,242**	**$89,529,100**	**$93,551,833**	**$101,484,995**
Sales Tax						
One Cent	$5.732,725	$6,628,218	$6.829,710	$7,374,000	$7,430,000	**$7,430,000**
Article 40 Half Cent	$4,278,222	$5,172,958	$4,793,105	$4,660,850	$4,793,105	**$4,793,105**
Article 42 Half Cent	$4,242,221	$4.403,658	$4,793,105	$4,475.080	$4,793,105	**$4,793,105**
Article 44 Half Cent	$1,721,389	$3.652.924	$3,649,925	$3.790.600	$3,790,000	**$3,790,000**
Prior Years' Reimbursements (one Cent)	$10.667	$8,028	$0	$0	$0	$0
Total Sales Tax	**$15,985,224**	**$19,865,785**	**$20,065,845**	**$20,300,530**	**$20,806,210**	**$20,806,210**
Licenses and Permits						
Privilege License	$10.838	$11,726	$11.500	$10,398	$11,500	$11,500
Franchise Fees	$223.447	$214,991	$220,000	$247,065	$275,000	$275,000
Total Licenses & Permits	**$234,285**	**$226,717**	**$231,500**	**$257,463**	**$286,500**	**$286,500**
Investment Earnings	**$272,677**	**$221,670**	**$460,000**	**$460,000**	**$510,000**	**$510,000**
Miscellaneous	**$666,923**	**$523,681**	**$467,941**	**$505,303**	**$456,258**	**$491,258**
Appropriated Fund Balance	**$2,666,008**	**$0**	**$1,714,451**	**$0**	**$0**	**$0**
Charges for Service						
Aging and Transportation	$324,642	$307,732	$254.272	$227,728	$215,197	$215,197
Child Support Enforcement	$1,835	$1,930	$2,000	$2,000	$2,000	$2,000
Community Planning	$1.040.686	$991,293	$924,099	$1,027,265	$872,683	$895,262
Emergency Management	$1.024,114	$1,160,410	$1,173,000	$1,238,875	$1,463,000	$1,463,000
Health Permits	$1,135,268	$1.222.963	$1,418.150	$1,207,704	$1.417,700	$1.417.700

Revenue by Category

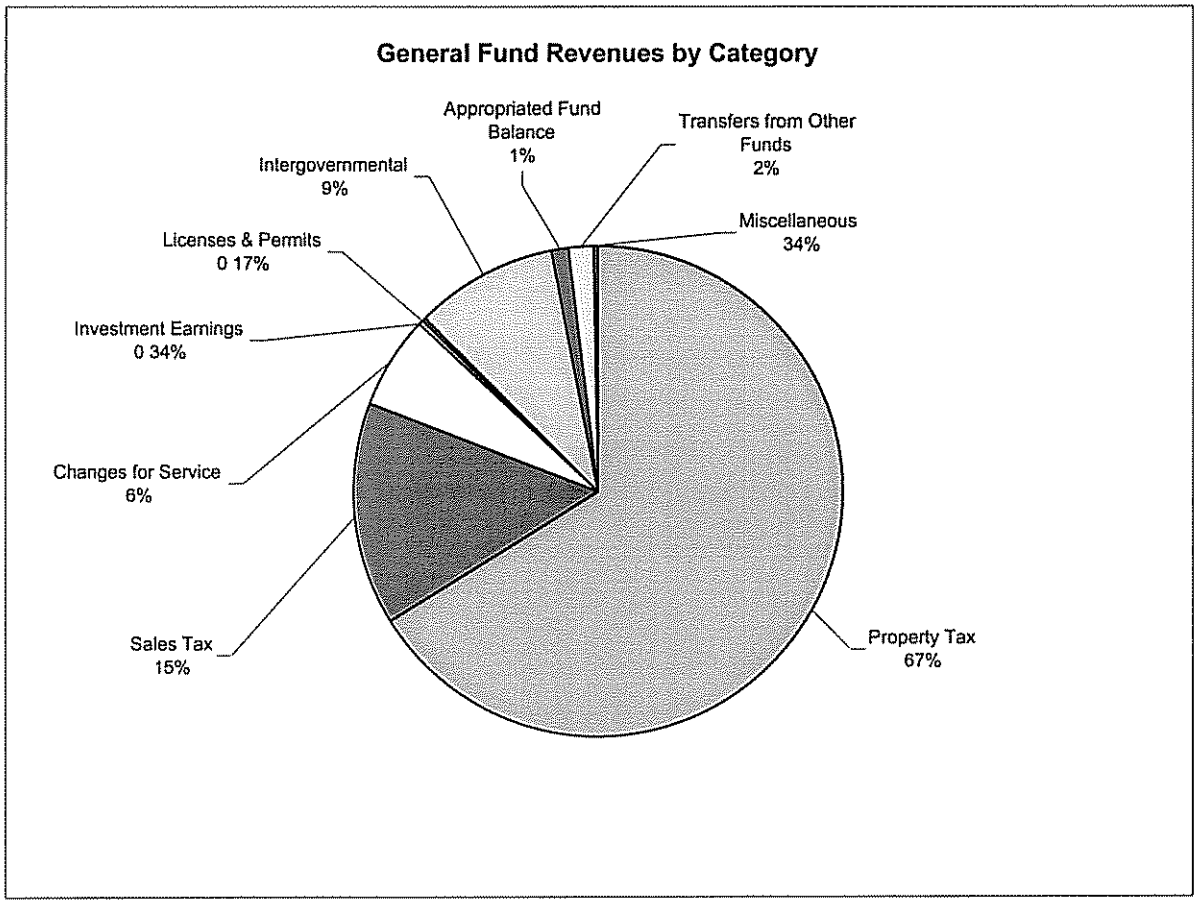
Summary - General Fund

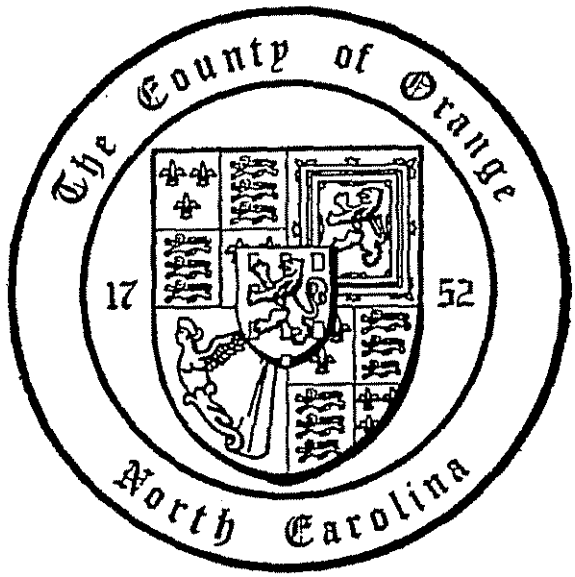
	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Land Records	$15,093	$14,847	$17,000	$10,950	$13,000	$13,000
Library Services	$18.570	$14,246	$16,650	$20.480	$18,325	$18,325
Recreation and Parks	$102.916	$125,525	$119,700	$137,847	$130,775	$130,775
Register of Deeds	$1.900,190	$1,855,499	$1,808.000	$1,905,695	$1,941,580	$1,941,580
Sheriff	$1.934,965	$1,872,997	$2.088,000	$2,160,880	$2,275,000	$2,275,000
Social Services	$19,325	$0	$0	$0	$0	$0
Tax Collection	$125,122	$125.516	$125,000	$125,000	$125,000	$125,000
Other	$142.798	$177,921	$298,235	$307,087	$388,836	$388,836
Total Charges for Service	**$7,785,524**	**$7,870,879**	**$8,244,106**	**$8,371,511**	**$8,863,096**	**$8,885,675**
Intergovernmental						
Aging and Transportation	749,266	786,566	676,187	778.124	687,474	$687,474
Child Support Enforcement	716,809	772.606	734,000	735.000	754,000	$754,000
Community Planning	4.405	11,667	0	2,867	0	$0
Emergency Management	104.200	90,884	19,000	48,866	46,384	$46,384
Health	437,859	558,406	572,628	873,221	543,338	$543,338
Human Rights and Relations	159,410	50.482	74,700	93,900	65,500	$65,500
Library	121.419	123.835	119,835	121,391	121.391	$126,391
Recreation & Parks	0	0	86.887	62,442	92.158	$92.158
Sheriff	206,340	483,789	414.000	507,291	495,669	$495,669
Social Services	8.743,463	8,937,413	8.383,031	9,318.585	9,504,356	$9,570,856
Local	804,728	1.896,119	1,726,882	1.836.769	1,810,583	$1,810,583
Total Intergovernmental	**$12,047,899**	**$13,711,768**	**$12,807,150**	**$14,378,456**	**$14,120,853**	**$14,192,353**

Revenue by Category

Summary - General Fund

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Transfers from Other Funds	**$3,436,304**	**$2,975,167**	**$2,063,533**	**$1,948,533**	**$3,191,955**	**$3,199,883**
Total Revenue	**$ 121,905,360**	**$ 128,476,625**	**$ 136,408,768**	**$ 135,750,898**	**$ 141,786,705**	**$ 149,856,874**





This page left intentionally blank

Expenditures by Department

Summary - General Fund

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Governing & Management						
Board of County Commissioners	$396,883	$443,892	$487,634	$485,947	$532,796	$504,273
County Manager	$844,386	$907,899	$930,153	$925,717	$939,235	$931,235
Animal Services[1]	$0	$2,261	$886,520	$941,800	$1,618,467	$1,588,043
Budget	$216,139	$237,452	$252,876	$252,077	$262,291	$262,291
Finance	$381,788	$389,096	$412,658	$413,813	$419,783	$419,783
Purchasing	$295,300	$231,672	$234,633	$236,925	$248,309	$248,309
Central Services	$987,188	$1,462,296	$1,603,805	$1,600,999	$1,786,685	$1,786,685
Rents and Insurance	$234,491	$85,215	$162,651	$120,852	$105,194	$105,194
Personnel	$595,342	$611,737	$609,816	$640,206	$672,763	$671,638
Non-Departmental*	$592,241	$715,618	$810,142	$506,370	$2,839,733	$1,270,958
Governing & Management Total	**$4,543,758**	**$5,087,135**	**$6,390,888**	**$6,124,706**	**$9,425,256**	**$7,788,409**
General Services						
Board of Elections	$357,209	$322,017	$408,949	$486,475	$463,393	$449,293
Information Technology	$735,118	$972,801	$1,077,624	$1,118,152	$1,443,218	$1,255,168
Land Records	$457,406	$466,752	$496,120	$491,416	$471,492	$470,292
Register of Deeds	$870,581	$916,688	$1,010,666	$931,641	$990,264	$987,764
Tax Assessor	$643,068	$638,475	$840,578	$723,739	$816,935	$816,935
Tax Collector	$594,159	$675,971	$745,604	$721,490	$801,612	$799,844
Buildings & Grounds	$2,620,143	$2,619,765	$2,747,052	$2,879,979	$3,001,572	$2,779,223
Motor Pool	$12,536	$26,015	$147,905	$115,824	$485,391	$376,407
Sanitation[2]	$1,468,605	$1,665,683	$1,705,336	$1,750,460	$0	$1,819,654
Non-Departmental*	$5,215	$0	$0	$9,945	$10,000	-$190,000
General Services Total	**$7,764,040**	**$8,304,167**	**$9,179,834**	**$9,229,121**	**$8,483,877**	**$9,564,580**
Community & Environment						
Economic Development	$212,270	$259,484	$263,488	$240,406	$265,811	$265,811
Environment & Resource Cons	$417,683	$404,203	$513,229	$496,765	$532,426	$532,426
Planning	$1,760,211	$2,140,396	$2,294,141	$2,314,848	$2,390,696	$2,328,486
Soil & Water	$232,762	$241,215	$257,753	$255,878	$261,517	$261,517
Non-Departmental*	$94,953	$52,192	$41,565	$46,959	$277,651	$83,021
Community & Environment Total	**$2,717,879**	**$3,097,490**	**$3,370,176**	**$3,354,856**	**$3,728,101**	**$3,471,261**
Human Services						
Social Services						
Public Assistance	$4,284,300	$4,083,447	$4,601,276	$4,665,626	$5,173,118	$5,040,779
Administration	$1,269,770	$1,451,834	$1,505,933	$1,491,150	$1,383,346	$1,383,346
Children/Family Services	$3,521,335	$3,864,804	$4,056,240	$4,013,968	$4,293,406	$4,293,406
Veterans' Services	$51,818	$54,359	$56,820	$56,358	$57,238	$57,238
Economic Services	$2,479,353	$2,565,321	$3,061,345	$2,900,282	$3,516,224	$3,516,224
Skills Development Center	$55,719	$62,911	$73,957	$67,311	$74,222	$74,222
Subsidy	$4,015,015	$4,662,100	$4,216,623	$4,867,101	$4,856,631	$4,756,631
Social Services Total	*$15,677,310*	*$16,744,776*	*$17,572,194*	*$18,061,796*	*$19,354,185*	*$19,121,846*
Health						
Central Admin Services	$765,636	$805,044	$872,384	$727,438	$859,338	$859,338
Dental Health	$477,802	$584,427	$655,833	$569,264	$716,763	$710,014
Promotion and Education	$269,528	$284,488	$374,161	$337,897	$398,032	$398,032
Environmental Health	$849,422	$930,312	$982,235	$919,746	$1,084,544	$1,006,366
Personal Health[3]	$2,597,405	$2,846,679	$3,206,816	$3,150,133	$2,877,490	$2,862,490
Risk Management & Quality Assurance	$0	$139,250	$188,643	$193,913	$192,027	$192,027

Expenditures by Department

Summary - General Fund

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Animal Control[1]	$869,577	$1,050,446	$497,411	$534,341	$0	$0
Health Total	*$5,829,370*	*$6,640,646*	*$6,777,483*	*$6,432,733*	*$6,128,194*	*$6,028,267*
Cooperative Extension	$348,132	$403,445	$470,712	$457,783	$496,745	$485,297
Aging						
Administration	$241,788	$304,828	$225,461	$241,661	$190,518	$190,518
Community Based Services	$452,498	$496,834	$519,361	$595,774	$554,189	$554,189
Elder Care Program	$377,744	$430,516	$373,655	$466,809	$407,145	$399,789
RSVP	$117,859	$138,700	$133,170	$136,302	$137,255	$137,255
Aging Total	*$1,189,889*	*$1,370,878*	*$1,251,647*	*$1,440,546*	*$1,289,107*	*$1,281,751*
Orange Public Transportation	$945,120	$1,003,714	$970,757	$968,322	$961,599	$945,600
Human Rights and Relations	$284,483	$286,237	$326,751	$274,714	$348,071	$347,113
Child Support	$698,778	$762,881	$786,772	$784,588	$796,433	$796,433
Mental Health	$1,294,000	$1,294,000	$1,294,000	$1,294,000	$1,294,000	$1,294,000
OPC Legal Support	$0	$0	$81,362	$71,648	$84,137	$76,832
Non-Departmental*2	$1,125,112	$1,217,334	$1,302,196	$1,381,781	$2,068,432	$1,752,582
Human Service Total	**$27,392,194**	**$29,723,910**	**$30,833,874**	**$31,167,911**	**$32,820,903**	**$32,129,721**
Public Safety						
Sheriff	$7,247,836	$8,045,641	$8,178,574	$8,351,805	$8,258,499	$8,196,206
EMS						
Administration	344,208	$321,194	$299,396	$292,981	$293,521	$291,521
Fire Services	$203,811	$210,775	$243,556	$232,035	$238,883	$237,883
Telecommunications	$1,377,694	$1,503,946	$1,543,548	$1,578,377	$1,606,241	$1,581,241
Emergency Medical Services Treatment & Transportation	$2,198,320	$2,636,296	$2,818,575	$2,970,381	$3,186,823	$3,098,224
EMS Total	*$4,124,033*	*$4,672,211*	*$4,905,075*	*$5,073,774*	*$5,325,468*	*$5,208,869*
Courts	$151,000	$178,674	$182,000	$159,957	$182,000	$182,000
Non-Departmental*	$267,771	$329,719	$315,018	$284,534	$468,214	$338,214
Public Safety Total	**$11,790,640**	**$13,226,246**	**$13,580,667**	**$13,870,070**	**$14,234,181**	**$13,925,289**
Culture & Recreation						
Recreation & Parks	$815,859	$1,070,513	$1,355,541	$1,446,661	$1,650,928	$1,508,897
Library Services	$723,056	$847,549	$907,403	$981,548	$950,887	$1,005,887
Arts Commission	$101,562	$108,472	$109,850	$112,408	$103,334	$103,334
Other Municipal Support	$375,141	$375,141	$375,141	$375,141	$375,141	$375,141
Non-Departmental*	$102,980	$107,448	$115,620	$92,214	$195,780	$95,780
Culture & Recreation Total	**$2,118,598**	**$2,509,123**	**$2,863,555**	**$3,007,972**	**$3,276,070**	**$3,089,039**
Education						
Current Expense	$42,293,959	$44,684,324	$46,736,614	$46,736,614	$52,619,175	$49,981,296
Recurring Capital	$1,856,397	$1,777,358	$2,015,654	$2,015,654	$3,487,950	$2,290,258
Education Total	**$44,150,356**	**$46,461,682**	**$48,752,268**	**$48,752,268**	**$56,107,125**	**$52,271,554**
Non-Departmental*						
Debt Service	$16,454,227	$16,816,158	$17,799,911	$17,799,911	$19,711,775	$19,711,775
Transfers To Other Funds	$2,083,778	$4,231,481	$3,637,595	$3,677,595	$11,201,990	$ 7,905,246
Non-Departmental Total	**$18,538,005**	**$21,047,639**	**$21,437,506**	**$21,477,506**	**$30,913,765**	**$27,617,021**
Total Expenditures	**$119,015,470**	**$129,457,392**	**$136,408,768**	**$136,984,410**	**$158,989,278**	**$149,856,874**

*Non-Departmental expenditures for outside agencies and miscellaneous changed in FY 2002-03 to be accounted for within each appropriate function.

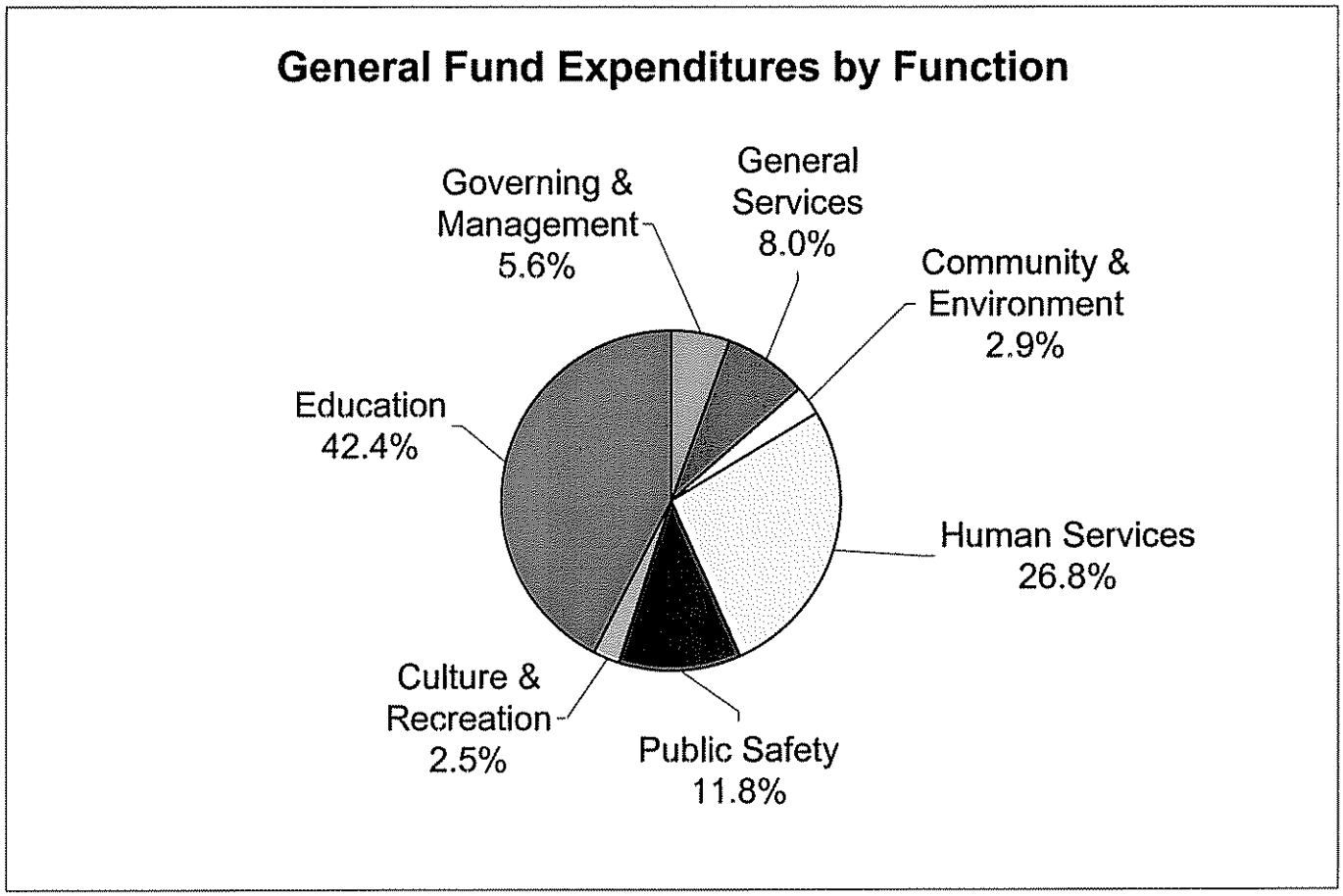
[1] Animal Services is a newly constructed department that includes Administration, Animal Shelter and Animal Control, which was previously housed in the Health Department.

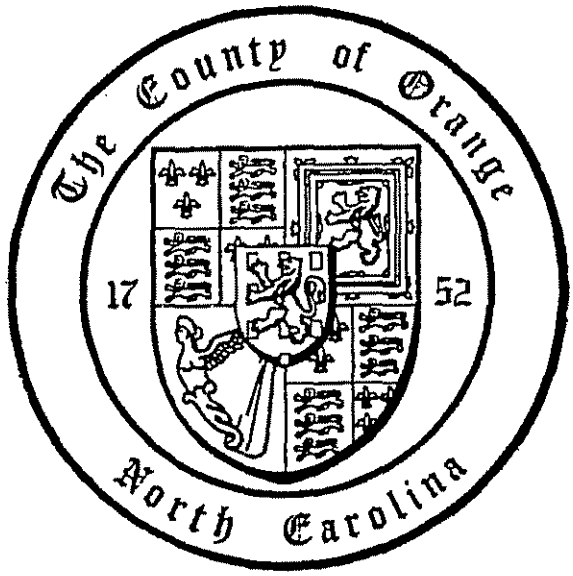
[2] The School Nurse program, which was previously included in the Personal Health division has been transferred to Human Services Non-Departmentals.

Expenditures by Department

Summary - General Fund

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved

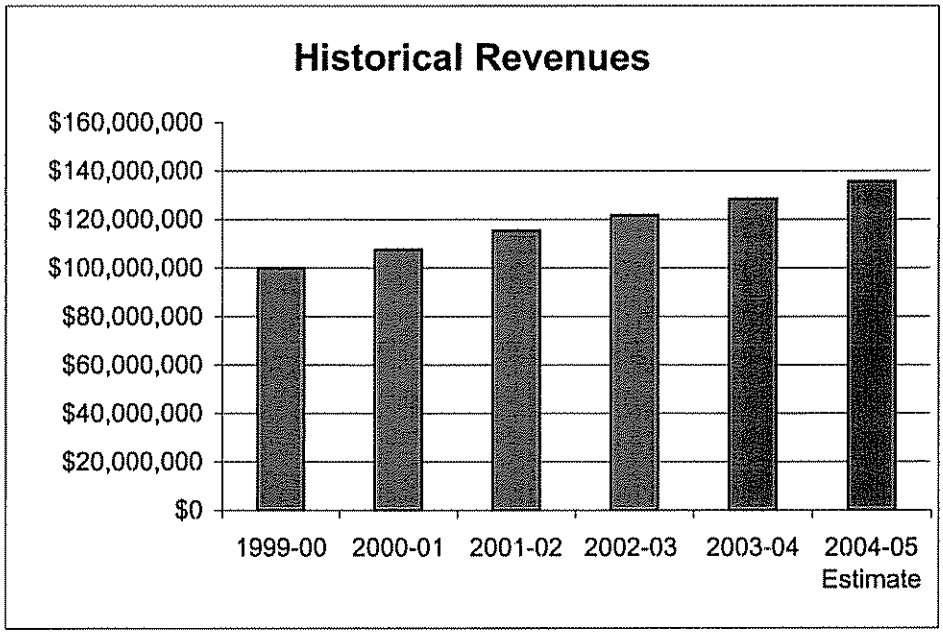




This page left intentionally blank

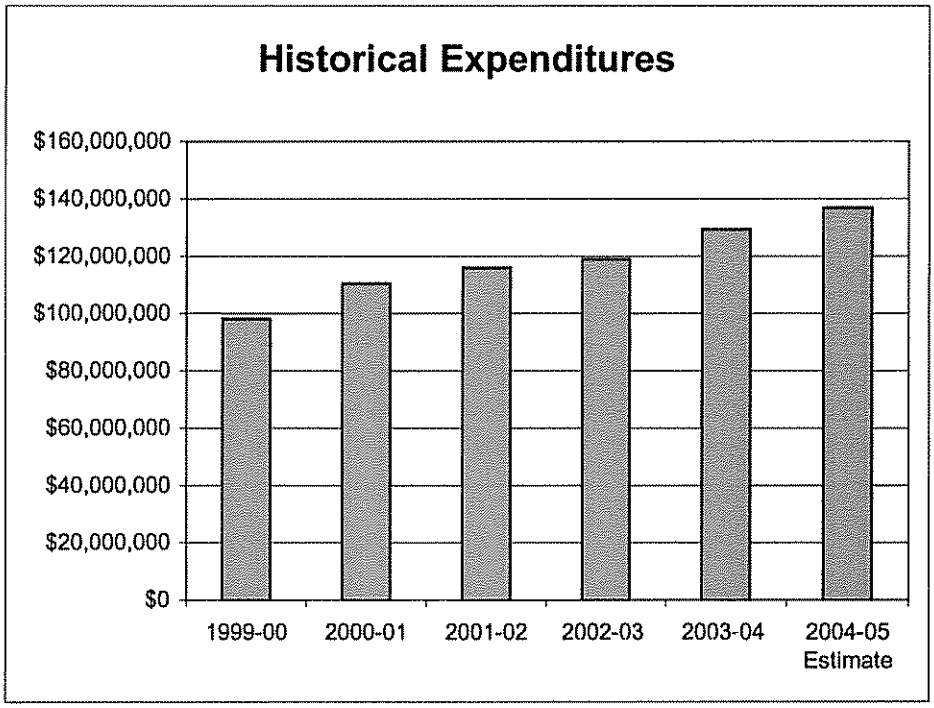
Historical Revenues

	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05 Estimate
Property Taxes	$65,609,791	$69,573,848	$76,620,911	$78,810,516	$83,080,958	$89,529,100
Sales Tax	$14,029,367	$14,452,881	$14,753,323	$15,985,223	$19,865,785	$20,300,530
Licenses and Permits	$921,226	$974,996	$235,124	$234,285	$226,717	$257,463
Intergovernmental	$12,079,864	$14,262,533	$11,315,708	$12,047,900	$13,711,768	$14,378,456
Charges for Service	$4,905,442	$5,215,771	$6,723,895	$7,785,523	$7,870,879	$8,371,511
Investment Earnings	$1,418,951	$1,490,505	$568,534	$272,677	$221,670	$460,000
Miscellaneous	$343,476	$619,560	$493,595	$666,923	$523,681	$505,303
Transfers from Other Funds	$690,000	$1,085,000	$2,221,529	$3,436,304	$2,975,167	$1,948,533
Appropriated Fund Balance	$0	$0	$2,578,315	$2,666,008	$0	$0
Total Revenue	**$99,998,117**	**$107,675,094**	**$115,510,934**	**$121,905,359**	**$128,476,625**	**$135,750,896**



Historical Expenditures

	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05 Estimate
Governing & Management	$3,121,299	$3,174,970	$3,682,967	$4,543,759	$5,087,135	$6,124,706
General Services	$6,830,780	$7,165,744	$7,460,705	$7,758,825	$8,304,167	$9,229,121
Community & Environment	$2,166,780	$2,211,457	$2,531,735	$2,717,880	$3,097,490	$3,354,856
Human Services	$20,359,264	$23,368,564	$25,270,995	$27,414,115	$29,723,910	$31,167,911
Public Safety	$8,815,253	$9,871,308	$10,746,852	$11,790,640	$13,226,246	$13,870,070
Culture & Recreation	$1,387,210	$1,451,118	$1,495,935	$2,119,347	$2,509,123	$3,007,972
Education	$36,580,779	$40,493,653	$43,008,464	$44,150,356	$46,461,682	$48,752,268
Non-Departmental	$18,947,805	$22,821,946	$21,790,225	$18,538,005	$21,047,639	$21,477,506
Total Expenditures	**$98,209,170**	**$110,558,760**	**$115,987,878**	**$119,032,927**	**$129,457,392**	**$136,984,410**



General Fund Expenditures

Percentage Change Year to Year

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	Year To Year Change	2004-05 Original Budget	Year to Year Change	2005-06 Commissioner Approved	Year to Year Change
Governing & Management							
Board of County Commissioners	$396,883	$443.892	11 84%	$487.634	9 85%	$504.273	3 41%
County Manager	$844.386	$907.899	7 52%	$930.153	2 45%	$931,235	0 12%
Animal Services	$0	$2.261	0 00%	$886.520	0 00%	$1.588.043	0 00%
Budget	$216.139	$237.452	9 86%	$252.876	6 50%	$262.291	3 72%
Finance	$381.788	$389.096	1 91%	$412.658	6 06%	$419.783	1 73%
Purchasing	$295.300	$231.672	-21 55%	$234.633	1 28%	$248.309	5.83%
Central Services	$987.188	$1.462.296	48 13%	$1.603.805	9 68%	$1.786.685	11.40%
Rents and Insurance	$234,491	$85.215	-63 66%	$162.651	90 87%	$105.194	-35 33%
Personnel	$595,342	$611.737	2 75%	$609,816	-0 31%	$671.638	10 14%
Non-Departmental	$592.241	$715.618	20 83%	$810.142	13 21%	$1,270.958	56 88%
Total Governing & Management	**$4,543,758**	**$5,087,135**	**11.96%**	**$6,390,888**	**25.63%**	**$7,788,409**	**21.87%**
General Services							
Board of Elections	$357.209	$322,017	-9 85%	$408.949	27 00%	$449,293	9 87%
Information Technology	$735.118	$972.801	32 33%	$1.077.624	10 78%	$1,255,168	16 48%
Land Records	$457.406	$466.752	2 04%	$496.120	6 29%	$470,292	-5 21%
Register of Deeds	$870.581	$916.688	5 30%	$1.010.666	10 25%	$987.764	-2 27%
Tax Assessor	$643,068	$638.475	-0 71%	$840.578	31 65%	$816.935	-2.81%
Tax Collector	$594,159	$675.971	13 77%	$745.604	10 30%	$799.844	7 27%
Buildings & Grounds	$2.620.143	$2.619.765	-0 01%	$2.747.052	4 86%	$2.779.223	1 17%
Motor Pool	$12.536	$26.015	107 53%	$147,905	468 53%	$376.407	154 49%
Sanitation	$1.468.605	$1,665.683	13 42%	$1.705.336	2 38%	$1.819.654	6 70%
Non=Departmental	$5.215	$0	-100 00%	$0	#DIV/0!	($190,000)	#DIV/0!
Total General Services	**$7,764,040**	**$8,304,167**	**6.96%**	**$9,179,834**	**10.54%**	**$9,564,580**	**4.19%**
Community & Environment							
Economic Development	$212.270	$259,484	22 24%	$263.488	1 54%	$265,811	0 88%
Environment & Resource Conservation	$417.683	$404,203	-3 23%	$513.229	26 97%	$532,426	3 74%
Planning	$1.760.211	$2.140.396	21 60%	$2.294.141	7 18%	$2.328.486	1 50%
Soil & Water	$232.762	$241.215	3 63%	$257.753	6 86%	$261.517	1 46%
Non-Departmental	$94,953	$52.192	-45 03%	$41.565	-20 36%	$83.021	99 74%
Total Community & Environment	**$2,717,879**	**$3,097,490**	**13.97%**	**$3,370,176**	**8.80%**	**$3,471,261**	**3.00%**

General Fund Expenditures

Percentage Change Year to Year

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	Year To Year Change	2004-05 Original Budget	Year to Year Change	2005-06 Commissioner Approved	Year to Year Change
Human Services							
Social Services	$15.677.310	$16.744.776	6 81%	$17.572.194	4 94%	$19.121.846	8 82%
Health	$5.829.370	$6.640.646	13 92%	$6.777.483	2 06%	$6.028.267	-11 05%
Cooperative Extension	$348.132	$403.445	15 89%	$470.712	16 67%	$485.297	3 10%
Aging	$1.189.889	$1.370.878	15 21%	$1.251.647	-8 70%	$1.281.751	2 41%
Orange Public Transportation	$945.120	$1.003.714	6 20%	$970.757	-3 28%	$945.600	-2 59%
Human Rights and Relations	$284.483	$286.237	0 62%	$326.751	14 15%	$347.113	6 23%
Child Support	$698.778	$762.881	9 17%	$786.772	3 13%	$796.433	1 23%
Mental Health	$1,294,000	$1.294.000	0 00%	$1,294,000	0 00%	$1.294.000	0 00%
OPC Legal Support	$0	$0	#DIV/0!	$81.362	#DIV/0!	$76.832	-5 57%
Non-Departmental	$1.125.112	$1,217,334	8 20%	$1.302.196	6 97%	$1.752.582	34 59%
Total Human Services	**$27,392,194**	**$29,723,910**	**8.51%**	**$30,833,874**	**3.73%**	**$32,129,721**	**4.20%**
Public Safety							
Sheriff	$7,247,836	$8.045.641	11 01%	$8.178.574	1 65%	$8,196.206	0 22%
Emergency Management Services	$4.124,033	$4.672.211	13 29%	$4.905.075	4 98%	$5,208,869	6 19%
Courts	$151,000	$178.674	18 33%	$182.000	1 86%	$182.000	0 00%
Non-Departmental	$267.771	$329.719	23 13%	$315.018	-4 46%	$338,214	7 36%
Total Public Safety	**$11,790,640**	**$13,226,246**	**12.18%**	**$13,580,667**	**2.68%**	**$13,925,289**	**2.54%**
Culture & Recreation							
Recreation & Parks	$815.859	$1.070.513	31 21%	$1.355,541	26 63%	$1.508.897	11 31%
Library Services	$723.056	$847.549	17 22%	$907.403	7 06%	$1.005.887	10 85%
Arts Commission	$101.562	$108.472	6 80%	$109.850	1 27%	$103.334	-5 93%
Other Municipal Support	$375,141	$375.141	0 00%	$375.141	0 00%	$375.141	0 00%
Non-Departmental	$102.980	$107.448	4 34%	$115.620	7 61%	$95.780	-17 16%
Total Culture & Recreation	**$2,118,598**	**$2,509,123**	**18.43%**	**$2,863,555**	**14.13%**	**$3,089,039**	**7.87%**
Education							
Current Expense	$42,293,959	$44.684.324	5 65%	$46.736.614	4 59%	$49.981.296	6 94%
Recurring Capital	$1.856,397	$1.777.358	-4 26%	$2.015.654	13 41%	$2,290.258	13 62%
Total Education	**$44,150,356**	**$46,461,682**	**5.24%**	**$48,752,268**	**4.93%**	**$52,271,554**	**7.22%**
Non-Departmental							
Debt Service	$16.454.227	$16.816.158	2 20%	$17,799,911	5 85%	$19.711.775	10 74%
Transfers to Other Funds	$2.083.778	$4,231.481	103 07%	$3,637,595	-14 03%	$7.905.246	117 32%
Total Non-Departmental	**$18,538,005**	**$21,047,639**	**13.54%**	**$21,437,506**	**1.85%**	**$27,617,021**	**28.83%**
Total Expenditures	**$119,015,470**	**$129,457,392**	**8.77%**	**$136,408,768**	**5.37%**	**$149,856,874**	**9.86%**

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 $12.8 million or about 9 percent of estimated fiscal year 2004-05 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 2005-06 budgeted General Fund Expenditures is anticipated to be about 8.5 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, 2004	20,956,023	3,296,418
Revenues (FY 2004-05 Year End Estimates)		
Taxes	108,760,307	2,812,322
Licenses and Permits	256,850	0
Intergovernmental	14,835,780	4,563,592
Charges for Services	8,458,074	1,417,052
Investment Earnings	377,346	24,431
Operating Transfers In	2,454,825	663,509
Miscellaneous	900,746	41,870
Total Revenues	**136,043,928**	**9,522,776**
Expenditures By Function (FY 2004-05 Year-End Estimates)		
Governing and Management	6,247,478	0
General Services	9,158,440	135,284
Human Services	30,697,842	1,141,873
Culture and Recreation	2,884,982	0
Community and Environment	3,250,747	5,562,530
Public Safety	13,665,359	3,088,802
Education		
Current Expense	46,736,613	0
Recurring Capital	2,015,653	0
School Related Debt Service	14,735,840	0
Total Education	*63,488,106*	*391,292*
County Related Debt Service	2,978,587	0
Operating and Residual Transfers Out	3,749,708	0
Total Expenditures	**136,121,249**	**10,319,781**
Excess of Revenues Over Expenditures	**(77,321)**	**(797,005)**
Ending Balance, 6/30/2005 (Estimated)	**20,878,702**	**2,499,413**
Less:		
Fund Balance Reserved [1]	(8,020,146)	(715,927)
Fund Balance Designated for Subsequent Year [2]	0	(126,716)
Undesignated Fund Balance	12,858,556	1,656,770
Fund Balance as a Percent of FY 2004-05 Expenditures	9.45%	16.05%
Fund Balance as a Percent of FY 2005-06 Budget	8.58%	18.90%

[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

	2004-05 Original Budget	2004-05 Estimated Valuation and Collections	2005-06 Commissioner Approved
Assessed Valuation of Real, Personal and Corporate Excess	$9,321,251,223	$9,282,754,447	$11,151,739,397
Assessed Valuation of Motor Vehicles	$911,612,942	$805,000,000	$820,000,000
Total Assessed Valuation	$10,232,864,165	$10,087,754,447	$11,971,739,397
Ad Valorem Tax Rate per $100 of Assessed Valuation	0.8800	0.8800	0.8430
General Fund Levy	$90,049,205	$88,772,239	$100,921,763
Collection Rate (excluding motor vehicles)	98.90%	98.90%	99.25%
Collection Rate (motor vehicles only)	98.00%	98.00%	98.50%
Property Tax Collections (Real, Personal, Corporate Excess)	**$81,124,714**	**$80,789,669**	**$93,304,094**
Property Tax Collections (motor vehicles only)	**$7,861,750**	**$6,942,320**	**$6,808,911**

1 Cent on the Tax Rate Equals:	**$1,011,210**	**$996,954**	**$1,187,580**

Totals may be slightly off due to rounding.

Governing & Management

Summary

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
By Department ***(General Fund)***						
Board of County Commissioners	$396,883	$443,892	$487,634	$485,947	$532,796	$504,273
County Manager	$844,387	$907,899	$930,153	$925,717	$939,235	$931,235
Animal Services*	$0	$2,261	$886,520	$941,800	$1,618,467	$1,588,043
Budget	$216,139	$237,452	$252,876	$252,077	$262,291	$262,291
Finance	$381,788	$389,096	$412,658	$413,813	$419,783	$419,783
Purchasing	$295,300	$231,672	$234,633	$236,925	$248,309	$248,309
Central Services	$987,188	$1,462,296	$1,603,805	$1,600,999	$1,786,685	$1,786,685
Rents and Insurance	$234,491	$85,215	$162,651	$120,852	$105,194	$105,194
Personnel	$595,342	$611,737	$609,816	$640,206	$672,763	$671,638
Non-Departmental	$592,241	$715,618	$810,142	$506,370	$2,839,733	$1,270,958
Total Function Expenditures	**$4,543,759**	**$5,087,135**	**$6,390,888**	**$6,124,706**	**$9,425,256**	**$7,788,409**
Offsetting Revenue	*$174,446*	*$271,848*	*$437,671*	*$452,527*	*$575,004*	*$575,004*
County Costs (net)	**$4,369,313**	**$4,815,287**	**$5,953,217**	**$5,672,179**	**$8,850,252**	**$7,213,405**
Other Related Programs ***(Grant Fund)***						
Orange-Chatham Justice Partnership	$217,021	$240,097	$219,221	$219,221	$219,221	$218,534
Total Expenditures	**$217,021**	**$240,097**	**$219,221**	**$219,221**	**$219,221**	**$218,534**
Offsetting Revenue	*$205,502*	*$185,346*	*$207,721*	*$207,721*	*$207,721*	*$219,221*
County Costs (net)	**$11,519**	**$54,751**	**$11,500**	**$11,500**	**$11,500**	**($687)**
Total Governing and Management	**$4,380,832**	**$4,870,038**	**$5,964,717**	**$5,683,679**	**$8,861,752**	**$7,212,718**

* Animal Services is 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 that could be used to make up potential state funding cuts that may be passed on to the County or schools via upcoming legislative action.

Board of County Commissioners

Board of County Commissioners *(General Fund)*	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
						Account: 2000
Personnel Services	$279,141	$303,446	$356,714	$330,456	$380,179	$353,456
Operations	$117,741	$127,917	$130,920	$151,791	$148,717	$148,717
Capital Outlay	$0	$12,529	$0	$3,700	$3,900	$2,100
Total Expenditures	**$396,882**	**$443,892**	**$487,634**	**$485,947**	**$532,796**	**$504,273**

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 and ordinances
- 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 all agenda materials for all BOCC meetings
- Maintains the County's web page, 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 page
- 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.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Telephone calls and requests for information received from citizens and the media	4,800	5300	5500	5500	5500
Requests received from County Commissioners	1,220	1300	1400	1400	1470
Requests received from County departments/employees	1,080	1100	1200	1200	1250
Contracts, Agreements, resolutions and other legal documents maintained in the Clerk's Office	288	350	375	400	435
BOCC meetings	62	73	75	75	75
Closed Session Minutes	32	14	15	9	10
Regular/Special Meeting Minutes	62	73	80	75	75
Membership on Boards and Commissions, TF, and other short-termed committees	462	425	450	500	500
Web page updates	770	825	800	830	840
News Releases prepared and distributed	100	140	160	150	150

Budget Highlights:

- Personnel Services includes funding of the vacant Communications Specialist position for a six-month period from January through June, 2006, and a decrease of $6,000 in temporary personnel funds.
- Increases in Operations for FY 2005-06 include additional funds for Travel, Personal Mileage, Dues, and Contracted Services.
- The 12-Month Estimates include carry forward amounts of $4,500 for the Orange Book Project, and $10,000 for the Educational Excellence Project; these amounts are not reflected in the FY 2004-05 Original Budget amount.
- The Capital Outlay ($2,100) provides for the purchase of a back-up laptop with a digital recording system for Board of Commissioners meetings.

County Manager

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12 Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
County Manager *(General Fund)*						*Account:2100*
Personnel Services	$796,927	$849,769	$879,003	$867,787	$888,085	$880,085
Operations	$46,514	$51,010	$51,150	$57,930	$51,150	$51,150
Capital Outlay	$946	$7,120	$0	$0	$0	$0
Total Expenditures	**$844,387**	**$907,899**	**$930,153**	**$925,717**	**$939,235**	**$931,235**
Orange/Chatham Justice Partnership *(Grant Projects)*						
Total Expenditures	$217,021	$240,097	$219,221	$219,221	$219,221	$219,221
Offsetting Revenue	*$205,502*	*$185,346*	*$207,721*	*$207,721*	*$207,721*	*$207,721*
County Costs (net)	**$11,519**	**$54,751**	**$11,500**	**$11,500**	**$11,500**	**$11,500**
Total County Manager and Related Expenditures	**$1,061,408**	**$1,147,996**	**$1,149,374**	**$1,144,938**	**$1,158,456**	**$1,150,456**

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 investments 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

County Manager - continued

- 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
- 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 and the Cable 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

Measures

- County Commissioner requests for information, correspondence, draft legislative action, or other decision-support materials are handled appropriately and within timeframes agreed upon between the requester(s) and staff
- Citizen requests for information, explanation of policy, and problem resolution are handled promptly, professionally, courteously, and fairly, with initial response within one work day
- County Commissioners agenda production process is on time and accurate
- Consistent and timely follow up with department heads ensures that 100% of time-sensitive and 80% of routine Board of Commissioner meeting follow up and other action items are resolved within projected timeframes
- As adopted in May 2001, the "General Plan for Legislation Support Process for North Carolina General Assembly Sessions" is effectively administered to keep County Commissioners informed about the County's State legislative initiatives and developments of general interest regarding County programs and services
- All outside agencies receiving funds from the County, that assist in the provision of human services to Orange County citizens, have a signed performance agreement in place to assure fiscal accountability and to document service outcomes

Measures	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Commissioner meeting agendas delivered to Board with no major errors & at least 3 days prior to meeting	100%	100%	100%	95%	100%
Annual number of Manager's Memos sent to Board regarding developments of general interest	30	33	32	31	32
Citizen inquiries receiving initial response within one working day	95%	95%	95%	90%	95%
Commissioner information/decision support requests handled within projected timeframes	90%	90%	90%	85%	90%
BOCC meeting follow-up actions resolved	75%	80%	85%	80%	85%

County Manager - continued

Outcomes

- Provided managerial leadership and organizational direction in developing various 60/40 financing options for School and County capital investments.
- Provided coordination and analytical support for efforts to inform discussions of school funding equity, school collaboration, school and County efficiency, and the Educational Excellence Work Group.
- Selected new department head to lead the increasingly complex and dynamic Emergency Management function within County government.
- Served as "acting" Department Head in guiding the integration of the Animal Shelter into County agency status.
- Facilitated the Animal Shelter Operations Task Force in its review and approval of a transitional operating procedures manual and the formation of draft by-laws for its successor body, the Animal Services Advisory Board.
- Continued active participation and policy consultation in support of the governing board and staff of the Orange-Person-Chatham/Local Management Entity (OPC/LME) as mental health reform evolves under State mandate.
- Advised and assisted in furthering priority projects of the Board, including site selection for Durham Technical Community College (DTCC)-Orange County Campus and the new Chapel Hill Senior Center.
- Continued to effectively utilize the Social Safety Net reserve fund account to address consequences of state budgetary actions and lessen adverse impacts on the County's most vulnerable populations.
- Coordinated and conducted "due diligence" analysis and assessment of a proposal to acquire the Triangle SportsPlex property and construct a co-located senior center.
- Provided management and analytical support to planning and funding for Chapel Hill-Carrboro City Schools' High School #3 and the co-located Orange County Schools Middle School #3 and West Ten Soccer Complex.
- Initiated organizational emphasis and activities supportive of succession planning and capacity building at the department level.

Objectives

- Continue to exercise leadership during the next phase of naming an Animal Services Department Head and completing the strategic merger of Animal Shelter and Animal Control.
- Continue to monitor and assess potential impacts upon County residents, programs and resources as mental health reform enters the next era under a new OPC/LME Director.
- Continue to provide high-level counsel and staff direction in the coordination of financial planning, capital project execution, policy analysis, and infrastructure/organizational improvements, as required by the Board.
- Assuming property acquisition negotiations are successful with the Triangle SportsPlex owner, coordinate the planning and construction of a co-located senior center and plan and oversee County assumption of SportsPlex recreational operations through contracted management.

Budget Highlights

- This budget maintains the same level of staffing and services for the Manager's Office as in FY 2004-05.

Animal Services

Summary

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
By Program ***(General Fund)***						
Animal Services Administration	$0	$0	$0	$0	$89,055	$81,605
Animal Shelter	$0	$2.261	$886,520	$941,800	$1,014,672	$991,698
Animal Control*	$0	$0	$0	$0	$514,740	$514,740
Total Function Expenditures	**$0**	**$2,261**	**$886,520**	**$941,800**	**$1,618,467**	**$1,588,043**
Offsetting Revenue	*$0*	*$0*	*$246.680*	*$261,511*	*$383,459*	*$383,459*
County Costs (net)	**$0**	**$2,261**	**$639,840**	**$680,289**	**$1,235,008**	**$1,204,584**

* 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

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12 Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Animal Services Administration *(General Fund)*						*Account: 2152*
Personnel Services			$0	$0	$0	$74,785	$72,785
Operations			$0	$0	$0	$14,270	$8,820
Capital Outlay			$0	$0	$0	$0	$0
Total Expenditures	**$0**		**$0**	**$0**	**$0**	**$89,055**	**$81,605**

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
- 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, cooperation around departmental objectives

Budget Highlights

- This budget includes the salary, benefits and operating expenses for the animal services director. This position is expected to be filled July 11, 2005.

Animal Services-Animal Shelter

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Animal Services Department-Animal Shelter *(General Fund)*						***Account: 2150***
Personnel Services	$0	$2,261	$621,453	$635,856	$665,389	665,389.00
Operations	$0	$0	$263,067	$300,944	$348,283	325,309.00
Capital Outlay	$0	$0	$2,000	$5,000	$1,000	1,000.00
Total Expenditures	**$0**	**$2,261**	**$886,520**	**$941,800**	**$1,014,672**	**991,698.00**
Offsetting Revenue	*$0*	*$0*	*$246,680*	*$261,511*	*$268,134*	*$268,134*
County Costs (net)	**$0**	**$2,261**	**$639,840**	**$680,289**	**$746,538**	**$723,564**

Major Services

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

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
- Microchip all animals prior to their adoption; the microchip is implanted under the skin of the animal which allows the animal to be identified if ever lost or stolen

Measures

	2004-05 Estimate	***2005-06 Projected***
Potentially adoptable animals amenable to examination and not under ACO restriction examined within 48 hours	*	90%
Health problems noted and treatment decision or protocol developed within 48 hours	*	90%
Animals of suitable age and physical condition spayed/neutered within 4 months of adoption	*	90%
Animals micro-chipped before adoption	*	90%

Objective

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

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

Outcomes

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

Measures

	2004-05 Estimate	***2005-06 Projected***
Occupied cages and access areas cleaned and sanitized daily	*	100%
Water bowls cleaned daily	*	100%
Food bowls cleaned after use	*	100%
Meet and greet area cleaned daily	*	90%

Objective

Conduct humane euthanasia program

Outcomes

- Certified employees perform euthanasia according to veterinarian approved procedures

Measures

	2004-05 Estimate	***2005-06 Projected***
Euthanasia performed by employee certified by management and consulting veterinarian	*	100%
Euthanasia performed with drugs specified by consulting veterinarian according to administrative procedures and law	100%	100%

Objective

Promote animal adoptions

Outcomes

- Offer a website (http://www.co.orange.nc.us/animalshelter) that highlights animals available for adoption
- Publicize shelter services and adoptable animals through the media
- 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 Estimate	***2005-06 Projected***
Annual promotional events	*	2
Outreach programs per year	*	50
Placement rate of adoptable animals	56%	60%

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

Objective
Reunite lost animals with owners

Outcomes
- Compare "lost" reports with animals housed in shelter and with "found" reports daily
- Compare daily animal intakes and "found" reports with daily "lost" reports

Measures

	2004-05 Estimate	***2005-06 Projected***
Reclaim Rate	13%	15%

Budget Highlights
- During FY 04-05, the BOCC received a mid-year report on the first year of County shelter operations. A fiscal analysis in this report indicated a need for a budget amendment in the amount of $90,000. These funds were needed to address the need for additional temporary staff, cover the medical expenses associated with the "early detection program," one time, start-up animal related supplies, and other various unanticipated expenses. The approved budget maintains the amended level of service.
- A $10,000 grant from the Park Foundation has been awarded to this department. The grant provides funds that will enable county representatives to tour shelter facilities located in various places across the nation and prepare for construction of a new Orange County shelter.
- Staff will conduct a full review of all shelter fees during FY 2005-2006 to assess the current cost recovery and determine if fees should be adjusted to adequately recoup the cost of providing services.

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

Animal Services-Animal Control

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Animal Services-Animal Control *(General Fund)*						***Account: 2153***
Personnel Services	$0	$0	$0	$0	$415,527	$415,527
Operations	$0	$0	$0	$0	$99,213	$99,213
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Expenditures	**$0**	**$0**	**$0**	**$0**	**$514,740**	$514,740
Offsetting Revenue	*$0*	*$0*	*$0*	*$0*	*$115,325*	*$115,325*
County Costs (net)	**$0**	**$0**	**$0**	**$0**	**$399,415**	**$399,415**

*This division will transfer from the Health Department beginning in fiscal year 2005-06. Historical financial data for Animal Control can be found in the Health Department section of the Human Services function.

Major Services

- Protect residents and their pet dogs and cats from rabies.

Objectives

- Continue Rabies Response Plan.
- Continue animal tax/registration program.
- Teach bite prevention course to Orange County 3rd graders.

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 at least 75% cat and dog vaccination rate among pets registered with Animal Control.
- Educate residents in new subdivisions and areas where rabies is confirmed.
- Conduct bite prevention classes to 60% of 3rd grades countywide.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
# Rabies exposure investigations	157	150	160	155	165
# Specimens sent for testing	99	110	115	115	120
# School classes taught by ACOs	15	20	20	15	20
# Residences canvassed	1,732+	500	1,000	500	500
Average monthly vaccination rate	76%	78%	78%	78%	78%

Major Services

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

Objectives

- Respond to every call for service

Outcomes

- Respond immediately to rabies suspects, bites, animals in need of assistance, law enforcement assistance, imminent threats, or animals attacking animals, as priority calls.
- Respond within 24 hours to all other calls.
- After hours, respond to all calls, except animals in distress which are answered by Emergency Animal Rescue Service (EARS).

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Total (estimated) calls	4,300	4,500	4,500	4,600	4,600
911 calls, after hours	700	702	700	730	740
ACO in-person responses, after hours	290	301	300	325	350

Major Services

- Register dogs and cats whose owners reside in Orange County and tax owners accordingly.

Outcomes

- Mail 40,000 registration forms.
- Register 20,000 dogs/cats annually

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
# Applications	40,882	48,964	49,000	46,500	47,000
# Registrations	17,808	21,000	23,000	22,000	22,000
Ratio of registrations to applications	43.5%	42.9%	47%	47%	47%

Major Services

- Educate the public about animal issues and safety.

Objectives

- Improve residents' knowledge of animal safety issues.
- Present bite prevention to school-children.
- Maintain community education programs and activities.

Outcomes

- Participate in community fairs or festivals or events, such as Hog Day, Apple Chill, school fairs, etc., to raise community awareness of animal issues and safety.

- Continue a bite prevention program for young children to be taught by Animal Control Officers in the schools, public and private. (See Rabies Prevention)
- Continue to act as a resource for community regarding wildlife damage control.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
# Fairs and festivals	8	6	6	6	6
# Bite prevention presentations	12	20	20	20	20
Wildlife calls fielded (estimates)	325(est)	325(est)	300	360	380

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/neglect calls.
- Work closely with Animal Shelter on cruelty cases and all issues of animal cruelty.
- Secure further training for primary cruelty investigators who are Animal Control Officers.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
# Animal cruelty calls	230	250	240	255	260
# Kennels inspected	27	40	40	40	40
# Cases with cooperation	70	11	50	10	15
# Days training	25	25	20	20	20

Budget Highlights

- Operational increases provide for funds to more adequately reflect the miles traveled each year throughout the County as officers respond to calls for service and to train and outfit a new employee who will replace a retiring one.
- The current animal tax rates are $5 for sterile and $10 for unsterile dogs and cats. These amounts were originally set in FY 1988. During fiscal year 05-06 staff plans to analyze the current rates to determine if the fee should be adjusted to better reflect the cost of providing the services as well as be more in line with comparable counties. This would also further encourage owners to spay/neuter their animals, facilitate the creation of a dedicated spay/neuter fund, reduce the number for fertile cats and dogs, reduce the number of animals that would ultimately be impounded and destroyed, and increase revenue collections.

Budget Office

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Budget Office (General Fund)						*Account:2201*
Personnel Services	$202,126	$224,012	$236,946	$237,600	$246,361	$246,361
Operations	$14,013	$13,440	$15,930	$12,777	$15,930	$15,930
Capital Outlay	$0	$0	$0	$1,700	$0	$0
Total Expenditures	**$216,139**	**$237,452**	**$252,876**	**$252,077**	**$262,291**	**$262,291**

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 task forces including School Facilities Task Force and High School Planning Task Force. In addition, provide staff support to various citizen and internal committees.

Objective

Coordinate the County's annual budget and long-range capital planning processes.

Outcomes

- Develop a technically sound budget and long-range capital plan that requires no major amendments and ensure that both documents are developed in accordance with County's financial policies including Debt Management and Capital and School Funding policies.
- Provide a budget that preserves a minimum of 8 percent unappropriated fund balance in the General Fund, based on Budget Office estimated expenditures and revenue for the prior year.
- Project year-end expenditures and revenues that are within (plus or minus) 2 percent of actual revenue collections and departmental spending.
- Create budget forms for schools, outside agencies and fire districts that provide consistent and clear reporting from the entities. Strengthen financial and budget reporting for outside agencies and fire districts.
- 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.

Budget Office - continued

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Fund Balance as Percent of Expenditures	10.00%	10.00%	10.00%	9.00%	9.00%
Revenue/Expenditure Estimates Margin of Error	<2%	<2%	<2%	<2%	<2%
GFOA Criteria met	59 out of 60	60 out of 60	60 out of 60	60 out of 60	60 out of 60
Consistent budget request forms for School systems	Revisions to forms as needed	Revisions to forms as needed	Revisions to forms as needed	Revisions to forms as needed	Revisions to forms as needed

Objective

Evaluate internal County policies, procedures and fee structure.

Outcomes

- Develop funding recommendations for Education that fall within the Board of Commissioners adopted target of at least 48.1 percent of General Fund.
- Prepare document that clarifies recently adopted policy initiatives related to planning and funding School Capital Projects.
- Ensure that Schools meet the procedures outlined in the Board approved Planning and Funding School Capital Projects
- Review departmental fee structures and recommend changes for Board of Commissioner approval (on a two-to-three year cycle).
- 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.

Objective

Provide accurate and timely response to County departments for budget administration matters.

Outcomes

- Process 95 percent of line item transfers, which move money from one account to another within functional areas, within three working days of the date the transfer was received.
- Prepare and process budget amendments for budget changes approved by the Board of Commissioners (such as appropriations from contingency or additional revenue received by departments) within one week following Board approval.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Line Item Transfers processed within 3 days	100%	100%	95%	95%	95%
Budget Amendments processed within one week	100%	100%	100%	100%	100%

Budget Office - continued

Objective
Provide staff support to various Board appointed task forces and work groups.

Objective
Provide information to help Orange County citizens understand the County budget, including County funding sources and tax dollar spending.

Outcomes
- Expand the distribution of the pamphlet, *Budget in Brief*. Offer pamphlet on department's Internet site and in printed format in public areas, including public libraries, town halls, and all County office buildings.
- Provide Budget and Capital Investment Plan information to citizens via the County's Internet page.
- Develop a one-page fact sheet for County departments and the Board of Commissioners that contains information on the most frequently asked questions about the County budget.
- Continue refinement of the budget document, striving to make it user-friendlier.
- Respond to all requests for information, including media/press requests, within one day of receiving the request.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Average Response to Information Requests	Less than one day	Less than one day	Less than one day	Less than one day	Less than one day
Budget in Brief Pamphlets Distributed	2,000	2,400	2,400	2,400	2,400

Budget Highlights
- Developed plan to allow the Board to revise the County's Capital Funding Policy to include a 60/40 funding split to school and county capital projects.
- Assisted in the evaluation and proposal of a possible transfer of Sanitation Operations from Public Works Department to the Solid Waste Enterprise Fund.
- Completed a fiscal analysis for the mid-year Animal Shelter Progress Report.
- Completed a comprehensive report on the outcomes of all County funded outside agencies.
- Continued focus on school funding initiatives, and management of the County's future debt.

Finance

	2002-03 Actual Expenditure	2003-04 Actual Expenditure	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Finance Department *(General Fund)*						***Account: 2300***
Personnel Services	$358,925	$367,388	$388,153	$384,434	$393,049	$393,049
Operations	$22,864	$21,707	$24,505	$29,379	$26,734	$26,734
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Expenditures	**$381,789**	**$389,096**	**$412,658**	**$413,813**	**$419,783**	**$419,783**

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, 2004.
- 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 8 percent or greater.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Fund Balance % of General Fund Expenditures	10.40%	10.5%	9.5%	8.0%	9.5%
CAFR Issued By October 31	Yes	Yes	Yes	Yes	Yes
Retention of GFOA Certificate	Yes	Yes	Yes	Yes	Yes

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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
% of time invoices paid within 30 days	98%	98%	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.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
% of time debt service paid when due and penalties avoided	100%	100%	100%	100%	100%
Debt Service as a % of general fund expenditures	13.5%	13.0%	13.0%	13%	13%
Bond Sale	Spring 2003		Summer 2004		Summer 2005
Bond Ratings(Moodys, S&P, Fitch)	AA+, Aa1 AAA	AA+, Aa1 AAA	AA+, Aa1 AAA	AA+, Aa1 AAA	AA+, Aa1 AAA

Budget Highlights

- This Budget maintains the current level of service. Major increases in operations are attributed to increased costs for printing, postage, and overall increases in work volume.
- FY 2004-05 Year End Estimates are higher than the original budget due to increases related to work volume.

Purchasing

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Purchasing Department *(General Fund)*						***Account: 2400***
Personnel Services	$205,363	$222,673	$223,273	$225,193	$236,949	$236,949
Operations	$89,937	$8,999	$11,360	$11,732	$11,360	$11,360
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Expenditures	**$295,300**	**$231,672**	**$234,633**	**$236,925**	**$248,309**	**$248,309**

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

Implement Environmentally Preferable Products Purchasing Program and High Performance Building Standards upon final endorsement of County Commissioners. Continue collaboration among the various available resources.

Outcome

Products used by County departments would include an environmental standard in their specification. The intent would be to weave sensitivity to the environmental effects of the items used by the County into the fabric of the organization's purchasing practices and to the extent practicable, purchase those products that have the least impact on the environment. Specific examples of products that would be targeted include such things as cleaning products and other chemicals used by the County and products from paper to building materials that utilize recycled content. Although this department carries out many of the objectives embodied in this program as acquisitions are made, this would formalize the practice into a policy.

Measures

- Policy is developed for Board consideration during the 2005-2006 fiscal year. Specific measures that determine the success of the program will be cited within the context of the program recommendations.

Objective
- To continue to pursue options that may become available in addressing space needs as presented to the Board of Commissioners in March 2005.
- Develop implementation strategies for specific projects endorsed by the Board of Commissioners and consistent with available funding.

Outcomes
- Departments will have space needs addressed in an orderly and timely manner, thereby eliminating potential lost productivity due to over crowded 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; a better long-term investment.

Measures
- The Space Study recommendations are implemented according to the phases outlined in the 2005 report.

Objective
Pursue the timely development/completion of the Justice Facility Expansion.

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

Measures
- Project programming is completed.
- Regulatory approvals completed to the extent practicable.
- Construction bids are solicited and construction is begun.

Objective
Pursue timely development of two senior centers: Southern Orange Senior Center, with a targeted completion date of June 30, 2006 and the Central Orange Senior Center with completion date as quickly thereafter as possible.

Outcomes
Opening of two state of the art senior centers to serve all of the County's seniors. Transition to the Southern Orange Senior Center will eliminate a substantial annual rental payment as well.

Measures
- Bids for the Southern Orange Senior Center are solicited and construction is begun, with completion as close to June 30, 2006 as possible. Issues surrounding the location of the Central Orange Senior Center are resolved, property is acquired and development is moved forward as appropriate to the site.

Budget Highlights

- The Approved Budget for FY 2005-06 maintains the current level of service.
- The 12-Month Estimate is projected to exceed budget due to overages in longevity, health insurance, advertising, and postage.

Central Services

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Central Services Department *(General Fund)*						*Account 2401*
Personnel Services	$106,266	$111,624	$113,504	$114,102	$115,282	$115,282
Operations	$876,891	$1,334,647	$1,490,301	$1,464,249	$1,671,403	$1,671,403
Capital Outlay	$4,031	$16,025	$0	$22,648	$0	$0
Total Expenditures	**$987,188**	**$1,462,296**	**$1,603,805**	**$1,600,999**	**$1,786,685**	**$1,786,685**
Offsetting Revenue	*$0*	*$83,028*	*$0*	*$25*	*$0*	*$0*
County Costs (net)	**$987,188**	**$1,379,268**	**$1,603,805**	**$1,600,974**	**$1,786,685**	**$1,786,685**

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.
- Process mail, including delivering and picking up mail from County departments, and metering U.S. mail before delivering to the post office.
- Provide "big job" copy service to County Departments (e.g. the Commissioner's agenda) and operate an in-house print shop.
- 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 a part of 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.

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 be able to get directly to the County employee they seek, the direct inward dial continues to be a huge 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 69.06% (vs. 65.6% one year ago vs. 59%, 56%, 49% and 28% in previous years since the 2000 implementation).

Budget Highlights

- The increase in Operations for FY 2005-06 includes additional funds in Contract Services for the County Attorney contract renewal effective July 15, 2005, and additional funds in Workers Compensation due to an anticipated 15% increase.

Rents and Insurance

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Rents and Insurance *(General Fund)*						***Account: 2402***
Operations	$234,491	$85,215	$162,651	$120,852	$105,194	$105,194
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Expenditures	**$234,491**	**$85,215**	**$162,651**	**$120,852**	**$105,194**	**$105,194**
Offsetting Revenue	*$174,446*	*$188,820*	*$190,991*	*$190,991*	*$191,545*	*$191,545*
County Costs (net)	**$60,045**	**($103,605)**	**($28,340)**	**($70,139)**	**($86,351)**	**($86,351)**

Major Services

- Administrative account in which lease amounts for the following properties are budgeted:
  - Carrboro Plaza, Carrboro; Driver License Bureau office.

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
- Galleria and Meadowlands senior center sites; Department on Aging
- 110 N. Churton St. Hillsborough, Child Support Enforcement
- 103 Laurel Avenue; Carrboro. Courts. Occupants: Probation/Parole; Guardian ad Litem; Community Services.

- 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		
Carr Mill Mall; Carrboro		6/30/08
Meadowlands		8/30/06
Galleria		6/30/06
110 N. Churton St. Hillsborough		11/30/08

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.	12/31/05
Builders Supply; Valley Forge Road, Hillsborough.	9/30/07

Budget Highlights

- The decrease in Operations for FY 2005-06 is attributable to the discontinuance of the lease for space at 110 S. Churton Street, previously occupied by OPC-Family Counseling and the Human Rights and Relations Department.

Personnel

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Personnel Department *(General Fund)*						***Account 2500***
Personnel Services	$488,593	$490,734	$490,445	$511,420	$534,972	$534,972
Operations	$105,553	$115,435	$119,371	$127,646	$134,091	$132,966
Capital Outlay	$1,196	$5,567	$0	$1,140	$3,700	$3,700
Total Expenditures	**$595,342**	**$611,737**	**$609,816**	**$640,206**	**$672,763**	**$671,638**

Major Services

- Support County departments in recruitment and selection 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

Service Complete recruitment and selection activity in a timely way 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.
- Review applications received and refer the applications of the better 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

	2001-02 Actual	2002-03 Actual*	2003-04 Actual	2004-05 Estimate	2005-06 Projected
Openings	111	58	117	135	150
Openings posted within 2 days	100%	100%	100%	100%	100%
Applications received	1758	1012	4522	4500	4800
Referrals completed within two days	88%	73%	88%	68%	78%
Offered within 24 hours of selection decision	100%	100%	95%	95%	95%
Permanent hires	100	83	88	124	124

*BOCC adopted six months hiring freeze for vacant positions in 2002-03

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

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 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

	2001-02 Actual	2002-03 Actual	2003-04 Actual	2004-05 Estimate	2005-06 Projected
Employee Handbook distributed	7/02				
Newsletters issued	6	6	6	6	6
Equal Opportunity Plan updated & reissued					01/06
Benefit inquiries	6916	7280	7425	7574	7725
Pay/Benefits Training/Communication	615	50			

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 area of computer skills building, workplace violence prevention, Spanish language skills, multi-cultural awareness, and supervisory training, including performance management.

Measures

	2001-02 Actual	2002-03 Actual	2003-04 Actual	2004-05 Estimate	2005-06 Projected
Participants in Training Programs (all types)	1142	990	1063	1100	1100
Computer class participants	146	91	99	80	75
Work Place Violence Prevention Training	41	44	67	69	70
Spanish Language Training	65	86	70	55	60
Multi-Cultural Awareness	352	372	249	125	200
Supervisory Training (inc. Performance Mgmt)	146	99	93	150	100

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

	2001-02 Actual	2002-03 Actual	2003-04 Actual	2004-05 Estimate	2005-06 Projected
Personnel actions processed	1474	1510	1250	1916	2000
Percent accurate/no audit exceptions	100%	100%	100%	100%	100%

Budget Highlights

- This budget maintains existing personnel programs. Increases in employment advertising ($3,000) and recognition programs ($6,240) reflect the growth in the workforce.
- The capital outlay provides for the purchase of a cubicle to create additional office space in the current Personnel reception area to meet workspace needs and provide confidentiality.
- FY 2004-05 year end estimates are $30,390 higher due to the transfer of a position that was initially budgeted in the Governing and Management Non-Departmental section of the FY 2004-05 approved budget.

Non-Departmental Summary

Governing and Management

Listed below are appropriations for non-departmental Governing and Management related funds and entities.

	2002-2003 Actual Expenditures	2003-2004 Actual Expenditures	2004-2005 Original Budget	2004-2005 12 Month Estimate	2005-2006 Department Requested	2005-2006 Commissioner Approved
Governing and Management						
3R Fee for County Property	$0	$0	$0	$1,641	$1,650	$1,650
3R Payment-in-lieu	$0	$0	$0	$5,500	$5,500	$5,500
401K Enhancement	$0	$0	$0	$0	$86,320	$86,320
Bond Committee	$0	$0	$0	$24	$0	$0
Cable Casting Commissioner Meetings	$27,888	$45,006	$70,000	$45,000	$55,000	$55,000
Cable Franchise Negotiation	$0	$0	$0	$5,100	$1,000	$1,000
Cable TV Show	$0	$0	$1,200	$2,100	$1,200	$1,200
Class and Pay Study	$30,625	$0	$0	$0	$0	$0
Construction Manager	$0	$0	$0	$0	$100,000	$100,000
Contingency	$0	$0	$50,000	$42,000	$50,000	$35,000
County Government Week	$687	$436	$750	$750	$750	$750
Domestic Partner Benefits	$0	$0	$10,500	$0	$0	$0
Drug Testing	$5,843	$4,997	$7,000	$7,400	$7,500	$7,500
Employee Development	$42,397	$49,134	$63,000	$63,000	$63,000	$63,000
Employee Pay & Benefits	$0	$0	$0	$0	$0	$51,000
Fairview Center Equipment	$2,127	$0	$0	$0	$0	$0
Fairview Community Policing Stat	$14,031	$14,816	$12,000	$12,000	$12,000	$12,000
Health Insurance Increase	$0	$0	$268,177	$0	$361,024	$361,024
In Range Salary Adjustment	$0	$0	$0	$0	$383,654	$613,847
Incentives Program	$934	$0	$0	$0	$0	$0
Institute of Government	$2,860	$0	$0	$0	$0	$0
IOG Civics Education Initiative	$0	$500	$1,250	$1,250	$1,250	$1,250
Legal Services	$0	$0	$0	$880	$0	$0
Managers Miscellaneous	$0	$0	$0	$0	$25,000	$15,000
Meeting Support Supplies	$11,162	$9,708	$10,000	$9,000	$10,000	$10,000
Merit Adjustment	$0	$0	$0	$0	$0	$0
Meritorious Service Awards	$0	$0	$0	$0	$0	$0
Miscellaneous Non-Departmental	$197	$1,620	($400,000)	($400,000)	$0	($1,400,000)
Equity/Rentention Fund	$0	$0	$25,000	$25,000	$25,000	$25,000
Recruitment	$7,842	$0	$0	$900	$0	$0
Reserve for New Position	$0	$0	$34,265	$0	$0	$0
Reserve for State Action	$0	$0	$0	$0	$0	$440,000
Retiree Health	$408,435	$561,941	$620,000	$620,000	$740,000	$740,000
Salary - Cost of Living Adjustment	$0	$0	$0	$0	$866,268	$0
School Collaboration Consultant	$0	$4,007	$0	$3,500	$0	$1,300
Shearon Harris Initiative	$7,707	$0	$0	$0	$0	$0
Tax Bill Inserts	$6,920	$7,500	$7,000	$7,000	$7,000	$7,000
TJCOG Water Quality	$2,594	$6,881	$7,000	$6,881	$7,000	$7,000
Triangle J Dues	$14,756	$0	$15,500	$36,694	$20,117	$20,117
Triangle J Workshops	$1,050	$0	$0	$0	$0	$0
Tuition Refunds	$3,908	$7,847	$6,000	$10,000	$8,000	$8,000
Youth Voices	$278	$1,025	$1,500	$750	$1,500	$1,500
Total Governing and Management	**$592,241**	**$715,618**	**$810,142**	**$506,370**	**$2,839,733**	**$1,270,958**

Governing and Management Non-Departmentals

3R Fees for County Property **$1,650**
These funds cover the Waste Reduction, Reuse, and Recycling (WRRR) fees assessed to Counties properties.

3R Payment-in-Lieu **$5,500**
These funds cover the Waste Reduction, Reuse, and Recycling (WRRR) fees assessed to property owners in Orange County, who have been granted a waiver by the County due to their financial inability to pay.

401K Enhancement **$86,320**

Cable Casting Board of Commissioner Meetings **$55,000**
Funds provide for cable casting Board of County Commissioners meetings.

Cable Franchise Negotiation **$1,000**
To cover mediation costs associated with cable franchise renewal negotiation meetings.

Cable Television Show **$1,200**
These funds will be use to produce a County public information show. This show will highlight County program services and activities.

Construction Manager **$100,000**
A construction manager will be retained to assist in the management of County and school construction projects. In addition to construction management, the individual's desired skills will include expertise in the area of mechanical equipment evaluation and specifically it's impact on air quality issues. At this time, the position will be retained either as a contractual or temporary employee, contingent upon the final scope of duties decided. 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.

Commissioners' Contingency **$35,000**
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.

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 **$7,500**
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, supervisory training (including sexual harassment, ADA, performance management) and customer service.

Fairview Community Policing Center **$12,000**
The Fairview Community Policing Center project originally started out as an effort to locate a police sub-station in the Fairview neighborhood. Community input in the process indicated a desire and benefit to having the Town of Hillsborough and Orange County cooperate by locating the Town's Community Policing Division at the facility, as well as making office space available so Orange County Departments (e.g., Health, Social Services, Aging, etc.) would have the flexibility to establish satellite/part-time hours at the same building. The $12,000 in County funds will go towards Debt Service retirement for the Center.

Health Insurance **$361,024**
Funds are budgeted for up to an estimated 15.9 percent increase effective January 1, 2006. The actual amount of the County's health insurance increase will be determined in September 2005 through the annual renewal process.

Housing Wage Reserve Fund **$0**
In 2003-04, the Board of Commissioners reserved $45,000 in funding to use to work toward a goal of establishing a "housing wage" as a minimum County salary for a permanent employee. The Board did not use those funds in 2003-04 or 2004-05. The Manager recommends those funds be carried forward for possible use in 2005-06 as the Board decides.

In-Range Salary Adjustment **$613,847**
Funds are provided to reinstate the In-Range Salary Increase program in 2005-06. Funds will be used to grant a 4 percent In-Range Salary Increase to employees whose work performance is "Proficient" or higher effective with the employee's performance review date.

IOG Civics Education Initiative **$1,250**
This funding would be the second of a four-year commitment to provide support to the Institute of Government's Civic Education Project. The goal of this project is to help young people become informed, involved citizens at the local level.

Manager's Miscellaneous **$15,000**
This account provides funds for miscellaneous, non-budgeted expenditures that often arise during the fiscal year. It provides the Manager with the flexibility to handle small non-budgeted items as they occur immediately. This account prevents requesting small expenditures from the Board of Commissioners' contingency account.

Meeting Support Supplies **$10,000**

Meritorious Service Awards **$0**
Funds are provided to reinstate the employee Meritorious Service Awards with two levels of award: Exceptional - $1,500 and Superior - $750. The awards are one-time lump sum payments that do not become a part of annual salary.

Equity/Retention Fund **$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.

Employee Tuition Assistance Program **$8,000**
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.

Reserve for State Action **$440,000**
Funding in this account establishes a reserve fund that the Board could allocate in June (or later) to address additional funding for BOCC education priorities such as collaboration initiatives, educational excellence, and/or funding equity considerations; potential adverse State budgetary actions related to education, human services, justice programs, etc.; "Safety Net" considerations; or enhance Fund Balance.

Retiree Health Insurance **$740,000**
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 (now at 161.)

Salary–Cost of Living Adjustment **$0**
Funds are used to adjust the salary schedule and employee salaries in response to cost of living and labor market factors.

Savings from Hiring Delay **($900,000)**
Reflects savings anticipated to be generated by continuing the ninety-day hiring delay (initially implemented during fiscal year 2004-05) through June 30, 2005.

School Collaboration Consultant **$1,300**
To cover mediation costs associated with school districts collaboration meetings.

Tax Bill Inserts **$7,000**
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) – Dues **$20,117**
Funds are budgeted to pay COG dues for regional Emergency Medical Services, Aging, and Ombudsman support.

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.

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.

General Services

Summary

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
By Department *(General Fund)*						
Board of Elections	$357,209	$322,017	$408,949	$486,475	$463,393	$449,293
Information Technology	$735,118	$972,801	$1,077,624	$1,118,152	$1,443,218	$1,255,168
Land Records	$457,406	$466,752	$496,120	$491,416	$471,492	$470,292
Register of Deeds	$870,581	$916,688	$1,010,666	$931,641	$990,264	$987,764
Tax Assessor	$643,068	$638,475	$840,578	$723,739	$816,935	$2,713,224
Tax Collector	$594,159	$675,971	$745,604	$721,490	$801,612	$799,844
Buildings & Grounds	$2,620,143	$2,619,765	$2,747,052	$2,879,979	$3,001,572	$2,779,223
Motor Pool	$12,536	$26,015	$147,905	$115,824	$485,391	$376,407
Sanitation*	$1,468,605	$1,665,683	$1,705,336	$1,750,460	$0	$1,819,654
Non-Departmental	$5,215	$0	$0	$9,945	$10,000	$10,000
Total General Service Expenditures	**$7,764,040**	**$8,304,167**	**$9,179,834**	**$9,229,121**	**$8,483,877**	**$11,660,869**
Offsetting Revenue	*$2,223,682*	*$2,592,841*	*$2,621,511*	*$2,768,938*	*$2,806,942*	*$2,361,450*
County Costs (net)	**$5,540,358**	**$5,711,326**	**$6,558,323**	**$6,460,183**	**$5,676,935**	**$9,299,419**
Other Related Programs *(Revaluation Fund)*						
Assessor's Office	$82,789	$146,920	$155,611	$154,430	$158,396	$158,396
Offsetting Revenue	*$82,789*	*$193,277*	*$155,611*	*$155,611*	*$158,396*	*$158,396*
County Costs (net)	**$0**	**($46,357)**	**$0**	**($1,181)**	**$0**	**$0**
Efland Sewer Fund						
Efland Sewer Fund	$123,968	$200,080	$85,000	$140,000	$140,000	$140,000
Offsetting Revenue	$68,245	*$62,580*	*$45,000*	*$55,000*	*$55,000*	*$55,000*
County Costs (net)	**$55,723**	**$137,500**	**$40,000**	**$85,000**	**$85,000**	**$85,000**
Total General Service and Related Expenditures	**$7,970,797**	**$8,651,167**	**$9,420,445**	**$9,523,551**	**$8,782,273**	**$11,959,265**

* The FY 2005-06 recommended budget included the transfer of the Sanitation division from Public Works to the Solid Waste Department and the Solid Waste Enterprise Fund; the approved budget includes the continuation of the Sanitation Division within the Public Works Department in the General Fund

Board of Elections

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Board of Elections *(General Fund)*						*Account: 3100*
Personnel Services	$256,306	$246,498	$304,690	$333,617	$326,888	$326,888
Operations	$81,346	$75,519	$104,259	$133,015	$136,505	$122,405
Capital Outlay	$19,557	$0	$0	$19,843	$0	$0
Total Expenditures	**$357,209**	**$322,017**	**$408,949**	**$486,475**	**$463,393**	**$449,293**
Offsetting Revenue	*$24,891*	*$44,554*	*$0*	*$30,553*	*$42,600*	*$42,600*
County Costs (net)	**$332,318**	**$277,463**	**$408,949**	**$455,923**	**$420,793**	**$406,693**

Major Services

- Conduct fair, honest and impartial elections
- Process all registration applications and maintain records of related transactions
- Receive and audit candidates' and Political Action Committees' campaign contribution reports as mandated by the State Board of Elections
- Appoint and train approximately 240 precinct officials
- Equip and staff 43 regular precinct polling sites, and three (3) satellite absentee one-stop voting offices
- Certify all election results for distribution as mandated by Chapter 6 of the North Carolina General Statutes

Objectives

- Conduct three (3) elections:
- November 2005, Municipal Elections (3 Municipalities) as well as the Chapel Hill/Carrboro School Board election
- May 2006 Primary Election and if called the June 2006 Second Primary
- Process an accurate canvass of 100% Election results to the State Board of Elections within the statutory timeframe.
- Conduct a State Board mandated county-wide mailing for all registered voters (active & inactive)

Outcomes

- Promote programs for citizens' awareness regarding the registration and election process by speaking to civic organizations, supporting and working with Vote for America and League of Women Voters, helping the public schools conduct Mock Student Elections.
- Increase public awareness through the use of radio, TV, and other news media.
- Reduce the wait time for voting to less than 30 minutes by training all election officials on the most efficient way to conduct elections at the precinct level.

- Unofficial election results available by 10:00 p.m. from 100% of the precincts by hiring additional office staff and installing additional telephone lines for Election Day.
- If requested, recount of votes with less than 1% margin of error.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Elections	3	1	3	3	3
Uncontested Election Results	100%	100%	100%	100%	100%
Recounts	1	1	1	1	1

Objective: Staffing and Equipping Polling Site and three One-Stop voting stations

Outcomes

- Retain a minimum of 70% of experienced precinct officials
- Test 100% of voting equipment two weeks prior to election to ensure an accurate vote count
- Deliver vote tabulators and voting booths to all precincts one day prior to election day
- To ensure voting will begin no later than 6:30 a.m. as mandated by State Election Laws.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Precinct Officials	250	200	240	240	240
Polling Sites*	46	47	47	46	46
6:30 a.m. Opening	100%	100%	100%	100%	100%

* 46 polling locations: 43 regular sites, 3 One-stop voting sites

Objective: Conduct training seminars for 240 election officials

Outcomes

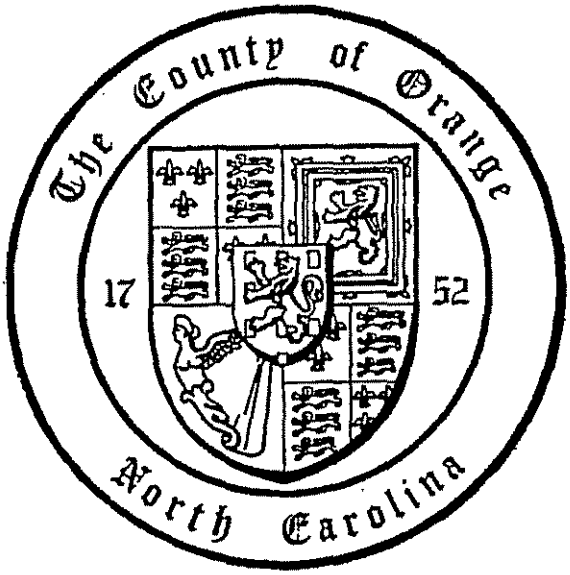
- Give update on changes and new procedures regarding election-day procedure and law
- Reduce the possibility of contested election results
- Instruct in proper procedure to reduce election-night reporting time in order to receive and post unofficial results by 10:00 p.m.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Training Seminars	2	2	3	2	4
Unofficial Returns Available	10:00 p.m.	10:00 p.m.	10:00 p.m.	10:00 p.m.	10:00 p.m.

Budget Highlights:

- The increase in Personnel Services for FY 2005-06 includes additional temporary personnel funds ($18,665) to provide adequate coverage for the 3 one-stop voting locations, along with coverage for the extended hours at each location as approved by the Board of Elections in FY 2004-05. This increase is consistent with actual expenditures the department experienced in FY 2004-05.
- The increase in Operations for FY 2005-06 includes additional funds for Postage ($8,900) and Printing ($6,500) to cover expenses related to the bi-annual list maintenance mailings for updated registrations and change of precinct notifications.
- The 12-month Estimates includes expenditures associated with 3 grants totaling $36,595 that the department received during FY 2004-05 that are not reflected in the Original Budget; the temporary personnel budget was exceeded by approximately $21,000 due to providing adequate coverage for the 3 one-stop voting locations, along with coverage for the extended hours at each location as stated above.



This page left intentionally blank

Information Systems Department

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Information Systems Department *(General Fund)*						***Account 3150***
Personnel Services	$538,023	$662,234	$728,295	$679,602	$727,993	$727,993
Operations	$197,095	$309,942	$344,329	$435,990	$713,225	$527,175
Capital Outlay	$0	$625	$5,000	$2,560	$2,000	$0
Total Expenditures	**$735,118**	**$972,801**	**$1,077,624**	**$1,118,152**	**$1,443,218**	**$1,255,168**

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 750 networked PCs, 170 mainframe connections and 250 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 the PC Users Group, departmental information technology coordinators and directly to users through specialized workshops.

Objective

- 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 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).

Outcomes

- Improved user efficiency by automating manual activities and sharing data across departments

- Increased reliability of data retention
- Increased reliability of computing infrastructure

Objectives

- 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.

Computing Service Uptime

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Network Reliability	N/A	99.4%	99.7%	99.5%	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.
- Information Technology staff will resolve more help desk call 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.

Trouble Ticket Resolution

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Incoming tickets	N/A	1081	1100	1400	1600
Resolution within targets	N/A	83%	90%	74%	90%

Budget Highlights

- The approved budget includes an increase in training in the amount of $16,500. With the improvements in the County's data network, there is an opportunity to realize many of the server consolidation goals set forth in the Information Technologies Advisory Committee's (ITAC) strategic plan of 2002 and revised in 2004. Additional training on configuring and maintaining consolidated servers is a necessity for IT staff to attain skills necessary to maximize customer and employee uptime and reduce server outages and downtime.
- Over the past several years, the County has initiated a transition away from mainframe operating systems as these systems have aged out and are no longer efficient tools. The procurement of the various operating systems, like the Munis business system, along with their annual maintenance charges have previously been paid out of the Capital Improvement Plan. Over the years, these expenses have transitioned from a mixture of capital investment and operating costs to purely annual maintenance expenses. As such, these items should be accounted for in the annual operating budget. The approved operating budget includes a transition of $76,800 from the CIP to the operating budget.

- The annual maintenance for existing software has increased by $80,000. The approved budget includes the addition of modules to the Sheriff's OSSI system, the tape system used to back up all the county's data daily, the additional modules added to the Planning Accela system, and a full year of the maintenance contract for the Munis business system.

Land Records

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Land Records *(General Fund)*						***Account: 3200***
Personnel Services	$424,015	$451,761	$468,355	$467,192	$441,477	$441,477
Operations	$33,391	$14,991	$27,765	$19,328	$28,215	$28,215
Capital Outlay	$0	$0	$0	$4,896	$1,800	$600
Total Expenditures	**$457,406**	**$466,752**	**$496,120**	**$491,416**	**$471,492**	**$470,292**
Offsetting Revenue	*$15,093*	*$14,847*	*$17,000*	*$10,950*	*$13,000*	*$13,000*
County Costs (net)	**$442,313**	**$451,905**	**$479,120**	**$480,466**	**$458,492**	**$457,292**

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 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.

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 100% accurate processing of their property documents. PIN(s) will be assigned in a time that averages no more than four minutes when one property is described.
- Citizens, attorneys, and other land professionals will receive timely and 100% 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. PIN(s) will be created/assigned in a time that averages no more than 15 minutes.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Percent of property documents assigned a PIN without error, within 4 minutes.	90%	92%	91%	90%	91%
Percent of two new parcels created, without error, for pre-assignment, within 15 minutes.	90%	92%	93%	94%	93%

Objective

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

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 and 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.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Percent of parcel updates completed for entire county	90%	90%	94%	92%	94%
Percent of new properties preassigned in GIS when plat presented for recording	90%	89%	92%	89%	92%
Percent of centerline updates completed in entire County	95%	90%	95%	92%	95%

Objective

- Create records of new property addresses, make adjustments or corrections to existing property addresses, on the County's MOAD (*Master Orange Address Database*).

Outcomes

- Current, updated property addresses 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.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Percent of property address updates completed for entire county	95%	85%	100%*	80%***	90%
Percent of new property addresses pre-assigned in GIS when plat presented for recording**	85%**	40%	50%	50%	50%

** Complete update of property addresses should be completed by outside vendor.*

*** Pre-assign addressing not adopted yet in adjustment to new permit system in Planning Dept.*

**** Address Verification Project started in April 2005.*

Budget Highlights

- The decrease in Personnel Services for FY 2005-06 is due to the retirement of the Land Records Director effective July 1, 2005, and thus the budgeting of less funds for salary and longevity for the hiring of the new director.
- The Capital Outlay ($600) for FY 2005-06 is for the purchase of a desk chair for the new director.
- The decrease in estimated revenues in FY 2004-05 and budgeted revenues for FY 2005-06 are due to continued reduction in fees collected due to access citizens have for services via the internet.
- The 12-Month Estimate reflects encumbrance carry over amounts, and the replacement of a color laser jet printer during the fiscal year.

Register of Deeds

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Register of Deeds *(General Fund)*						*Account: 3250*
Personnel Services	$704,665	$785,170	$827,126	$773,267	$797,825	$797,825
Operations	$164,447	$130,381	$183,540	$158,374	$188,119	$188,119
Capital Outlay	$1,469	$1,137	$0	$0	$4,320	$1,820
Total Expenditures	**$870,581**	**$916,688**	**$1,010,666**	**$931,641**	**$990,264**	**$987,764**
Offsetting Revenue	*$1,900,190*	*$1,855,499*	*$1,808,000*	*$1,905,695*	*$1,941,580*	*$1,941,580*
County Costs (net)	**($1,029,609)**	**($938,811)**	**($797,334)**	**($974,054)**	**($951,316)**	**($953,816)**

Major Services

- File documents presented for registration
- Index and scan all documents recorded to create permanent public records
- Create land transfers, splits and merges
- Create permanent records of births, deaths, marriages and military discharges
- Issue marriage licenses
- Issue certified copies of public permanent records
- Respond to citizen inquiries

Objective

- Review documents 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.
- Complete the filing process, after the document is returned from Land Records, by affixing book/page, date/time, collect and receipt fees within 20 minutes.
- Index names of parties, book/page, PIN and description within thirty 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 and print copies for the permanent record books.
- Return all documents to designated party within 3 to 5 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.

Outcomes

- Reviewed and certified proof of acknowledgment of execution and other prerequisites to registration to ensure compliance with NC recording laws and submitted each land-related document to Land Records for PIN (Parcel Identifier Number) assignment within five minutes of presentation approximately 98% of the time.
- Completed the filing process, after document returned from Land Records, affixed book and page, time and date, collected/receipted fee within fifteen minutes, approximately 95% of the time.
- Indexed documents within thirty minutes of completion of the filing process approximately 95% 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 98% of the time.
- Scanned recorded documents within four to six hours of recording approximately 95% of the time
- Returned filed documents to designated party within 2 to 4 days of filing approximately 98% of the time; printed permanent record copies.
- 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 95% of the time.
- Responded to citizens' requests courteously and timely.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Deeds, Deeds of Trust, D/T Cancellations, other documents, UCCs recorded, scanned and indexed	32,180	32,180	36,938	32,661	33,314
Land transfers, splits and merges created	4,379	4,379	5,400	6,144	6,266
Marriage Licenses issued	648	648	729	740	755
Births indexed	2,387	2,387	3,444	3,660	3,686
Deaths indexed	1,194	1,194	1,488	1,476	1,506
Certified copies of Vital records issued	19,880	15,849	14,745	15,365	15,396

Budget Highlights

- The approved budget includes a 2% increase in operations, which is mainly attributable to the annual maintenance contract associated with making land records available on the internet ($2,260).
- The approved capital includes additional storage cabinets ($1,820) for plats and two replacement typewriters ($600).
- Offsetting revenues for this department anticipate that activity will remain consistent with increases experienced over the past few years.

Tax Assessor

	2002-03 Actual Expenditure	2003-04 Actual Expenditure	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested
Assessor's Office *(General Fund)*					
Personnel Services	$556,772	$553,824	$739,467	$615,433	$691,892
Operations	$86,296	$84,651	$98,401	$105,596	$125,043
Capital Outlay	$0	$0	$2,710	$2,710	$0
Total Expenditures	**$643,068**	**$638,475**	**$840,578**	**$723,739**	**$816,935**
Offsetting Revenue	*$0*	*$0*	*$52,173*	*$52,173*	*$0*
County Costs (net)	**$643,068**	**$638,475**	**$788,405**	**$671,566**	**$816,935**
Other Related Programs (Revaluation Fund)					
Personnel Services	$77,869	$142,835	$78,341	$80,160	$81,126
Operations	$4,920	$4,085	$77,270	$68,280	$77,270
Capital Outlay	$0	$0	$0	$5,990	$0
Total Expenditures	**$82,789**	**$146,920**	**$155,611**	**$154,430**	**$158,396**
Offsetting Revenue	*$82,789*	*$193,277*	*$155,611*	*$155,611*	*$158,396*
Total Assesor's Office and Related Expenditures	**$643,068**	**$592,118**	**$736,232**	**$618,212**	**$816,935**

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 50,000 – 51,000 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 in the mailing. 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.
- 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.
- 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. The next countywide revaluation will become effective 01/01/2009.

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

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.

Objective

Administer the business Personal Property Audit (Pilot) Program
(This is a proposed new program: Under this pilot program, an audit firm will be hired to work with the Assessor's office auditing the books of ten to twenty (10 - 20) randomly selected businesses, discovering any values previously not listed or under listed. In addition to discovery, there is an educational aspect where the audited company's officers are assisted in getting future listings correct. It is expected that after the first year, this program will more than pay for itself. The results of the pilot program will be reported to the BOCC for further direction.)

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 notifying the businesses accordingly.
- Report results to BOCC and receive Commissioners input on future years processes.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
# Bills generated and mailed by Aug 15	51,000	51,000	51,000	51,000	51,000
% Bills successfully delivered	99%	99%	99%	99%	99%
Abstracts generated & mailed by Jan 5	51,000	52,000	52,000	52,000	52,000
Sales ratio level as of effective date of last revaluation (does not change between revals).	96%	96%	96%	96%	95.85%
Annual level of statistical accuracy (COD)	9.00%	11.90%	11.90%	11.90%	10.00%
% Appellants notified within 120 days of informal decision	100%	100%	100%	100%	100%
Revenue generated by Business Personal Property Audit Program	N/A	N/A	N/A	N/A	$40,000

Budget Highlights

- The personnel services budget is decreasing by $47,575 for several reasons, the retirement of a long term employee (-$17,900), the budget for the 3R position was move to the Tax Collector's budget for accounting purposes (-$31,978), and the reclassification of a Tax Clerk to Appraiser I (+$10,300).
- The operating budget includes $20,000 in contract services to pilot a program for Business Personal Property Audits. The program will seek to ensure that businesses correctly list all their properties by conducting random audits on business that hold property valued at $50,000 or greater. Many of these businesses are headquartered outside of Orange County, making it more cost effective to contract with a national firm than to send a County employee to conduct an audit. Discoveries of incorrect listings will result in increased tax collections in future years and are expected to exceed the cost of the program.
- The operating budget also includes a $6,000 increase to cover the potential increase in postage rates and the increased mailings associated with the 3R fee ($3,000). The postage expenses associated with the 3R fee mailings are covered with a transfer from the Solid Waste Fund.

Tax Collector

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Tax Collector's Office *(General Fund)*						***Account: 3350***
Personnel Services	$456,781	$521,175	$581,782	$552,410	$613,760	$613,760
Operations	$137,378	$141,860	$160,717	$164,825	$185,734	$185,734
Capital Outlay	$0	$12,935	$3,105	$4,255	$2,118	$350
Total Expenditures	**$594,159**	**$675,971**	**$745,604**	**$721,490**	**$801,612**	**$799,844**
Offsetting Revenue	*$125,122*	*$125,516*	*$175,843*	*$175,843*	*$205,460*	*$205,460*
County Costs (net)	**$469,037**	**$550,455**	**$569,761**	**$545,647**	**$596,152**	**$594,384**

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.

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.
- Successful coordination of staff to develop the record format, billing and collection of the Orange County Solid Waste 3R Fee program for 2004.
- 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

- The increase of $31,978 in personnel services is due to the accounting transfer of the 3R position from the Assessor's office and is fully offset with an equal transfer from the Solid Waste Fund. This budget reallocation will improve the tracking of costs associated with the collection of this fee.
- Because of a change in the Registered Motor Vehicles bill law, the County will be required to bill commercial vehicles twice in one fiscal year. This mandate results in an unfunded operations increase of $22,442 for increased postage and bill printing associated with a second billing for commercial vehicles.
- During FY 04-05 this department has successfully implemented the collection of the 3R fee and the Chapel Hill Stormwater Utility Fee and exceeded estimated collections by over 6%.
- The Tax Collector ranked 3rd in the State for overall collection for 2003 property taxes.

Buildings and Grounds

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Buildings and Grounds *(General Fund)*						***Account: 3400***
Personnel Services	$1,354,932	$1,496,381	$1,559,903	$1,565,425	$1,587,966	$1,587,966
Operations	$1,253,882	$1,122,820	$1,187,149	$1,309,397	$1,413,606	$1,191,257
Capital Outlay	$11,329	$563	$0	$5,157	$0	$0
Total Expenditures	**$2,620,143**	**$2,619,765**	**$2,747,052**	**$2,879,979**	**$3,001,572**	**$2,779,223**

Major Services

- Buildings and facilities maintenance for 35 County-owned and 8 leased properties (carpentry, electrical, heating/ventilation/air conditioning (HVAC), painting, plumbing, etc.). Services are provided through use of in-house staff and/or outside vendors as required;
- Assistance in planning, designing and performance and administration/contract management of renovation work and new construction, including landscaping, etc.
- Grounds care services (mowing, trimming, mulching, tree and shrub care, etc.) are provided for approximately 175 acres of County-owned properties including approximately 48 acres of landscaped areas; [1]
- Road sign maintenance for all State maintained roads in the County;
- Inclement weather services (sanding, salting, snow removal, Brine Solution application, storm debris cleanup and removal);
- Daily custodial services are provided at 25 buildings, and periodic floor care for an additional three facilities;
- Set up and break down and sound system operation and maintenance for County government meetings;
- Other services (departmental moves, contract management for elevator maintenance, pest control, alarm inspections, utilities management, 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.

Outcomes

- Approximately 6,800 customer generated service requests and in-house generated work orders will be completed by the end of FY 2004/05.

The following major projects have been completed or will be in progress by the end of FY 2004/05:

- Renovations done at Northern Center for the Cyber-Library; Senior Center; Daycare Center; Head Start Program; Parks and Recreation area (painting, carpentry work, plumbing, pipe insulation, replaced windows, electrical, replaced/installed air conditioning window units, installation of new flooring)
- Renovation of space for Human Rights & Relations at 501 W. Franklin Street and relocation from Hillsborough
- Replaced commercial grade water heater at the Jail
- Repaired/replacement of the exterior staircase components at Government Services Center
- Roof repairs performed at: Government Services Center, Government Services Annex, Orange Enterprises, Old Courthouse, Northside – Building #1
- Thorough top to bottom cleaning of entire buildings: New Courthouse, Court Street Annex, Southern Human Services Center, Richard E. Whitted Human Services Center
- Renovation of Adult Day Treatment space at Richard E. Whitted Human Services Center

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
County-owned Buildings					
number of buildings	32	33	33	35	35
total area (sq. ft.)	398,102	404,150	404,150	406,709	406,709
landscaped area (acres)	46.62	46.62	46.62	46.62	46.62
County-leased Buildings					
# of buildings	12	11	11	10	10
total area (sq. ft.)	39,769	36,050	36,050	40,473	40,473
landscaped area (acres)	1.6	1.6	1.6	1.6	1.6
Buildings and Facilities Repair and Maintenance Service Requests					
Total received/generated	4,240	5,152	5,500	6,800	6,800
Percent completed within:					
less than 1 hour	46%	45%	65%	42%	45%
1 to 4 hours	48%	48%	25%	53%	50%
more than 4 hours	6%	7%	10%	5%	5%
Emergency service requests responded to within 30 minutes	95%	96%	97%	97%	98%
Custodial Services					
Total area provided with custodial services (sq. ft.)	302,120	275,000	275,000[2]	279,200	279,200

[2] Total area provided with custodial services has been more accurately defined and calculated due to the use of computer-aide design software and exclusion of some rooms/areas that do not receive custodial service (i.e., mechanical rooms). Total estimated projected area for 2002/03 includes provision of custodial services for all of

Building and Grounds - continued

		2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
	Total number of restrooms	96	134	134	134	134
	Total deskside trash cans emptied daily	970	970	990	990	990
	Total number of meeting set-ups	84	56	60	60	60
Road Signs						
	Total number of signs	780	785	800	193	231
	Number of inspections performed during the fiscal year	3	3	3	4	4
	Signs repaired/replaced:					
	Within 7 days of notification when sign is in stock	80%	77%	76%	94%	94%
	Within 45 days of notification when sign must be ordered from sign company	20%	12%	19%	5%	5%
	Within 60 days of notification	0%	1%	5%	1%	1%

Budget Highlights:

- Greater emphasis will be focused on reduction of consumption of key utilities – electricity, water, and natural gas. Combined, these three items account for greater than 50% of the total Buildings and Grounds Operating budget, excluding personnel cost.
- The increase in Personnel Services for FY 2005-06 includes additional funds ($12,209) in Overtime to cover additional meeting set-ups and emergency work after hours and weekends; this amount is consistent with the projected FY 2004-05 year-end costs.
- The 12-Month Estimate is projected to exceed budget in overtime, temporary personnel, electricity, natural gas, and fuel oil.
- Custodial services are now being provided on some Saturdays at Skills Development Center to accommodate Saturday classes.

Motor Pool

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Motor Pool *(General Fund)*						***Account: 3405***
Personnel Services	$370,126	$294,110	$336,347	$311,179	$333,574	$333,574
Operations	($360,788)	($276,828)	($188,442)	($196,455)	$151,817	$42,833
Capital Outlay	$3,198	$8,734	$0	$1,100	$0	$0
Total Expenditures	**$12,536**	**$26,015**	**$147,905**	**$115,824**	**$485,391**	**$376,407**
Offsetting Revenue	*$106,015*	*$59,511*	*$55,015*	*$72,800*	*$112,850*	*$112,850*
County Costs (net)	**($93,479)**	**($33,495)**	**$92,890**	**$43,024**	**$372,541**	**$263,557**

Major Services

- The Orange County Motor Pool has the primary responsibility to maintain the motor vehicles and equipment operated by the County in a safe and reliable condition. The division provides preventive and corrective maintenance services, all State required emissions and safety inspections. The division also completes repairs to brake, electrical, electronic, suspension and heating/air conditioning. The Motor Pool also maintains a parts and tire inventory to insure quick service. As of April 2005, the County had 291 vehicles in service. The Sheriff's Department is the largest contingent, operating 106 vehicles. Emergency Medical Services operates a fleet of 43 vehicles, consisting of ambulances, first response vehicles and many types of specialized equipment. The Motor Pool also provides service to the Department on Aging fleet of 32 buses and vans. Many of this fleet are also equipped with wheel chair lifts. The Public Works Division, which consists of Buildings and Grounds, Sanitation, Custodial and the Motor Pool, utilized a fleet of 48 vehicles to provide support. This includes heavy dump trucks, sanitation trucks, skid steer loaders, vans, pickups and a fleet of daily use cars for county employees. We also provide vehicle and maintenance support to Dept. of Social Services, Planning and Inspections, Animal Control, Parks and Recreation, Environmental Health and the Health Dept.
- Maintenance of more than 100 pieces of auxiliary equipment including trailers, tractors, lawn mowers, vehicle mounted handicapped chair lifts, animal cages, and compressors.
- Maintenance and operation of the centralized automated fueling system for County-owned vehicles, motorized equipment, outside agencies and Town of Hillsborough vehicles.
- Maintain associated 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;
- Development and management of annual vehicle replacement schedule.
- Maintain a ready state for all 10 County emergency back-up generators. This involves preventive maintenance and monthly site visits to test the systems.

Objective

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

Outcomes

- 642 preventive maintenance services completed in the previous 12 months 04/05
- 1375 corrective maintenance services completed in the previous 12 months 04/05. This number has decreased due to improved preventive maintenance.
- Approximately 300 other services performed on County owned equipments such as generators, mowers, trailers and misc equipment
    - Complete annual state emissions test and/or safety inspections on all County-owned vehicles and trailers

Measures

	2000-01 Actual	2001-02 Actual	2002-03 Actual	2004-05 Estimate	2005-06 Projected
Preventive Maintenance Services	570	589	600	658	700
Corrective Maintenance Services	2,309	2,314	2,800	1,375	1,500
Other Services	536	1,102	1,000	300	400
TOTAL SERVICES	3,415	3,416	4,400	2333	2,650
Miles Driven	3,475,000	3,288,215	3,500,000	3,580,793	3,600,000
Fleet Age (% of total)					
0-5 years	49	50	50	35	35
6-10 years	34	35	35	36	35
10+ years	17	15	15	29	30

Budget Highlights:

- The Motor Pool division has been able to reduce the number of corrective maintenance services required, through increasing the number of preventive maintenance services provided.
- The increase in Operations for FY 2005-06 includes additional funds for Gas & Oil ($166,930), Diesel ($38,873) due to rising fuel costs.
- Staff will be examining the interdepartmental motor pool charges over the next few months to determine appropriate amounts that should be charged to other departments.

Sanitation

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Sanitation Department *(General Fund)*						*Account: 3410*
Personnel Services	$660,163	$722,844	$734,791	$734,553	$0	$779,238
Operations	$807,922	$942,161	$970,545	$1,015,907	$0	$1,039,891
Capital Outlay	$520	$678	$0	$0	$0	$525
Total Expenditures	**$1,468,605**	**$1,665,683**	**$1,705,336**	**$1,750,460**	**$0**	**$1,819,654**
Offsetting Revenue	*$52,371*	*$55,856*	*$51,360*	*$51,408*	*$45,960*	*$45,960*
County Costs (net)	**$1,416,234**	**$1,609,827**	**$1,653,976**	**$1,699,052**	**($45,960)**	**$1,773,694**

Major Services

- Maintenance and operation of six staffed solid waste convenience centers to serve Orange County residents, including roadside cleanups within ½ mile in either direction of sites;
- Collection services for solid waste convenience centers, Orange County government buildings, and Orange County schools; Dumpster container waste is collected by front-end loaders and dump trucks, a skid-steer loader and manual labor 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
- Administration of Sanitation Division, including daily collection operations, data collection and analysis, report presentation and development
- Administration and development of public information education efforts
- Enforcement of Orange County Solid Waste Ordinance including investigation and/or cleanup of illegal dumping and accumulated trash as required;
- Policy, planning and technical assistance to Orange County elected officials
- Management of and assistance with deconstruction projects

Objective

To provide high quality, cost- effective solid waste management services to our customers - Orange County residents, government offices, and schools. Solid waste and recycling services are provided to residents through six staffed solid waste convenience centers.

Measures

	2001/02 (actual))	2002/03 (actual)	2003/04 (actual)	2004/05 (estimate)	2005/06 (projected)
Material Collected (tons)					
household waste (MSW)	10,641	10,481	10,295	11,162	11,720
C & D waste	1,063	1,642	1,892	2,184	2,294
Electronics	0	0	78	109	111
Yard waste	236	389	400	388	396
White goods (appliances)	318	302	341	403	443
Tires	63	61	60	49	49
Metal, clean	439	525	573	493	404
Wood, Clean	4	136	152	176	180
Orange County Schools	655	723	724	724	724
Orange County Government Buildings	470	485	505	505	510
Resident Permit Tons	2,382	5,694	4,028	3,769	3,807
TOTAL TONS	16,271	20,438	19,129	20,043	20,727
Sanitation vehicle loads to landfill	3,602	3,523	3,854	4,430	4,474
Contracted Waste Services					
Roll-off loads	8	303	334	435	587*
Orange County Permits					
Resident loads to landfill (# of trips)	5,983	8,059	7,317	6,553	6,619
Orange County Landfill Tip Fee					
MSW (per ton)	$ 42	$ 42	$ 45	$ 45	$ 46
C & D (per ton)	$ 40	$ 40	$ 41	$ 41	$ 41
Mulch (per ton)	$ 13	$ 13	$ 15	$ 15	$ 15

*Contractual roll-off service will terminate upon arrival of hook truck. Hook Truck arrival anticipated by mid-November. Number of haul service increase is a result of the increased number of roll off containers in place by July 2005. All bulk waste/recyclables will be containerized.

Budget Highlights:

- The Manager's Recommended Budget for FY 2005-006 included the transfer of Sanitation Operations from Public Works to the Solid Waste Enterprise Fund, effective July 1, 2005. During budget deliberations, the Board of County Commissioners approved keeping the Sanitation division in Public Works for FY 2005-06.
- Increased use of roll off containers for containment of bulk waste and recyclable materials at Eubanks Road and Ferguson Road.
- Acquisition of additional roll containers for containment of bulk waste and recyclable materials; arrival anticipated by the end of July 2005.
- Acquisition of a hook truck to service all roll off containers thus eliminating contractual services and increasing collection efficiency.
- Initiated improvements to the Highway 57 SWCC with completion in FY 2005-06.

Efland Sewer Fund

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Efland Sewer Fund						
Personnel Services	$0	$0	$0	$0	$0	$0
Operations	$123,968	$200,080	$85,000	$140,000	$140,000	140,000 00
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Expenditures	**$123,968**	**$200,080**	**$85,000**	**$140,000**	**$140,000**	**$140,000**
Offsetting Revenue	*$68,245*	*$62,580*	*$45,000*	*$55,000*	*$55,000*	*$55,000*
County Costs (net)	**$55,723**	**$137,500**	**$40,000**	**$85,000**	**$85,000**	**$85,000**
Total Efland Sewer Expenditures	**$123,968**	**$200,080**	**$85,000**	**$140,000**	**$140,000**	**$140,000**

Major Services

- This program provides sanitary sewer service to the Efland-Cheeks Elementary School and to the surrounding Efland community
- Provide new sewer service taps for new sewer customers
- Maintain and replace sewer system infrastructure as required
- The sanitary sewer system allows many individual sewage systems that have failed or are failing to be abandoned
- The sanitary sewer system allows lots that are adjacent to collector lines and that are restricted in development capacity by either size or poor soils to be developed

Objective

Provide ongoing and uninterrupted sewer services to existing customers

Outcomes

- Respond to complaints regarding on-site residential sewer stoppages within one working day; advise if problem is homeowner's responsibility to correct; begin corrective action if problem is County's responsibility
- Obtain OWASA response/assistance to react to complaints regarding commercial sewer malfunctions (wastewater pumping station system) within three days

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

Objective

Maintain and replace 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

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Respond to sewage complaints	Within 1 working day	Within 1 working day	Within 1 working day	Within 1 working day	Within 1 working day
Coordinate tap fee cost with Town of Hillsborough	Within 4 working days	Within 4 working days	Within 4 working days	Within 4 working days	Within 4 working days
Begin tap construction (after State/DOT permit approval)	Within 2 weeks	Within 2 weeks	Within 2 weeks	Within 2 weeks	Within 2 weeks

Budget Highlights:

- The Approved Budget for FY 2005-06 includes a transfer from the General Fund of $85,000, due to continued 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.

Non-Departmental Summary

General Services

Listed below are appropriations for non-departmental General Services related funds and entities.

	2002-2003 Actual Expenditures	2003-2004 Actual Expenditures	2004-2005 Original Budget	2004-2005 12 Month Estimate	2005-2006 Department Requested	2005-2006 Commissioner Approved
General Services						
250th Anniversary	$5,215	$0	$0	$0	$0	$0
Stormwater Fees for County Property	$0	$0	$0	$9,945	$10,000	$10,000
General Services Total	**$5,215**	**$0**	**$0**	**$9,945**	**$10,000**	**$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.

Human Services

Summary

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
By Department ***(General Fund)***						
Public Assistance	$4.284.300	$4.083.447	$4.601.276	$4.665.626	$5.173.118	$5.040.779
Social Services	$11.393.008	$12.661.329	$12.970.918	$13.396.170	$14.181.067	$14.081.067
Health*	$5.829.370	$7.130.053	$6.777.483	$6.432.733	$6.128.194	$6.028.267
Cooperative Extension Srv	$348.132	$403.445	$470.712	$457.783	$496.745	$485.297
Aging	$1.189.889	$1.370.878	$1.251.647	$1.440.546	$1.289.107	$1.281.751
Orange Public Transportation	$945.120	$1.003.714	$970.757	$968.322	$961.599	$945.600
Human Rights and Relations	$284.483	$286.237	$326.751	$274.714	$348.071	$347.113
Child Support	$698.778	$762.881	$786.772	$784.588	$796.433	$796.433
Mental Health	$1.294.000	$1.294.000	$1.375.362	$1.365.648	$1.378.137	$1.370.832
Total Function Expenditures	$26,267,080	$28,995,983	$29,531,678	$29,786,130	$30,752,471	$30,377,139
Offsetting Revenue	*$12,215,930*	*$12,827,122*	*$12,231,668*	*$13,188,670*	*$13,198,065*	*$11,848,978*
County Costs (net)	$14,051,150	$16,168,862	$17,300,010	$16,597,459	$17,554,406	$18,528,161
Other Related Funds ***(Grants)***						
Health Related	$224.089	$290.361	$311.547	$321.610	$365.341	$361.842
Cooperative Extension Related	$40.000	$40.000	$40.000	$40.000	$40.000	$45.260
Aging Related	$99.940	$111.266	$81.914	$112.644	$85.957	$85.957
Total Expenditures	$364,029	$441,627	$433,461	$474,254	$491,298	$493,059
Offsetting Revenue	*$341.811*	*$395.163*	*$392.862*	*$453.615*	*$419.805*	*$417.068*
County Costs (net)	$22,218	$46,464	$40,599	$20,639	$71,493	$75,991
Other Funds ***(Housing and Community Development)***						
Housing Section 8	$4.117.697	$4.320.425	$4.350.046	$4.350.046	$4.451.565	$4.451.565
Offsetting Revenue	*4.108.418*	*4.319.283*	*4.350.046*	*4,350.046*	*4.451,565*	*$4.451.565*
County Costs (net)	$9,279	$1,142	$0	$0	$0	$0
Total Non-Departmentals	$0	$0	$0	$0	$0	$1,829,582
Total Human Services	$30,748,806	$33,758,035	$34,315,185	$34,610,430	$35,695,334	$37,151,345

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

Department of Social Services

Summary

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
By Program *(General Fund)*						
Public Assistance	$4,284,300	$4.083,447	$4.601.276	$4,665,626	$5,173,118	$5.040,779
Administration	$1.269,769	$1.451.834	$1.505.933	$1,491,150	$1,383,346	$1.383,346
Children/Family Services	$3.521,335	$3.864.804	$4,056.240	$4,013,968	$4.293,406	$4.293,406
Veterans' Services	$51.817	$54.359	$56.820	$56,358	$57,238	$57.238
Economic Services	$2.479.353	$2,565.321	$3,061,345	$2,900,282	$3.516.224	$3.516.224
Skills Development Cente	$55.719	$62.911	$73,957	$67,311	$74.222	$74.222
Subsidy	$4,015,015	$4,662,100	$4.216,623	$4.867.101	$4,856,631	$4,756,631
Total Expenditures	**$15,677,308**	**$16,744,776**	**$17,572,194**	**$18,061,796**	**$19,354,185**	**$19,121,846**
Offsetting Revenue	*$8,777,816*	*$8.937.413*	*$8,383.031*	*$9,318,585*	*$9,504,356*	*$9.570,856*
County Costs (net)	**$6,899,492**	**$7,807,363**	**$9,189,163**	**$8,743,211**	**$9,849,829**	**$9,550,990**

Public Assistance

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Public Assistance *(General Fund)*						***Account: 4000***
Personnel Services	$0	$0	$0	$0	$0	$0
Operations	$4,284,300	$4,083,447	$4,601,276	$4,665,626	$5,173,118	$5,040,779
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Expenditures	**$4,284,300**	**$4,083,447**	**$4,601,276**	**$4,665,626**	**$5,173,118**	**$5,040,779**
Offsetting Revenue	*$193,226*	*$158,700*	*$137,535*	*$183,390*	*$138,535*	*$138,535*
County Costs (net)	**$4,091,074**	**$3,924,747**	**$4,463,741**	**$4,482,236**	**$5,034,583**	**$4,902,244**

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:

- Provide Work First payments to 396 families per month to help meet the basic needs of dependent children.
- Provide Food Stamp assistance to 3035 households per month to help meet nutritional needs.
- Provide Medicaid to 5400 eligible families and individuals per month to help meet medical expenses.
- Provide Special Assistance payments to 254 low-income disabled and elderly adults per month to help meet the costs of rest home care.
- Provide emergency assistance to 540 households per month to help alleviate financial crisis situations.
- Provide health insurance through Health Choice to 948 children per month.

Measures *(Figures represent Monthly Averages)*

PROGRAM	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Work First Cases	350	370	375	396	396
Food Stamps Households	1750	2300	2320	2685	3035
Medicaid Cases	4400	5100	5200	5254	5400

Special Assistance Recipients	195	233	233	244	254
Emergency Assistance Recipients	275	490	520	520	540
Health Choice Recipients	550	845	870	915	948

Budget Highlights:

- The department continues to see an increase in demand for all public assistance services, especially in Food Stamp and Medicaid caseloads.
- The increases in Operations includes additional funds of $424,800 in Medicaid cost to the County, an increase of $12,624 for Special Assistance to Adults due to increase costs of Adult Care homes, and an additional $2,000 in Food Stamp Training.
- There may be changes from the General Assembly that impact Health Choice and Medicaid although no final action has been taken.
- There will be additional federal outreach efforts to increase participation in the food stamp program, particularly to reach more elderly persons.
- Although Social Services will have a role in implementing the prescription drug coverage under the Medicare Modernization Act, the extent of the impact on the agency's workload is not yet known.
- TANF, the federal legislation for Work First, is currently undergoing reauthorization, and there have been many proposed changes to the law. The Social Services staff would have to implement any changes in the law, which may impact the staff and clients.

Social Services - Administration

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
DSS-Administration *(General Fund)*						*Account: 4001*
Personnel Services	$876,131	$1,053,862	$1,133,017	$1,123,503	$1,010,430	$1,010,430
Operations	$347,567	$354,568	$372,916	$326,308	$372,916	$372,916
Capital Outlay	$46,071	$43,404	$0	$41,339	$0	$0
Total Expenditures	**$1,269,769**	**$1,451,834**	**$1,505,933**	**$1,491,150**	**$1,383,346**	**$1,383,346**
Offsetting Revenue	*$243,517*	*$211,934*	*$199,040*	*$201,033*	*$199,077*	*$199,077*
County Costs (net)	**$1,026,252**	**$1,239,899**	**$1,306,893**	**$1,290,117**	**$1,184,269**	**$1,184,269**

Major Services

- Administration and Fiscal Support for Department Divisions
- Multi-site Reception/Switchboard services for information and referral
- Coordination with other Human Service Agencies and general public
- Manage Accounts payable and receivable
- Draft agency annual program and operations budget

Objectives

Personnel

- Fill vacancies timely when qualified applicants are available
- Assure that all evaluations are done timely
- Provide appropriate recognition for employees who perform above expectations
- Provide adequate training for all staff at agency

Accounting and Support Services

- 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
- Assure that payments are made timely

Outcomes

- Maintain an average length of vacancies no greater than two months
- Complete 95% of all evaluations before the due date
- Nominate at least two staff for special recognitions
- Develop and implement training plan for each work unit
- Assure that employees have received any mandated training within state guidelines
- Assure that all staff have access to county training and attend any required sessions
- Have no material or significant findings in the single county audit
- Provide customer friendly reception services
- Handle over 100,000 phones calls annually
- Train all receptionists on recognizing and assisting persons with languages barriers
- Utilize special telephone line and translation cards to allow initial interaction with clients
- Develop contracts with qualified translators to assist public with language barriers

- Collect 95% of budgeted revenue available to Orange County
- Monitor use of county funds to remain within budget and to alert management to trends impacting costs

Measures

Accounting & Support Services

	2003-2004			2004-2005			2005-2006		
	Year-to-Date	Year-to-Date Amount	% of Budgeted Amount	Year-to-Date	Year-to-Date Amount	% of Budgeted Amount	Year-to-Date	Year-to-Date Amount	% of Budgeted Amount
Front Desk Intake	16,157	NA	NA	20,961	NA	NA	23,057	N/A	N/A
Incoming Calls	104,876	NA	NA	115,364	NA	NA	126,900	N/A	N/A
	Year-to-Date	**Year-to-Date Amount**	**% of Budgeted Amount**	**Year-to-Date**	**Year-to-Date Amount**	**% of Budgeted Amount**	**Year-to-Date**	**Year-to-Date Amount**	**% of Budgeted Amount**
Total Expenditures	NA	$16,751,899	97%	NA	$18,424,007	100%	N/A	$19,121,846	100%
Total Revenues	NA	$8,937,413	106%	NA	$9,262,687	100%	N/A	$9,570,856	100%
Day Care Payments	NA	$3,718,693	108%	NA	$3,746,858	100%	N/A	$3,676,966	100%
Medicaid County Costs	NA	$3,081,884	91%	NA	$3,600,000	100%	N/A	$4,157,139	100%
Total Contracts	8	NA	NA	9	NA	NA	9	N/A	N/A
Vendor Agreements	32	NA	NA	42	NA	NA	42	N/A	NA/
General Assts	NA	$85,987	76%	NA	$112,000	100%	N/A	$112,000	100%
TANF-Emergency Assts	NA	$69,838	70%	NA	$110,000	100%	N/A	$110,000	100%

Budget Highlights

- The decrease in Personnel Services for FY 2005-06 is due to a staff realignment of three positions moving from Administration division to Economic Services.
- Operations continue its current level of funding, with an increase in Board Allowance ($1,800) for new board members to attend training, and offsetting decreases in Telephone ($800) and Contract Services ($1,000).
- Increased demand from clients is impacting all reception areas. More clients are calling the offices as well as coming to the agency.

Social Services - Child/Family Services

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
DSS-Child/Family Services *(General Fund)*						*Account: 4002*
Personnel Services	$3,055,428	$3,304,851	$3,490,790	$3,412,668	$3,707,931	$3,707,931
Operations	$465,907	$559,953	$565,450	$601,300	$585,475	$585,475
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Expenditures	**$3,521,335**	**$3,864,804**	**$4,056,240**	**$4,013,968**	**$4,293,406**	**$4,293,406**
Offsetting Revenue	*$1,202,350*	*$1,629,743*	*$1,461,303*	*$1,643,482*	*$1,689,776*	*$1,689,776*
County Costs (net)	**$2,318,985**	**$2,235,061**	**$2,594,937**	**$2,370,486**	**$2,603,630**	**$2,603,630**

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

Objective

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

Outcomes

- Provide CPS coverage 24 hours per day year round
- Complete CPS screening and conduct investigations/assessments where appropriate
- Use a two level decision making process when a child's removal is considered
- Ensure parent education and/or family therapy are available and utilized when indicated
- Place children in adoptive homes when termination of parental rights (TPR) is achieved

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Total Children's Services inquiries	5872	5588	6100	4500	5000
CPS investigations completed	958	846	1000	800	850
Children in households reported for suspected child abuse/neglect	1365	1296	1450	1350	1400
Average number of Families receiving child welfare services	212	225	225	200	220

Individuals receiving parenting services	178	135	228	136	150
# children in DSS legal custody	116	134	120	144	140
# children who entered custody	63	62	70	60	60
# children freed for adoption	18	12	20	17	20
# children who achieved permanence	67	48	67	60	65
# children adopted	14	18	25	17	27

***Changes due to the implementation of the Multiple Response System have impacted some of the numbers in Child Protective Services.**

Objective

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

Outcomes

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

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Monthly recruitment activities	4	2	4	3	4
Total # of children who are placed in adoptive homes	13	14	32	27	16
Pre-service training	4 grp/yr (120 hrs)	4 grp/yr (120 hrs)	4 grp/yr (120 hrs)	4 grp/yr (120 hrs)	4 grp/yr (120 hrs)
# Licensed Foster Homes	76	82	80	75	80

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

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

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
APS investigations	27	35	35	35	38
% confirmed	52%	29%	40%	30%	30%
CAP clients	59	58	70	65	65
In-home services clients	19	21	25	25	25
Adults receiving heavy care services	33	43	45	45	45
Guardianship cases	20	17	25	22	25
Payee cases	11	15	18	18	22

Budget Highlights

- The increase in Personnel Services for FY 2005-06 includes full year funding for two (2) CPS Social Workers that were approved by the BOCC in October, 2004, and are totally offset with State funds, and additional funds for overtime pay for social work staff. Due to recent interpretations of the Fair Labor Standards Act, the agency is changing most of the social work staff from exempt to non-exempt under this law. This means that any time worked over a 40 hour week will result in either time off or pay at time and a half.
- The increase in Operations for FY 2005-06 includes additional funds for Medical Supplies ($20,000) due to an increase in cost and demand for long-term care medical supplies and equipment.
- Additional revenue in FY 2005-06 includes increased funds for the two (2) CPS Social Workers, and additional Adult Home Specialist and Long Term Care Screening funds.
- The Multiple Response System, which changes how the agency conducts child protective services investigations and intervention is being implemented. This may result in some organizational changes within the agency.
- More children are being adopted which increases costs for assistance payments.
- Average number of children in custody has increased.
- Increase in court appeals impacts legal costs. Specifically there are more appeals of the court actions that terminate parental rights. When this occurs the child must remain in foster care and not be adopted until the appeal is heard. Appeals can take more than a year to finish.
- IV-E Waiver Funds will be available which will allow more flexible use of funds for children in foster care. These funds may be used to provide services to prevent children from being removed from their families, such as intensive family intervention, as well as services to help children return to their families. The goal of the waiver is reduce the number of children in foster care as well as the length of time children remain in foster care.
- Increased efforts on preventive services for At-Risk adults and children include the identification of staff resources to serve families with risk factors before there is a protective services issue.

Social Services - Veterans' Services

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
General Fund						***Account: 4003***
Personnel Services	$50,932	$53,653	$55,440	$55,509	$55,858	$55,858
Operations	$885	$706	$1,380	$849	$1,380	$1,380
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Expenditures	**$51,817**	**$54,359**	**$56,820**	**$56,358**	**$57,238**	**$57,238**
Offsetting Revenue	*$2,377*	*$2,000*	*$2,000*	*$2,000*	*$2,000*	*$2,000*
County Costs (net)	**$49,440**	**$52,359**	**$54,820**	**$54,358**	**$55,238**	**$55,238**

Major Services

- Assist Veterans in accessing compensation, pension, and other benefits.
- Education and publicity for veterans and the public.
- 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 in accessing them.

Outcomes

- Ensure current and accurate information on Veterans' benefits is available throughout the county.
- Assist Orange County veterans to access or continue to receive local, state, and federal benefits as appropriate.
- Deliver all services on a timely and friendly basis.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Contacts	3300	3500	3500	2009	2100
Compensation Applications	75	94	130	112	125
*1 Education Applications	15	6	15	20	22
*2 Burial Applications	40	16	15	19	20

Budget Highlights:

- The Veteran population in Orange County is 7,945. They receive $15,362,000 in government pensions, educational benefits, and insurance per year.
- The Approved budget for FY 2005-06 provides funds to continue the current level of service.

Social Services - Economic Services (Work First)

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Economic Services (General Fund)						***Account: 4030***
Personnel Services	$2,158,930	$2,214,067	$2,572,836	$2,412,609	$2,996,715	$2,996,715
Operations	$320,423	$351,255	$488,509	$487,673	$519,509	$519,509
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Expenditures	**$2,479,353**	**$2,565,321**	**$3,061,345**	**$2,900,282**	**$3,516,224**	**$3,516,224**
Offsetting Revenue	*$2,919,710*	*$2,861,575*	*$2,945,318*	*$3,301,782*	*$3,355,894*	*$3,422,394*
County Costs (net)	**($440,357)**	**($296,253)**	**$116,027**	**($401,500)**	**$160,330**	**$93,830**

Major Services

- Assess Work First families' needs, strengths, and barriers to employment.
- Provide training and supportive services (such as childcare and transportation).
- Assist Work First families to obtain employment.

Objective

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

Outcomes

- Enable 131 families to avoid welfare through Diversion Assistance.
- Enable 110 recipients to obtain employment.
- Track families for 12 months after Work First assistance ends.
- Assist 35 public assistance recipients in improving their skill level by accessing short-term vocational training.
- Conduct 10 two-week life management workshops and 52 job keeping/seeking workshops.
- Provide intensive employment services to 140 recipients.

Measure: Work First

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Families Assessed	200	200	180	190	200
Employed Families (unduplicated)	140	140	130	120	110
Training Completions	20	30	40	32	40
Work Experience Sites	30	40	45	35	40
Job Readiness/Preparation Workshops	88	60	64	50	52

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.

Objective:

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

Outcomes:

- 85% percent of teen mothers active in the Adolescent Parenting Program will avoid a second pregnancy.
- Provide information, education and peer support by conducting 10 peer group meetings.
- Ensure that 85% of adolescent parents continue their education.
- Assure each adolescent will have a day care arrangement.

Measures:

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Adolescent Parents	25	28	30	32	30
2nd Pregnancy Avoidance	85%	90%	85%	85%	85%
Peer Group Meetings	10	8	10	10	10
Education Continuance	85%	90%	85%	85%	85%

Budget Highlights

- The increase in Personnel Services for FY 2005-06 includes the realignment of three (3) positions from the Administrative division (offsetting decrease is in Administration), as well as full year funding of four (4) Social Worker positions in the Orange County Schools that were approved by the Board of County Commissioners in October, 2004. Revenues from the Orange County School System and from Medicaid totally offset the cost of these positions.
- The increase in Operations for FY 2005-06 includes additional funds for Work First Transportation ($32,000) due to an increase in demand for providing transportation to skills development center for training sessions, and an increase in Postage ($5,000) to cover the increased costs for the Food Stamp Program Electronic Benefits Transfer (EBT) services. A decrease in Program Payments ($6,000) is budgeted to offset the Work First Transportation increase.
- The program has strengthened the involvement and participation of fathers. Fathers attend monthly peer group meetings and have participated in financial counseling workshops.
- The Adolescent Parenting Program provides intensive case management and support for teen parents and their families. This program improves parenting skills for teen parents and has enabled seven teen parents to graduate from high school in June 2004.

Skills Development Center

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
DSS-Skills Development Center						***Account: 4031***
Personnel Services	$40,251	$40,414	$43,899	$43,220	$44,164	$44,164
Operations	$14,047	$18,133	$30,058	$24,091	$30,058	$30,058
Capital Outlay	$1,421	$4,364	$0	$0	$0	$0
Total Expenditures	**$55,719**	**$62,911**	**$73,957**	**$67,311**	**$74,222**	**$74,222**
Offsetting Revenues	*$10,650*	*$16,509*	*$10,000*	*$10,000*	*$10,000*	*$10,000*
County Cost (net)	**$45,069**	**$46,402**	**$63,957**	**$57,311**	**$64,222**	**$64,222**

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

- Enable 480 citizens to obtain employment or increase income.
- Make job search easier through the availability of computers and access to the World Wide Web.
- Improve the literacy of 425 citizens by providing basic skills training.
- Provide educational and vocational training for 2100 citizens
- Monitor 100% of customer satisfaction surveys for continuous improvement.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Customer Satisfaction Survey	100%	100%	100%	100%	100%
Training Completions					
• Human Resources Development	160	160	175	175	190
• Basic Skills Training (ABE, ESL, GED)	400	350	410	410	425
• Educational and Vocational Training	1400	1780	1900	1900	2100
Employment Obtained or Increase Income	350	370	400	400	480
Facility Usage (monthly)	1215	1980	2100	2100	2500

Budget Highlights:

- The Approved Budget for FY 2005-06 provides funds to continue the current level of service.
- The Skills Development/JobLink Center has been chartered as a Level 3 Center, which is the state's highest honor.
- As a result of the Level Three status the Skills Development Center is able to access funds for new computers, and other resources that will enhance the Center.
- The Center has received assistive technology (accessible workstation, Hamilton Video Relay, Pocket Talker Pro, Text Telephone) from the NC Vocational Rehabilitation Work Incentive Grant to better serve persons with disabilities.

Social Services - Subsidy

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
DSS-Subsidy *(General Fund)*						*Account: 4050*
Personnel Services	$0	$0	$0	$0	$0	$0
Operations	$4,015,015	$4,662,100	$4,216,623	$4,867,101	$4,856,631	$4,756,631
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Expenditures	**$4,015,015**	**$4,662,100**	**$4,216,623**	**$4,867,101**	**$4,856,631**	**$4,756,631**
Offsetting Revenue	*$4,205,986*	*$4,056,952*	*$3,627,835*	*$3,976,898*	*$4,109,074*	*$4,109,074*
County Costs (net)	**($190,971)**	**$605,147**	**$588,788**	**$890,203**	**$747,557**	**$647,557**

Major Services

- Child Day Care Subsidy and Social Casework Services for families.

Objective

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

Outcomes

- Provide childcare subsidy for 900 children of working families.
- Provide a safe, stimulating, learning environment for 85 children and respite for parents as part of the protection plan when children have been neglected or abused.
- Assure that 100 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.)
- Assure that 35 foster children receive childcare services to supplement foster care services when the foster parent(s) work outside the home.
- Assist families who are in crisis or who live at the shelter for the homeless to become more stable and provide a more secure environment for their children (25 children).
- Provide child care information and referral services to parents on availability, quality and subsidy for childcare. (1,500 information and referral contacts on childcare issues will be made.)
- Provide supportive casework services to 575 families.
- Provide childcare for 15 children who have developmental delays or other special needs.
- Provide technical assistance to 150 Child Care Providers regarding participation in the DSS Child Care Subsidy Program.
- Coordinate training for more than 1050 childcare teachers and providers.
- Provide child care subsidy transportation for 45 children.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Total average # of children served per month	682	684	625	680	670
# of children approved for subsidy	514	377	360	360	350
# of Eligibility Re-certifications	478	499	350	450	450
# of Case Consultations	3777	4033	3000	3300	3300
# of Information and Referral Contacts	1361	1679	1500	1700	1700
Total # of Children served in year	1115	1076	1080	1080	1080

Budget Highlights:

- The agency staff is managing federal Day Care Subsidy payments of over $3.6 million annually. These payments are provided to working families with low incomes or child welfare cases.
- Last year agency staff managed the new county Day Care Trust Fund based on input and directions of Day Care Task Force and DSS Board.
- Budget reflects increases in numbers of foster and adoptive children.
- The increase in Operations for FY 2005-06 includes additional funds for Child Day Care ($408,843); this is completely offset by revenues, additional funds for Foster Care ($116,000) due to an increase # of children that have been placed in foster care, additional funds in Adoption Vendor Payments ($10,000) due to an increase # of adoptions and those receiving adoption assistance, and increased costs in Psychological ($7,000) due to more children/parents being asked by the court system to have psychological evaluations. The net County cost for FY 2005-06 for these increases in Foster Care and Adoptions is approximately $60,000.

Health Department

Summary

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
By Program *(General Fund)*						
Central Administrative Services	$765,636	$805,044	$872,384	$727,438	$859,338	$859,338
Dental	$477.802	$584,427	$655,833	$569,264	$716.763	$710.014
Promotion and Education	$269.528	$284.488	$374,161	$337.897	$398,032	$398,032
Personal Health**	$2.597,405	$2.846,679	$3,206.816	$3.150.133	$2,877,490	$2,862,490
Risk Management	$0	$139,250	$188.643	$193,913	$192.027	$192.027
Environmental Health	$849.422	$930,312	$982,235	$919.746	$1.084,544	$1.006,366
Animal Control*	$440,760	$1.050.446	$497,411	$534.341	$0	$0
Animal Protection Society*	$428.817	$489,407	$0	$0	$0	$0
Total Expenditures	**$5,829,370**	**$7,130,053**	**$6,777,483**	**$6,432,733**	**$6,128,194**	**$6,028,267**
Offsetting Revenue	*$1,445.616*	*$1.898,052*	*$2,100.778*	*$2,024,804*	*$1,961,038*	*$545,451*
County Costs (net)	**$4,383,754**	**$5,232,001**	**$4,676,705**	**$4,407,929**	**$4,167,156**	**$5,482,816**
Other Related Programs: *(Grant Projects)*						
Dental	$20.902	$20,347	$25,500	$25,500	$29,850	$26,350
Promotion and Education	$36,429	$84.227	$107,261	$95.057	$90,809	$90.809
Personal Health	$166,758	$185,787	$178,786	$201,053	$244.682	$244,683
Total Expenditures	**$224,089**	**$290,361**	**$311,547**	**$321,610**	**$365,341**	**$361,842**
Offsetting Revenue	*$201.871*	*$243,897*	*$270,948*	*$300.971*	*$322,913*	*$285.851*
County Cost (net)	**$22,218**	**$46,464**	**$40,599**	**$20,639**	**$42,428**	**$75,991**
Total Expenditures	**$6,053,459**	**$7,420,413**	**$7,089,030**	**$6,754,343**	**$6,493,535**	**$6,390,109**

*Animal Services is a newly constructed department that includes Administration. Animal Shelter and Animal Control. which was previously housed in the Health Department (see Governing and Management function located in this document.)

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

Health Department - Central Administrative Services

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Health Department-Central Administrative Services *(General Fund)*						***Account: 4100***
Personnel Services	$676,161	$741,981	$791,587	$664,528	$781,753	$781,753
Operations	$87,659	$60,004	$77,585	$58,785	$75,585	$75,585
Capital Outlay	$1,816	$3,059	$3,212	$4,125	$2,000	$2,000
Total Expenditures	**$765,636**	**$805,044**	**$872,384**	**$727,438**	**$859,338**	**$859,338**
Offsetting Revenue	*$32,532*	*$42,897*	*$42,885*	*$42,885*	*$42,885*	*$42,885*
County Costs (net)	**$733,104**	**$762,147**	**$829,499**	**$684,553**	**$816,453**	**$816,453**

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

- Ensure that 100% of births and deaths, are processed, recorded and made available to citizens of Orange County within a five-day turnaround time.
- Maintain an error rate of less than 5%.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Birth Certificates processed	3,000	3,000	3,150	3,200	3,300
Death Certificates processed	2,000	1,600	1,650	1,650	1,650

Major Services

- Coordination with human service agencies and general public.
- Internal fiscal and quality control.
- Administrative support for all programs and for the Board of Health.
- Manage the inventory control system for medical and pharmacy supplies.

Objective

- Manage all Health Department programs to ensure efficient and effective management of all agency programs, funds, and initiatives.
- Ensure medical and pharmaceutical supplies will be available as needed.

Outcomes

- Ensure 100% compliance with fiscal and program audit requirements.
- Ensure 95% compliance with all federal, state and local policies.
- Provide prompt and friendly services for all customers.
- Promote better planning of medical and pharmacy supply orders.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Answer all incoming calls to main clinic lines within 3 rings (**)	N/A	85%	90%	85%	85%
Process Incoming/Outgoing Mail daily	N/A	100%	100%	100%	100%
Paperwork to: --Finance (Accounts payable), --Purchasing (PO/requisitions), --Personnel (timesheets) by deadlines (**)	N/A	98%	99+%	98%	98%

New Measures to improve customer service (both internally & externally).

Major Service

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

Objective

- Provide clinical 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.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Clinical Measures:					
Collection rate on all billed claims	80%	70%	90%*		See note
(Denied) Medicaid error rate due to staff errors	5%	<5%	<3%*		See note
Error Rate for completing medical records	<5%	<5%	<3%*		See note
Interpreter Services:					
Number of Hispanic/Latino client visits	1,350	3,000	3,500	2,500	1,800
Number of incoming/outgoing phone calls OCHD Interpreter assisted LEP clients	**	900	1,200	1,495	1,600
Number of clients OCHD Interpreter assisted with visits	**	800	1,000	897	900
Number of clients Contract Interpreters assisted with visits	**	Included above	250	260	300
Number of times OCHD Interpreter assisted DSS with clients	**	4	0	0	0

NOTE: For billing and collection rates: Billing Specialist did not start work until May 2005. This was to be calculated by this staff person. Due to other vacancies the Medical Records Supervisor was unable to keep up these statistics.
(**) No measures were put in original budget, as there was no staff person to tabulate. With arrival of Medical Interpreter, statistics were collected.

Budget Highlights

- Vacancies in this division have reduced budget salaries and benefits for two positions, resulting in a net decrease of $9,834 in personnel services.
- The transfer of $2,000 from operations to capital is needed to purchase an updated, HIPPA compliant version of Medware billing system that will enable forms to be sent electronically.

Health Department - Dental

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Health Department-Dental *(General Fund)*						***Account: 4101***
Personnel Services	$277,622	$330,306	$468,912	$354,150	$496,071	$496,071
Operations	$199,191	$234,071	$182,121	$209,424	$203,943	$203,943
Capital Outlay	$990	$20,050	$4,800	$5,690	$16,749	$10,000
Total Expenditures	**$477,803**	**$584,427**	**$655,833**	**$569,264**	**$716,763**	**$710,014**
Offsetting Revenue	*$217,622*	*$240,019*	*$279,438*	*$244,172*	*$294,703*	*$294,703*
County Costs (net)	**$260,181**	**$344,408**	**$376,395**	**$325,092**	**$422,060**	**$415,311**
Dental Screening (Smart Start) *(Grant Projects)*						***Account: 4102***
Total Expenditures	**$20,902**	**$20,347**	**$25,500**	**$25,500**	**$29,850**	**$29,850**
Offsetting Revenue	*$20,902*	*$20,000*	*$25,500*	*$25,500*	*$29,850*	*$29,850*
County Costs (net)	**$0**	**$347**	**$0**	**$0**	**$0**	**$0**
Total Dental and Related Expenditures	**$498,705**	**$604,774**	**$681,333**	**$594,764**	**$746,613**	**$739,864**

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.

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 2000. From the most recent Oral Health Assessment of 2003/04, 78% (up from 75% in 00/01) 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 2003/04, 84% of 5th grade children in Orange County are decay free.

  To meet the above objectives the following were provided: 2000 instructions on dental care, sealants, nutrition and fluoride to parents, educators, healthcare professional and children in 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

- Reduce tooth decay in preschool and kindergarten by 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 2003-04, kindergarten children in Orange County are at .71 down from .79. The state average is at 1.69.

- Increase the proportion of school age children with dental sealants in ten elementary schools in Orange County that have not reached the 50% target. (from the most recent screening of 2003/04 of 1214 5th grade children in Orange County showed that 48% 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 who do not currently have a dental provider.

- 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 15% (out of 3041 Medicaid-eligible children, the Orange County Health Department Dental program treats 14% (children age 0-17) and of Medicaid- eligible adults (out of 2602 Medicaid-eligible adults, the OCHD Dental program treats 4% (97 adults age 18 and older).

Health Department - Dental Health Services Division

- Maintain the number of dental patient visits in the OCHD Dental Program at or around 4000 to 4200 visits per year.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
# Preschool, school age and adults educated	1966	2079	4200	2400	2400
# Sealants placed on teeth	1364	1418	1700	1500	1500
# 5th graders referred for dental sealants	655	632	660	673	675
# Dental Emergency Patients	423	380	412	326	412
# New 20-80 per cent dental patients	300	317	315	240	315
#New Headstart patient visits		34	80	50	50
# New Medicaid Dental Visits	206	184	230	220	230
# 20-80 per cent dental visits	1743	1722	1850*	1627	1980*
# Medicaid Dental Visits	1294	1127	1550**	1168	1633**
# Insurance patient visits	606	440	555***	400	584***
# Health Choice patient visits	212	330	375****	254	393****
# Headstart children patient visits		61	110	110	110
# No charge follow-up patient visits	137	101	100	96	100
# 100 per cent patient visits	100	36	50	20	40
Total number of dental patient visits	4095	3817	4000	4000	4000
# Smart Start Preschool children screened	1457	1440	1800	1800	1800
# Smart Start Preschool children with dental needs	177	144	190	170	165
# Kindergarten children screened	1076	1158	1200	1172	1200
# Kindergarten children caries free	943	903	1025	855	1000
# 5th grade children screened	1323	1214	1250	1300	1300
# 5th grade children caries free	1291	1020	1115	1110	1115
# 2nd & 4th grade children screened	2947	2476	2500	2500	2500
# 2nd & 4th grade children caries free	2178	1781	2125	1754	1800

*1980 # increased by 250 visits due to new dental assistant position and
increased by 130 visits due to increase in dental hygienist position from 20 to 24 hrs per week

**1633 # increased by 500 visits due to new dental assistant position and
increased by 83 visits due to increase in dental hygienist position from 20 to 24 hrs per week

***584 # increased by 125 visits due to new dental assistant position and
increased by 29 visits due to increase in dental hygienist position from 20 to 24 hrs per week

****393 # increased by 125 visits due to new dental assistant position
increased by 18 visits due to increase in dental hygienist position from 20 to 24 hrs per week

Budget Highlights

- The approved budget includes an increase of four hours per week (from .5 FTE to .6 FTE) for the dental hygienist at a cost of $7,370. This increase is offset by revenues in the amount of $15,260 from the corresponding increased clinic appointments for the hygienist.
- OSHA regulation regarding the disposal of amalgam require the department to purchase additional bloodborne pathogen supplies as well as contract with a company to dispose of the amalgam +$5,800
- Medical supply costs have increased during this fiscal year; therefore, there is an approved increase in medical supplies of $2,500. This line item is expected to exceed budget by $3,700 for FY 04-05.
- The approved capital includes: two new cavitrons (ultrasonic scaler for deep cleanings), two instrument sharpening kits (for dental instruments), replacement of three dental assisting stools, replacement of one x-ray duplicator, and replacement of several turbine cartridges (enables the drill to remove tooth structure) for a total cost of $10,000.

Health Department - Health Education and Promotion

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Health Department - Health Education and Promotion *(General Fund)*						*Account: 4120*
Personnel Services	$242,838	$260,627	$326,670	$317,306	$348,341	$348,341
Operations	$26,690	$23,861	$47,491	$20,591	$47,991	$47,991
Capital Outlay	$0	$0	$0	$0	$1,700	$1,700
Total Expenditures	**$269,528**	**$284,488**	**$374,161**	**$337,897**	**$398,032**	**$398,032**
Offsetting Revenue	*$26,029*	*$23,414*	*$39,461*	*$34,061*	*$36,461*	*$36,461*
County Costs (net)	**$243,499**	**$261,074**	**$334,700**	**$303,836**	**$361,571**	**$361,571**
Other Related Funds (Grant Projects)						
Healthy Carolinians	$36,429	$27,631	$25,910	$21,200	$14,818	$14,818
Health & Wellness Trust	$0	$56,596	$81,351	$73,857	$75,991	$75,991
Total Expenditures	**$36,429**	**$84,227**	**$107,261**	**$95,057**	**$90,809**	**$90,809**
Offsetting Revenue	*$25,760*	*$91,041*	*$96,351*	*$102,804*	*$85,991*	*$90,809*
County Costs (net)	**$10,669**	**-$6,815**	**$10,910**	**-$7,747**	**$4,818**	**$0**
Total Health Promotion and Education Expenditures	**$254,168**	**$254,259**	**$345,610**	**$296,089**	**$366,389**	**$361,571**

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 action to address community health needs.
- Promotes and encourages safe and healthy behaviors.
- Link people to needed health education and outreach services, especially to vulnerable populations.
- Develop policies and plans that advocate for 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.

Outcomes

- Submission of the state mandated health assessment, and in alternate years the State of the County (SCOTCH) report.
- 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

	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Community Assessment submitted	1	Due 2007	-	Due 2007
Healthy Carolinians Community Action Plan(s) completed & submitted	3	Due 2007	-	Due 2007
SCOTCH Report completed	N/A	1	1	1

Health Promotion Contract Addenda submitted	1	1	1	1
# of community events attended	15	10	10	10
# of Natural Helper Groups trained	2	2	4	2
# of educational/awareness campaigns	3	4	4	4
# of health-related news articles submitted	6	6	13	15
# Organizations receiving Technical Resource services.	4	4	4	4
# Health-related Coalition/Task Force receiving Technical Resource Services	10	10	10	10

Measures – Clinical Nutrition Services

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
# of clinic client encounters	N/A	35	75	136	136
# of private client encounters	N/A	10	15	120	120
# of CSC home visits	N/A	1	2	10	10
# of clinical protocols reviewed and updated	N/A	3	*	4	4

Measures – Community Nutrition and Education

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Senior Center Visits	N/A	N/A	15	27	22
# of participants	N/A	N/A	200	200	220
% participants with increased knowledge of healthy eating or lifestyle behaviors	N/A	N/A	80%	100%	80%
# Wellness Programs	N/A	N/A	1	1	2
# participating	N/A	N/A	10	10	20
% participants with increased knowledge	N/A	N/A	80%	100%	80%

of healthy eating or lifestyle behaviors					

Budget Highlights:

- Over the past three years, the State and other funds available to support the Healthy Carolinians program have diminished. As such, the approved budget includes a transfer of .25 FTE for the public health educator position in Healthy Carolinians at a cost of $13,950. The position is currently split 50/50 between this division and the Healthy Carolinians grant; this change will amend that split to 75/25 respectively. The health educator serves as the coalition's coordinator. Healthy Carolinians of Orange County completed a comprehensive community assessment, facilitated the creation of a recreation map, aided partners in acquiring grants, hosted numerous educational seminars and has increased community capacity through many professional skills building workshops.
- The capital request of $1,700 is to replace a desk and chair at the Carr Mill office, as the existing furniture is 20 years old and does not have locking drawers, which is required for HIPPA compliance.
- The decrease of $3,000 in revenues is based on actual collections during FY 04-05 as client's ability to pay has decreased. All fees are charged on a sliding scale.

Health Department - Personal Health

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Health Department-Personal Health *(General Fund)*						*Account: 4140*
Personnel Services	$2,094,523	$2,178,465	$2,316,645	$2,262,704	$2,353,075	$2,353,075
Operations	$495,751	$665,080	$890,171	$880,091	$522,855	$507,855
Capital Outlay	$7,131	$3,134	$0	$7,338	$1,560	$1,560
Total Expenditures	**$2,597,405**	**$2,846,679**	**$3,206,816**	**$3,150,133**	**$2,877,490**	**$2,862,490**
Offsetting Revenue	*$925,543*	*$970,107*	*$1,071,654*	*$1,060,033*	*$1,035,274*	*$1,035,274*
County Costs (net)	**$1,671,862**	**$1,876,571**	**$2,135,162**	**$2,090,100**	**$1,842,216**	**$1,827,216**
Other Related Funds *(Grant Projects)*						
Enhanced Child Service Coordination	$56,490	$60,260	$58,840	$58,840	$59,763	$59,764
Intensive Home Visiting	$110,268	$125,528	$119,946	$118,643	$123,703	$123,703
Child Care Health Consultant	$0	$0	$0	$23,570	$61,216	$61,216
Total Expenditures	**$166,758**	**$185,787**	**$178,786**	**$201,053**	**$244,682**	**$244,683**
Offsetting Revenue	*$155,209*	*$132,856*	*$149,097*	$172,667	$207,072	*$244,683*
County Costs (net)	**$11,549**	**$52,931**	**$29,689**	**$28,386**	**$37,610**	**$0**
Total Personal Health and Related Expenditures	**$2,764,163**	**$3,032,466**	**$3,385,602**	**$3,351,186**	**$3,122,172**	**$3,107,173**

Public Health Core Function/Essential Service:
To decrease the incidence of communicable disease in the community

Major Services:
- Provision of immunizations
- Provision of preventative therapy for TB-infected individuals
- Treatment of TB disease
- Prompt investigation and control of reportable communicable diseases

Objectives:
- To provide immunizations 5 days per week with available appointment within 1 business day
- 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 other communicable diseases

Outcomes:
- Provide 3500 flu vaccines with 45% going to those $\geq$ 65 years of age**

- Increase number of meningococcal vaccines provided by 12.5%
- Increase number of Hepatitis A vaccines provided by 10%
- 75% of preventative TB therapy cases will complete therapy within the recommended timeframe
- 100% of TB cases will complete therapy within the recommended timeframe

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
% injectable flu vaccine provided to age ≥ 65	3138 (45%)	4012 (39%)***	N/A	2823 (45%)*	3500 (45%)**
Meningococcal vaccines provided	30	90	N/A	80 (39 given in 1st 6 mos)	90
Hepatitis A vaccines provided	83	141	N/A	200 (113 given in 1st 6 mos)	220
% preventative TB therapy cases completing therapy within recommended timeframe	24/33 73%	22/30 73%	N/A	25/33 75%	25/33 75%
% TB cases completing therapy within recommended timeframe	4/4 100%	3/3 100%	N/A	3/3 100%	4/4 100%

% change in 05-06 projections is based on the 04-05 estimate.

* vaccine shortage early in season; many persons ≥ 65 went elsewhere for vaccine

** state to provide free flu vaccine for person 18 years of age and younger for 2005-2006 flu season with plans to promote flu vaccine more heavily for children

*** early flu season and vaccine difficult to obtain

Core Function/Essential Service:

To assure the quality and accessibility of health services

Major Services:

- Preventive clinical services provided 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.
- Clinical services provided for STI (Sexually Transmitted Infection) clients including diagnostic testing, examination, treatment and education.
- Primary Care clinical services provided for women and children enrolled in family planning, prenatal, and well child services.
- 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.

Objectives:

- To provide a medical home for traditionally served clients (women and children)

- 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 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 11,000 preventive clinic visits to 6600 clients.
- Provide at least 750 primary care clinic visits to 500 clients.
- Increase by 1% the number of family planning clients served.
- Maintain 24% of total family planning clinic clients as teens.
- County teen pregnancy rate will be below the state teen pregnancy rate.
- Maintain # of 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 % change in 05-06 projections is based on the 04-05 estimate.

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
# of preventive clinic encounters for all clinics	9041	11,430	11,000 (↑5%)	11,000	11,000
# of clients served in all preventive clinics	4986	7022	6100 (↑5%)	6600	6600
# of primary care clinic encounters	***	***	375 (1/2 yr budgeted)	375	750 (full yr budgeted)
# of primary care clients served	***	***	250 (1/2 yr budgeted)	250	500
# of family planning clients	1067	1135	1150 (↑1%)	1140	1150 (↑1%)
# of teens in family planning clinic (% of total served)	247 (23%)	236 (21%)	280 (24%)	274(24%)	276(24%)
county pregnancy rate per 1000 females ages 10-17 vs. state pregnancy rate per 1000 females ages 10-17	8.3 (county) 14.6 (state) **2 yr data from state	11.0 (county) 14.9 (state) 1 yr data from	Data not avail from state		

		state			
# of prenatal clients	107	105	110	120	120
% of OCHD prenatal client with a newborn weigh >2500 grams	****	96%	95%	95%	95%
# STI tests (% pos)	4281 (2% pos)	4153 (2%)	4100(3% pos)	4150 (3% pos)	4150 (3% pos)

*** New service in 04-05
**** New statistic in 03-04

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:

- Maternal Care Coordination services provided by social workers to pregnant women through clinic and home visits, and telephone contacts. These services include psychosocial assessment, health counseling and teaching, parent education, referral and follow-up with community agencies.
- Family Support services provided by paraprofessionals to care coordination families.

Objectives:

- To promote positive pregnancy outcomes and reduce infant deaths and low birth weight infants.
- To promote healthy and safe lifestyles for families with babies.

Outcomes

- 90% 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.
- 95% of enrolled MCC client's babies will be born drug/alcohol free.
- 90% of enrolled MCC pregnant women will receive regular prenatal care during pregnancy.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
% of OCHD clinic patients enrolled in MCC within 1 month	93%	95%	95%	90%	90%
% of NB/PP home visits carried out within 2 weeks of delivery	77%	80%	80%	80%	80%
% of enrolled MCC client's babies born drug/alcohol free	92%	90%	90%	95%	95%
% of enrolled MCC pregnant women who receive regular prenatal care during pregnancy	94%	80%	90%	92%	90%

Budget Highlights:

- In the approved budget the funds for the School Nurse Program have been moved to the non-departmental section of the human services function. (-$505,289) See page 5-68
- The approved budget includes an increase in hours from .5 FTE to 1.0 FTE for a Licensed Practical Nurse (+$21,000). This position will provide nurse only appointments for adult/childhood vaccinations five days per week (is currently only available 3 days per week), provide annual flu vaccinations for the high-risk in clinics, and serve as a back up to the Registered Nurse on the communicable disease program during times of outbreak.
- The approved operating budget includes $40,000 in additional costs associated with increased services including a full year of primary care services (primarily pharmacy, lab, and medical supplies).

Health Department - Risk Management

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Health Department-Risk Management *(General Fund)*						***Account: 4160***
Personnel Services	$0	$112,310	$173,777	$171,354	$169,187	$169,187
Operations	$0	$20,622	$14,866	$15,699	$22,340	$22,340
Capital Outlay	$0	$6,318	$0	$6,860	$500	$500
Total Expenditures	**$0**	**$139,250**	**$188,643**	**$193,913**	**$192,027**	**$192,027**
Offsetting Revenue	*$0*	*$76,096*	*$118,140*	*$123,156*	*$118,140*	*$118,140*
County Costs (net)	**$0**	**$63,154**	**$70,503**	**$70,757**	**$73,887**	**$73,887**

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.
- Establish and manage the volunteer program for the health department.

Objectives

- Finalize public health emergency response plans as adjuncts to the Orange County Multihazard Plan.
- Develop Orange County Medical Reserve Corps.
- 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.

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.
- Recruit, orient, and train at least 50 volunteers for the Orange County Medical Reserve Corps.
- Engage Orange County MRC Volunteers in Ongoing Public Health Activities.
- 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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Volunteers recruited for Orange County Medical Reserve Corps.	*	157	60	48 12 volunteers have been recruited	60
Exercises conducted testing emergency response plans	*	1	3	3	3
Consultations performed regarding divisional safety plans	*	*	6	6	5
Components of Public Health Emergency Plan finalized	*	*	4	4	4

* New Program for 2004-2005

Budget Highlights

- The capital outlay will provide for a keypad entry system at the Whitted Building.
- The approved operating budget includes an increase of $4,500 to attend and provide several trainings on Bloodborne Pathogens, HIPAA, and Respiratory Protection Program as part of the Heath department's preparation to respond to disasters.
- The Health department currently provides guardianship services to four individuals; this caseload is expected to increase to five next year. These services require an increased amount of travel; as such the approved mileage is increased by $1,050.
- Planned and participated in at least three exercises that tested the emergency response plans of Orange County during FY 2004-05.
- Provided three trainings to Animal Control and Personal Health Division on the Handling and Packaging of Laboratory Specimens (US Department of Transportation regulations)
- Volunteer Coordinator was successful in recruiting 144 of the 150 volunteers needed for a bioterrorism drill; this drill was also helpful for recruiting new volunteers to the program.

- As of March 7, 2005, 12 professionals have been recruited to the Medical Reserve Corp during this fiscal year. An additional 48 volunteers will be recruited by June 30, 2005 making total recruitment for 2004-2005 year 60 volunteers. More focus will be placed on recruiting pharmacists and laypersons to the program.

Health Department - Environmental Health

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Health Department-Environmental Health *(General Fund)*						***Account: 4130***
Personnel Services	$775,505	$850,782	$876,578	$835,660	$900,709	$900,709
Operations	$73,377	$79,530	$105,657	$80,536	$105,657	$105,657
Capital Outlay	$540	$0	$0	$3,550	$78,178	$0
Total Expenditures	**$849,422**	**$930,312**	**$982,235**	**$919,746**	**$1,084,544**	**$1,006,366**
Offsetting Revenue	*$364,202*	*$425,083*	*$433,575*	*$410,747*	*$433,575*	*$433,575*
County Costs (net)	**$485,220**	**$505,229**	**$548,660**	**$508,999**	**$650,969**	**$572,791**

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 commercial food service establishments and also by other institutions.

Major Services

- Food, Lodging and Institutions: Permitting and sanitation inspections of all subject facilities.

Objective

Assure proper sanitation and food safety of facilities permitted in Orange County.

Outcomes

- Achieve 95% of required inspections of permitted facilities.
- Prevent communicable disease outbreaks in 99.5% of inspected facilities with higher potential of disease transmission (swimming pools and facilities serving food).
- Hold or sponsor at least 5 food service or day care service employee education workshops having a total enrollment of at least 150 persons.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Percentage of required inspections (total facilities)	92%	92%	95%	93%	95%
Communicable disease outbreaks in inspected facilities	<5	2	<5	2	<5

Educational schools sponsored or participated in: (number of attendees)	6 (200)	4 (160)	5 (150)	5 (209)	5 (175)
(Percentage of food service managers attending ServSafe who became certified by examination)	(90%)	(89%)	(90%)	(87%)	(90%)

Core Function/Essential Service

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

Major Services

- Wastewater Disposal: Wastewater system site evaluations, system permitting, construction inspections and operational inspections.

Objective

Improve septic system performance and longevity and thereby decrease septic system failure rates and provide more effective treatment of wastewater disposed of on-site.

Outcomes

- Increased numbers of Wastewater Treatment Management Program (WTMP) inspections. The number of systems requiring WTMP inspections will generally increase each year. Failure of systems under WTMP rules should be minimal (<5%).
- Continue as operator for wastewater systems owned by the County.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Percentage of WTMP inspections (total # of inspections)	100% (275)	87% (240)	100% (360)	95% (450)	100% (360)
Percentage of failing systems found during WTMP inspections	<5%	< 2% (3)	<5%	7.5%	5%
Educational outreach activities sponsored or participated in: (Total number of contacts)	8 (500)	5 (300)	6 (400)	5 (325)	6 (400)
New septic systems properly installed and approved for use according to State and Orange County Rules.	500	380	450	384	400
Backlogs for service	4-5 weeks	1-2 weeks	2 weeks	2+ Weeks	2 Weeks

Core Function/Essential Service

- The 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 and water sampling.

Objective

Assure citizens of potable water through well construction regulation or by recommending water treatment systems, which effectively eliminate health risks from consumption of the water.

Outcomes

- At least two educational sessions for the public on well water treatment systems will be conducted.
- Establishment of better evaluation data when new permitting software is installed and functional.
- As needed, intensive well water sampling and well problem evaluation for specific communities with water problems.
- Review of the local Groundwater Protection Rules with recommended amendments to the Board of Health.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Public education sessions (Number of participants)	2 (75)	2 (60)	2 (75)	3 (110)	2 (75)
New wells properly installed and approved for use according to State and Orange County Rules.	425	420	400	365	375
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)	<3%	1% (1)	<2% (<10)	0 0%	<2% (<10)

Budget Highlights:

- The approved budget maintains the current level of service.
- The increase in personnel services is the result of the annualized COLA adjustment implemented in October 2005.

Health Department-Animal Control

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Health Department-Animal Control *(General Fund)*						***Account: 4170***
Personnel Services	$345,269	$389,897	$403,653	$415,717	$0	$0
Operations	$521,883	$574,278	$93,758	$86,762	$0	$0
Capital Outlay	$2,426	$86,271	$0	$31,862	$0	$0
Total Expenditures	**$869,578**	**$1,050,446**	**$497,411**	**$534,341**	**$0**	$0
Offsetting Revenue	*$97,310*	*$120,435*	*$115,625*	*$109,750*	*$0*	*$0*
County Costs (net)	**$772,268**	**$930,011**	**$381,786**	**$424,591**	**$0**	**$0**

* This department has been transferred to the Animal Services Department as a part of the county's consolidated Animal Services.

Cooperative Extension Service

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Cooperative Extension Service *(General Fund)*						*Account: 4500*
Personnel Services	$304,859	$357,614	$418,335	$408,161	$425,832	425,832.00
Operations	$39,856	$45,831	$52,377	$49,622	$55,055	55,055.00
Capital Outlay	$3,417	$0	$0	$0	$15,858	4,410.00
Total Expenditures	**$348,132**	**$403,445**	**$470,712**	**$457,783**	**$496,745**	**$485,297**
Other Related Funds *(Grant Projects)*						
4-H Summer Programs	$40,000	$40,000	$40,000	$40,000	$40,000	$45,260
Total Expenditures	**$40,000**	**$40,000**	**$40,000**	**$40,000**	**$40,000**	**$45,260**
Offsetting Revenue	*$40,000*	*$40,000*	*$40,000*	*$40,000*	*$40,000*	*$45,260*
County Costs (net)	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Cooperative Extension and Related Expenditures	**$388,132**	**$443,445**	**$510,712**	**$497,783**	**$536,745**	**$530,557**

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.

- 19 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.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Participation by farmers, horse owners, and others in educational production programs	425	420	430	395	425
Farmers diversifying their operations	8	5	7	6	8
Number of dairy, swine, poultry, and beef producers increasing knowledge of water quality and waste management	100	105	120	115	115
Assisted beef producers in marketing calves through graded sales and other valued enhanced sales.	25	21	21	18	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 use.
- Provide educational opportunities for home gardeners to learn plant selection and landscape management techniques that minimize supplemental water use and chemical inputs.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Number of Master Gardener Volunteers	59	41	40	44	49
Number of formal educational program participants	850	750	800	996	1,000
Number of publications distributed	2,000	1,500	1,200	1,400	1,400
Contacts by phone, office, e-mail, demonstrations, (not including mass media)	5,000	5,000	5,000	4,650	5,100
Estimated value of volunteer service provided	85,000	60,000	60,000	56,380	65,000

Objective

- 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.

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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
People reached through food, nutrition and health programs.	2,000	3472	3000	3,652	2,500
People reached through food safety educational programs.	1,500	2155	1500	1,595	1,500
Food service managers participating in 18-hour food safety programs.	85	116	80	64	80
Food service managers receiving certification from the National Restaurant Association by passing certification exam.	75	104	75	57	75
Food service employees participating in 6 hour food safety training.	50	38 (Spanish)	35	74	35

Objective

- Provide family financial 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.

Outcomes

- Conduct educational programs on consumer buymanship, estate planning, and consumer fraud for approximately 250 families in Orange County.
- Provide information on pest control for 75 Orange County households.
- Conduct educational programs on the purchase, care, and maintenance of the home for 50 families in Orange County.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
People reached through consumer education programs	210	205	200	200	200
People reached through money management educational programs	200	100	200	100	200
People reached through consumer fraud educational programs	220	200	250	200	250
Household provided with pest control information	75	50	75	50	75
Homeowners educated on the purchase, care, and maintenance of the home	300	250	250	250	250

Objective (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.
- 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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Number of youth enrolled in 4-H activities.	10,000	14,210	14,500	13,000	13,500
Number of youth that enroll in environmental education and science programming.	6,800	11,732	10,200	8,000	8,500
Number of youth who enroll in 4-H programs as a result of their previous experience with 4-H programs and activities.	2,800	10,000	7,500	9,000	9,000

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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Volunteers who complete training in a fiscal year.	800	800	975	850	850
Number of volunteers who take part and/or implement county, district, and state level trainings.	300	300	250	400	400
Volunteers that participate in a formal recognition ceremony.	300	175	200	100	100

Budget Highlights

- The capital outlay provides for the replacement of seven (7) terminals originally purchased by the State in 1994. The State has informed the department that they will not provide funds to replace any of the 15 terminals they provided the department.

Department on Aging

Summary

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
By Program *(General Fund)*						
Administration	$241.787	$304.828	$225.461	$241.661	$190.518	$190.518
Community Based Services	$452.498	$496.834	$519.361	$595.774	$554.189	$554.189
Elder Care Program	$377.744	$430.516	$373.655	$466.809	$407.145	$399.789
Retired Senior Volunteer Program	$117,860	$138,700	$133,170	$136,302	$137,255	$137.255
Total Expenditures	**$1,189,889**	**$1,370,878**	**$1,251,647**	**$1,440,546**	**$1,289,107**	**$1,281,751**
Offsetting Revenue	*$523,829*	*$591,519*	*$377,086*	*$486,317*	*$388,373*	*$388,373*
County Costs (net)	**$666,060**	**$779,359**	**$874,561**	**$954,229**	**$900,734**	**$893,378**
Other Related Funds *(Grant Projects)*						
Senior Health Coordination	$99.940	$111.266	$81.914	$112,644	$85,957	$85,957
Total Expenditures	**$99,940**	**$111,266**	**$81,914**	**$112,644**	**$85,957**	**$85,957**
Offsetting Revenue	*$99.940*	*$111.266*	*$81.914*	*$112.644*	*$56.892*	*$85,957*
County Costs (net)	**$0**	**$0**	**$0**	**$0**	**$29,065**	**$0**
Total Expenditures	**$666,060**	**$779,359**	**$874,561**	**$954,229**	**$929,799**	**$893,378**

Department on Aging - Administration

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Department on Aging - Administration *(General Fund)*						*Account: 4300*
Personnel Services	$187,629	$260,427	$141,116	$185,453	$146,173	$146,173
Operations	$54,158	$44,401	$84,345	$56,208	$44,345	$44,345
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Expenditures	**$241,787**	**$304,828**	**$225,461**	**$241,661**	**$190,518**	**$190,518**
Offsetting Revenue	*$5,056*	*$84,986*	*$2,500*	*$2,500*	*$2,500*	*$2,500*
County Cost (net)	**$236,731**	**$219,843**	**$222,961**	**$239,161**	**$188,018**	**$188,018**

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 people
- 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

- Continue contract to print and distribute 25,000 copies of The Orange Senior Times bi-monthly newspaper
- Print and distribute the Eldercare Resource Guide including key organizations who 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."
- Prepare a new updated format Master Aging Plan (MAP) for Year 2006-2010 which includes goals and objectives for BOCC adoption
- Participate in the management of a non-profit agency to operate adult day health program and other senior services for the frail elderly

- Staff two senior center facility planning committees to determine the shape and scope of the facilities in southern and central/northern Orange
- Plan and hold a recognition event(s) celebrating the 25th Anniversary of the Dept on Aging and Advisory Board on Aging

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Senior Times distributed	25,000	25,000	25,000	25,000	25,000
Distribute the Eldercare Guide & post on website	2,000	Part of new Orange I/R Book	Part of new Orange I/R Book	Part of new Orange I/R Book	Part of new Orange I/R Book
Produce "In Praise of Age" public television show	52 shows	52 shows	204 shows	204 shows	204 shows
Prepare new update of Master Aging Plan (MAP) for 2006-2010					Complete by June 06
Staff two Board-appointed senior center planning committees			Staff committees	Staff Southern Orange committee	Staff Southern and Northern Orange committee
Hold 25th Anniversary Event(s) for Dept on Aging and Advisory Board on Aging					Complete by June 06
Provide staff support for meetings of five boards/committees (aging, transportation, nursing home, adult care home, long term care facility roundtable)	29	33	33	33	33

Budget Highlights

- The decrease in Operations is due to the transfer of the Adult Day Care program to a new non-profit organization (Senior Care of Orange County, Inc.), which is budgeted ($40,000) in the Human Services Non-Departmental section of the FY 2005-06 budget.

Department on Aging - Community Based Services

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Department on Aging-Community Based Services *(General Fund)*						***Account: 4301***
Personnel Services	$227,476	$243,550	$232,477	$251,704	$248,888	$248,888
Operations	$212,478	$234,526	$286,884	$328,466	$305,301	$305,301
Capital Outlay	$12,544	$18,758	$0	$15,604	$0	$0
Total Expenditures	**$452,498**	**$496,834**	**$519,361**	**$595,774**	**$554,189**	**$554,189**
Offsetting Revenue	*$191,968*	*$224,736*	*$134,044*	*$193,275*	*$154,385*	*$154,385*
County Costs (net)	**$260,530**	**$272,097**	**$385,317**	**$402,499**	**$399,804**	**$399,804**
Related Programs (Grant Projects)						
Senior Health Coordination	$99,940	$111,266	$81,914	$112,644	$85,957	$85,957
Total Expenditures	**$99,940**	**$111,266**	**$81,914**	**$112,644**	**$85,957**	**$85,957**
Offsetting Revenue	*$99,940*	*$111,266*	*$81,914*	*$112,644*	*$56,892*	*$56,892*
County Costs (net)	**$0**	**$0**	**$0**	**$0**	**$29,065**	**$29,065**
Total Comm. Based Services and Related Expenditures	**$552,438**	**$608,100**	**$601,275**	**$708,418**	**$640,146**	**$640,146**

Major Services

- Operate three 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 three senior centers and the work done by the Friends of the Chapel Hill Senior 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

Objective

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

Outcomes

- Offer 375 programs and activities at the Central Orange Senior Center.
- Increase the total number of participant contacts to 101,100
- Maintain at least 25 volunteers who will assist with senior center operations for 4,000 hours, at an equivalent value of $40,000 in Facility Manager wages.

- Continue the Chapel Hill Parks and Recreation Department special event offerings under contract with the Town, including five overnight trips.
- Maintain overall participation in the UNC Hospitals and Triangle United Way-funded Wellness Program at 17,000.
- Offer Senior Net computer classes to 425 participants.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Total # of Senior Center contacts:	100,409	98,446	100,409	100,500	101,100
By subcategory:					
Special Events	14,480	16,365	14,480		
Classes	21,081	21,840	21,081		
Interest Groups	45,215	37,997	45,215		
Individual Services	17,907	20,042	17,907		
Trips	1,726	2,202	1,726		
# of Senior Net participants	591	654	425	425	425
# of unduplicated people served	2,600	2,600	2,600	2,600	2,600
# of low-cost overnight trips	6	5	5	5	5
# of offerings in central Orange	371	375	375	375	375
# of senior center volunteers	25	25	25	25	25
# of Senior Net volunteers	25	25	25	25	25
# of participation in Wellness	20,890	20,133	21,000	17,000	17,000

Budget Highlights

- The increase in Personnel Services for FY 2005-06 is partially related to an increase in temporary personnel funds ($9,118) to cover the National Caucus and Center for Black Aged (NCBA) Senior Employment Program position that loses federal funding as of July, 2005. This is the only support staff for the Northside Senior Center Facility Manager, and assists with multiple-line telephone coverage, assist clients applying for senior discount cards, registers citizens for classes and activities, and performs clerical tasks. This position also will maintain the current level of service related to the Telephone Reassurance program.
- The increase in Operations for FY 2005-06 reflects increases in Departmental Supplies ($7,395) for the increasing number of activities held at the three senior centers, as well as an increase in Building Rent ($11,022) for the lease of the Central Orange Senior Center, Chapel Hill Senior Center, and common area property management fees.
- The Senior Health Coordination (Wellness Grant) Program includes a transfer from the general fund of $29,065 to help offset the reduction in funds from UNC Hospitals for FY 2005-06. This transfer will ensure the continuity of wellness programs for seniors.
- The 12-Month Estimate includes additional funds received and spent during the fiscal year related to the Home Care and Community Block Grant, and the State Senior Center appropriation. The Capital Outlay reflects an encumbrance carry forward into FY 2004-05 for replacement furnishings.

Department on Aging-Elder Care Program

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Department on Aging-Elder Care Program *(General Fund)*						***Account: 4320***
Personnel Services	$208,845	$238,131	$226,609	$267,534	$269,153	$261,797
Operations	$167,338	$187,843	$147,046	$193,175	$137,992	$137,992
Capital Outlay	$1,561	$4,542	$0	$6,100	$0	$0
Total Expenditures	**$377,744**	**$430,516**	**$373,655**	**$466,809**	**$407,145**	**$399,789**
Offsetting Revenue	*$256,337*	*$206,513*	*$167,806*	*$217,012*	*$158,752*	*$158,752*
County Costs (net)	**$121,407**	**$224,004**	**$205,849**	**$249,797**	**$248,393**	**$241,037**

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 eight different 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
- Conduct educational programs for community groups on aging-related topics
- Recruit, train, and coordinate a volunteer-based program to assist seniors in their homes
- Provide information on a regular basis to all senior centers/sites
- 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 without 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 in-come 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

- Maintain an annual Case Assistance caseload of over 200 clients
- Utilize supplemental state & county funding to provide caregiver respite to 40 families
- Maintain the number of persons assisted in filing Medicare and other insurance claims by SHIIP volunteers at 325 persons
- Provide immediate information & assistance regarding age-related issues to 3,000 callers/walk-ins
- Maintain in-home assessments at 900
- Maintain care management services to 25 frail seniors without social support and Medicaid benefits
- Maintain a family caregiver respite caseload at 40.
- Increase family caregiver counseling case load to 70
- Conduct home safety assessments for 60 clients.
- Train and match 30 Friend-To-Friend volunteers to community clients
- Provide 10 weekly hours of service coordination at Manley Estates
- Maintain two dementia support groups with a minimum of 10 participants each month
- Provide consumer choice of respite services to a minimum of 25 clients/families

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
# in-home assessments	978	1,215	900	1,225	1,225
# of seniors receiving assistance from Friend to Friend program	0	12	50	45	50
# of information calls	6,875	5,696	5,000	6,000	6,000
# of days from intake to initial home visit	5	5	5	5	5
# of Telephone Reassurance clients	51	34	50	24	25
# of Persons receiving in-home aide/respite services	41	46	45	47	40
# of caregivers receiving counseling/support	83	79	50	140	150
# of clients recurring non-CAP care management	25	33	25	35	35

Budget Highlights:

- The increase in Personnel Services is related to budgeting for the Eldercare Manager position within this division. In the Approved FY 2004-05 budget, funds were set aside for this position effective October 1, 2004, and were budgeted in a reserve account within the Human Services Non-Departmental section of the Approved FY 2004-05 budget. After the Board of County Commissioners received additional information from staff regarding the need for this position, the position was approved in the Fall of 2004. This increase is also reflected in the 12-Month

Estimate for personnel services. The 12-Month Estimate also includes receipt of additional Family Caregiver funds and funds from Manley Estates programs with corresponding expenses reflected in Operations.

- Continuation of the Friend-to-Friend Program is included by budgeting for a temporary position to recruit, train, and coordinate the program.
- Continuation of National Family Caregiver Support Program is also included with continued emphasis on dementia (diagnosis, support, training, and outreach) to Central and Northern Orange.

Department on Aging - Retired Senior VolunteerProgram (RSVP)

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Department on Aging-RSVP *(General Fund)*						***Account: 4340***
Personnel Services	$95,882	$106,786	$109,057	$110,649	$111,563	$111,563
Operations	$21,190	$24,531	$24,113	$23,848	$25,692	$25,692
Capital Outlay	$788	$7,384	$0	$1,805	$0	$0
Total Expenditures	**$117,860**	**$138,700**	**$133,170**	**$136,302**	**$137,255**	**$137,255**
Offsetting Revenue	*$70,468*	*$75,285*	*$72,736*	*$73,530*	*$72,736*	*$72,736*
County Costs (net)	**$47,392**	**$63,415**	**$60,434**	**$62,772**	**$64,519**	**$64,519**

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, and 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 and EMS.
- Senior Education Corps (SEC): Maintain & continue development of the Senior Education Corps/Reading Partners Program (Federal PNS Grant for Reading Partners - $10,778) /RSVP ESL Program (Federal PNS Grant for RSVP ESL - $7,500)
- 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 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.

Objective

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 plus year of age with a new focus on attracting baby boomers.

Outcomes

- Maintain a core of 575 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 110 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 64,500 hours annually or the equivalent of 33 full-time employees in service to RSVP-registered agencies
- Recruit, train, and provide support for 85 volunteers to provide VITA service for 1,600 persons at six sites, providing electronic filing at all sites, provide 35 donated Orange County, 2 RSVP and 7 IRS printers, 6 IRS lap tops.
  a. Homebound/disabled individuals and the physically disabled employees of Orange Enterprise are served by VITA volunteers using lap top computers and small printers to prepare off-site returns.
  b. Hispanic clients: Orange County provides a dedicated telephone line to better serve this growing population.
  c. Sites are: UNC Hospitals, Carrboro Town Hall, Central Orange Senior Center, Chapel Hill Senior Center, 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.
- RSVP Reading Partners Program for Orange County Schools: Recruit, train, 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.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
# Of RSVP volunteers	575	561	646	*575	*575
# Of volunteer service hours	64,919	67,450	64,000	64,500	64,500
# Of non-profit agencies served	114	110	110	110	110
# of VITA tax volunteers	71	80	80	97	85
Computer trained preparers:	60	66	66	74	65
Administrative volunteers:	11	14	14	23	20
# of persons helped by VITA	1,453	1,650	1,500	1,600	1,600
Value of volunteer hours donated to county agencies (calculated @ $16.05/hour 2002 Eco.Report to the Pres.)	$1,041,950	$1,082,573	$1,027,200	1,035,225	1,035,225

**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 on going. 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

- The increase in Personnel Services includes additional temporary personnel funds ($1,240) for a computer technician to assist the Volunteer Income Tax Assistance (VITA) Program during tax season.
- The increase in Operations includes additional funds ($1,275) for replacement parts needed for 35 personal computers donated to the VITA Program, as well as an increase in volunteer insurance ($304).

Orange Public Transportation (OPT)

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Orange Public Transportation (OPT) *(General Fund)*						*Account: 4350*
Personnel Services	$680,783	$743,498	$695,837	$716,388	$704,813	$692,314
Operations	$264,337	$251,329	$274,920	$246,734	$256,786	$253,286
Capital Outlay	$0	$8,887	$0	$5,200	$0	$0
Total Expenditures	**$945,120**	**$1,003,714**	**$970,757**	**$968,322**	**$961,599**	**$945,600**
Offsetting Revenue	*$590,615*	*$575,119*	*$560,073*	*$528,064*	*$522,798*	*$522,798*
County Costs (net)	**$354,505**	**$428,595**	**$410,684**	**$440,258**	**$438,801**	**$422,802**

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 114,000.
- Continue public transportation to sixteen routes in rural Orange County by coordinating efforts with regional transit agencies.

- Oversee the completion of a required Community Transportation Improvement Plan (CTIP) including the feasibility of placing the responsibilities for Orange Public Transportation and the Department on Aging into two separate entities.
- Increase service visibility by marketing techniques to include printing and distributing new OPT Program brochure, community outreach efforts and development of OPT logo.
- To expand general public routes within Hillsborough and northern Orange County by coordinating transit routes with area regional transit agency (TTA) to provide urban regional service to county residents.
- (Wheels For Work) Mobility Specialist will serve 225 clients by developing individualized transportation plans and referral assistance.
- (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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Total Passengers	115,000	114,000	115,000	114,000	114,000
Number of routes open to general public	12	12	16	16	16
Number of individual transportation assistance plans and referral assistance cases.	6,000	6,000	6,500	6,500	6,500
Prepare and approve by County Board of Commissioners the Community Transportation Improvement Plan (CTIP)			Projected completion date June 2004	Completed January, 2005	
Re-evaluate OPT routes; Hillsborough to Chapel Hill route, in-town Hillsborough route, Efland nutrition route, and mid-day Hillsborough to Duke route			Review efficiency of each OPT route for service modifi-cations.	Presented to Trans-portation Services Board March, 2005	
Review non-emergent, non-medical stretcher service in conjunction with EMS			Determine feasibility by Jan, 2005	Completed	

Budget Highlights

- The reduction in revenues in the 12-Month Estimate, as well as for FY 2005-06, is based on projected collections of driver lease and vehicle lease fees. This decrease is due to

cutbacks in after school programs at Middle Schools and the Sportsplex, as well as less agencies leasing vans; at its peak, the department used to run 4 buses for after school programs, now they are only running one.

- The department currently has a vacant unbudgeted OPT driver position, which will not be filled until additional revenues can be secured to replace the loss of Rural Discretionary Program funds from the North Carolina Department of Transportation which ended June 30, 2004.
- The department will continue to provide for the current demand for medical and dialysis routes.

Department of Human Rights and Relations

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Department of Human Rights and Relations *(General Fund)*						***Account: 4600***
Personnel Services	$237,026	$233,906	$260,715	$195,558	$288,942	$288,942
Operations	$47,457	$52,331	$66,036	$79,156	$59,129	$58,171
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Expenditures	**$284,483**	**$286,237**	**$326,751**	**$274,714**	**$348,071**	**$347,113**
Offsetting Revenue	*$159,410*	*$50,482*	*$74,700*	*$93,900*	*$65,500*	*$65,500*
County Costs (net)	**$125,073**	**$235,755**	**$252,051**	**$180,814**	**$282,571**	**$281,613**

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.

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 EEOC[1];

[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

- 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;
- Establish and maintain a resource center on social justice issues for public use;
- Identifying and analyzing 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.

Outcomes

Training Sessions Provided

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Dismantling oppression	*	*	2	2	1
Anti-discrimination	*	*	5	5	7
Cultural diversity	*	*	1	1	2
Model minority	*	*	2	2	2
Inter-ethnic conflict	*	*	2	2	1
Hate-related violence	*	*	2	2	2
Economic justice	*	*	2	2	2

* New Measure for 2004-05

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 a state of human rights and relations in Orange County report;
- Participate in the production of "Social Justice Weekly" cablecast show;
- Monitor human rights and relations issues and advise the Board of County Commissioners.

Commission for Women

- Prepare Status of Women in Orange County Report to be used as a basis to improve the financial and legal status of women and children in Orange County;
- Convene four (4) Orange County Women Community Outreach meetings to develop Orange County women's advocacy issues platform;
- Conduct education and outreach to women in Orange County to improve their status in the County;

---

employment discrimination laws. The Department continues to receive intake and forwards it to the EEOC for investigation.

- Conduct two (2) Women's Advocacy Training Workshops;
- Plan and conduct activities during Women's History Month that recognize and promote the accomplishments of Orange County women;
- Develop 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
- 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 150 days.
- Receive 15 housing cases and resolve 25% within 100 days.
- Receive 10 ten public accommodation cases and resolve 90% within 100 days.
- Conduct five (5) employment discrimination-training sessions to businesses within Orange County.
- Conduct five (5) fair housing workshops or presentations to housing providers in Orange County.
- Conduct two (2) Ordinance training workshops to service providers to enable them to make appropriate referrals to assist their clients in resolving issues of discrimination.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Complaints Received	10	30	30	27	30
Cases initiated	N/A	7	10	15	20
Complaints Closed	6	N/A	N/A	N/A	N/A
Cases Closed	N/A	7	10	15	20
Complaints forwarded to judicial system	0	1	1	2	2
Average length of resolution (days)	120	130	130	115	130
Supportive Service Provided	500	225	250	320	300
# of workshops and presentations	60	18	24	22	24
# in attendance at workshops and presentations	700	624	650	760	800
# attending advocacy and education programs	600	N/A	N/A	N/A	N/A
Partnerships with non-profits serving under-represented populations	N/A	5	8	7	10
Organizations/agencies receiving technical assistance	N/A	11	13	16	15

Budget Highlights:

- The approved personnel budget includes full year funding for the Civil Rights Specialist position that was previously budgeted for six months. The department will be fully staffed in September 2005.
- The department's services and objectives have been amended to reflect the realignment of the Limited English Proficiency coordinator position (previously classified as an English as a Second Language coordinator) who has major responsibility for implementing the Title VI programming and LEP activities across the County. This position will be responsible for working with all LEP communities to improve access to government services

Child Support Enforcement

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Child Support Enforcement *(General Fund)*						*Account: 4400*
Personnel Services	$586,352	$643,889	$657,124	$658,590	$659,133	$659,133
Operations	$112,426	$118,992	$128,148	$124,498	$134,400	$134,400
Capital Outlay	$0	$0	$1,500	$1,500	$2,900	$2,900
Total Expenditures	**$698,778**	**$762,881**	**$786,772**	**$784,588**	**$796,433**	**$796,433**
Offsetting Revenue	*$718,644*	*$774,536*	*$736,000*	*$737,000*	*$756,000*	*$756,000*
County Costs (net)	**($19,866)**	**($11,655)**	**$50,772**	**$47,588**	**$40,433**	**$40,433**

Major Servics

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 $5,000,000 – an increase of $200,000 more than FY03-04 collections.
- New child support orders will be established for 300 families.
- Paternity will be established for 200 children.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Collections	$4,297,513	$4,801,328	$4,750,000	5,000,000	5,200,000
New child support orders	304	296	300	300	310
Paternity established	190	192	200	200	200

Budget Highlights

- The approved operating budget includes an increase of $6,250; $5,000 of this increase is attributable to an increase in building rent.
- The approved capital in the amount of $2,900 includes the replacement of two printers ($1,100) and two desks ($1,800).

Orange-Person-Chatham Mental Health

Mental Health *(General Fund)*	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved *Account:4200*
General Appropriation	$1,242,000	$1,294,000	$1,294,000	$1,294,000	$1,294,000	$1,294,000
ABC Board	$34,000	$0	$0	$0	$0	$0
OPC - Crisis Service	$0	$0	$0	$0	$0	$0
Critical Incident Management	$3,000	$0	$0	$0	$0	$0
Guardianship Coordinator	$15,000	$0	$0	$0	$0	$0
OPC - Legal Support	$0	0	81,362	71,648	$84,137	$76,832
Total Mental Health	**$1,294,000**	**$1,294,000**	**$1,375,362**	**$1,365,648**	**$1,378,137**	**$1,370,832**

The Orange-Person-Chatham Mental Health Agency serves a three county area and is supported by the three county governments, although the primary support for this agency is State government. The agency's core services are available to all residents of Orange, Person and Chatham counties, without the need for special qualifications or eligibility and regardless of a person's ability to pay. Approximately 85% of their clients are below poverty level in income and less than half are eligible for Medicaid.

Major Services

The Board is aware that OPC is anticipating significant change in the years ahead as it plans for the implementation of local mental health reform as mandated by the state. OPC management is continuing to work closely with the joint OPC/LME Board and the three County Managers to address high priority programs and populations, potential community impacts, and scenarios for sustainable funding. The traditional program categories within OPC today, and subject to comprehensive management review and/or privatization on a phased schedule, are outlined below.

Major Services

- Crisis Services
- Case Management and support for persons with severe disabilities
- Treatment services—outpatient, day treatment, medical, psychological, special services
- Intensive out-patient substance abuse treatment, DWI, recovery groups
- Early childhood services including pre-school, family outreach, special services
- Club house programs that assist clients in the social and work-related skills they need to succeed in the community, crisis intervention services and many others
- Support services—vocational, housing, family support
- Specialized services for hearing impaired
- Special outreach programs to the court system

Housing and Community Development

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Section 8 *(Housing Section 8 Fund)*						*45850-45854*
Voucher Program	$4,117,697	$4,320,425	$4,350,046	$4,350,046	$4,451,565	$4,451,565
Total Section 8 Expenditures	**$4,117,697**	**$4,320,425**	**$4,350,046**	**$4,350,046**	**$4,451,565**	**$4,451,565**
Offsetting Revenue	*4,108,418*	*4,319,283*	*4,350,046*	*4,350,046*	*4,451,565*	*$4,451,565*
Net County Cost	**$9,279**	**$1,142**	**$0**	**$0**	**$0**	**$0**
Total Housing and Related Expenditures	**$4,117,697**	**$4,320,425**	**$4,350,046**	**$4,350,046**	**$4,451,565**	**$4,451,565**

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 623 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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Number of applications processed	0	200	350	600	300
Number of families receiving rent subsidies	623	623	623	623	613

HOME Program

Expenditures - Home Program (Housing Fund)

Second Mortgage Program – HOH – RH	$80,000
Second Mortgage Program – EMP– Davie Rd.	$75,000
Downpayment Assis – OCHLT	$15,000
IDA Program	$25,000
Operational Support – OCHLT	$15,000
New Construction - HOH-Sunrise Ridge	$70,000
New Construction – HOH – Rusch Hollow	$100,000
New Construction – IFC – Residential Ctr	$75,000
Rental Assistance – WCHA	$26,000
HOME Rental Assistance	$127,102
Program Administration	$70,794
Total	**$978,896**

Revenue

Town of Chapel Hill – 2005	$65,308
Town of Carrboro – 2005	$22,300
Town of Hillsborough – 2005	$7,964
Orange County Match – 2005	$63,715
HUD Grant – 2001; 2002; 2005	$819,609
Total	**$978,896**

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.

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

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Repair existing substandard housing units.	8	1	5	1	5
Provide new single-family housing units for first-time homebuyers with incomes at or below 80% of the area median	20	25	0	4	15
Property Acquisition for future housing development. # of lots	2	0	5	10	0
Provide substantially rehabilitated housing units for first-time homebuyers with incomes at or below 80% of the area median inc.	2	0	4	1	0
Facilitate the provision of affordable rental housing for persons with incomes at or below 50% of the area median		6	13	5	15
Provide second mortgage assistance to first-time homebuyers at 50% of the area median income.		6	28	11	15

Urgent Repair Program

Expenditures – Urgent Repair Program (Housing Fund)

Urgent Repairs	$75,000
Program Administration	$58,897
Total	**$133,897**

Revenue

Transfer from Affordable Housing Fund	$133,397
Total	**$133,397**

Major Services

- Small Housing Rehabilitation Services

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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Repair dwelling units with immediate health and/or safety hazards.	36	26	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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Repaired substandard dwellings in the County.	10	2	6	1	6

Housing and Community Development - continued

Expenditures

Housing Rehabilitation	$360,000
Administration	$ 40,000

Revenue

Community Development Block Grant	$400,000

Non-Departmental Summary

Human Services

Listed below are appropriations for non-departmental Human Services related funds and entities.

	2002-2003 Actual Expenditures	2003-2004 Actual Expenditures	2004-2005 Original Budget	2004-2005 12 Month Estimate	2005-2006 Department Requested	2005-2006 Commissioner Approved
Human Services						
Adolescents in Need	$75.749	$75,749	$75,749	$75.749	$75.749	$75.749
A Helping Hand	$0	$0	$0	$0	$5.000	$5.000
Alliance of AIDS Services	$0	$3,000	$3.000	$3.000	$5.000	$3.000
ARC of Orange County	$0	$4.000	$4.000	$4.000	$5,000	$4.000
Charles House	$6,000	$8,000	$8.000	$8.000	$10.000	$8.000
Community In Schools	$45.000	$45.000	$45.000	$45,000	$55,000	$55,000
Consumer Credit - Family Services	$4,400	$0	$0	$0	$0	$0
Child Care Services	$43.025	$43,025	$43,025	$43,025	$50,000	$43.025
Daycare Capital Campaign	$15,000	$0	$0	$0	$0	$0
Disability Awareness Council	$1.703	$3.500	$3,500	$3,500	$6,000	$3.500
Dispute Settlement	$34.000	$34.000	$34.000	$34.000	$37.400	$34.000
Duke Community Hospice	$3.300	$13,300	$3,300	$3.300	$6,500	$3.300
El Centro Latino	$20.000	$25.000	$25.000	$25.000	$21.000	$21.000
Emergency Watershed	($20,726)	$0	$0	$0	$0	$0
ESL Summer School	$0	$5.000	$0	$0	$0	$0
Family Counseling Services	$0	$3.500	$3.500	$3.500	$3.500	$3.500
Family Violence Prevention Center	$19.400	$19.400	$19.400	$19.400	$20.000	$19.400
Freedom House	$15,000	$17.000	$17.000	$17.000	$28.000	$17.000
Habitat for Humanity	$15.000	$15.000	$15.000	$15.000	$15.000	$15.000
Hope Line	$1.500	$1.500	$1.500	$1.500	$2.000	$1.500
Human Services Automation Initiative	$0	$0	$0	$0	$0	$55,200
Human Services Forum	$6.829	$11.826	$6.300	$6.200	$6.300	$6.300
Interfaith Council	$26,480	$36,480	$36.480	$36,480	$40.000	$36.480
Joint Orange Chatham Community Action	$100.000	$100.000	$100.000	$100.000	$100.000	$100.000
Kidscope	$89.000	$89,000	$89,000	$89,000	$89.000	$89.000
Literacy Council	$13.500	$13.500	$13.500	$13.500	$15.525	$13.500
Medical Examiner	$27.425	$35.150	$30.000	$30.725	$30.000	$30.000
Mental Health Association	$1,500	$2.000	$2.000	$2.000	$10.000	$2.000
Middle School Program -CIS	$65.000	$65.000	$65,000	$65,000	$65.000	$65.000
Miscellaneous Non-Departmental	$0	$18.500	$0	$0	$0	$0
OC Alternative Sentencing	$28.250	$20.250	$20.250	$20.250	$20.250	$20.250
Orange Community Housing	$86.750	$100.000	$100.000	$100.000	$110,000	$110.000
Orange Congregations in Mission	$24,600	$25,600	$25.600	$25.600	$30.600	$30.600
Orange Enterprises	$43.175	$43.175	$43.175	$43.175	$43.175	$73,175
Piedmont Health Services	$10,750	$10,750	$10,750	$10,750	$13.000	$10.750
Piedmont Wildlife Center	$0	$20.000	$20.000	$20.000	$36.250	$20.000
Planned Parenthood	$16.940	$16.940	$16.940	$16.940	$29.000	$21.940
Previously Unfunded Organization	$0	$0	$0	$0	$166.000	$0
Project Turn Around	$81.675	$44.424	$44.424	$44.424	$44.424	$44.424
Rape Crisis	$28.000	$28.000	$28.000	$28.000	$29,400	$28,000

Non-Departmental Summary

Human Services

Listed below are appropriations for non-departmental Human Services related funds and entities.

	2002-2003 Actual Expenditures	2003-2004 Actual Expenditures	2004-2005 Original Budget	2004-2005 12 Month Estimate	2005-2006 Department Requested	2005-2006 Commissioner Approved
Reserve for Human Services	$0	$0	$100.000	$200.952	$0	$0
Reserve for New Position	$0	$0	$29,103	$0	$0	$0
School Nurse	$0	$0	$0	$0	$522,889	$505.289
Senior Care of Orange County	$0	$0	$0	$0	$40.000	$40.000
Shaeffer House	$158.622	$165.000	$165.000	$165,000	$181.100	$165.000
Task Force	$0	$0	$0	$111	$0	$0
Triangle Radio Reading	$1.250	$1.800	$1,800	$1.800	$2.500	$1.800
Volunteers for Youth	$25,000	$25.000	$25.000	$25.000	$30.000	$25,000
Women's Center	$12.000	$16.400	$16,400	$16.400	$25,870	$16.400
Youth Creating Change	$0	$2.500	$2.500	$2.500	$38.000	$2,500
Youth Services	$15	$10.064	$10,000	$17.000	$10.000	$10.000
Human Services Total	**$1,125,112**	**$1,217,333**	**$1,302,196**	**$1,381,781**	**$2,073,432**	**$1,834,582**

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.

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.

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.

Charles House **$8,000**

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.

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.

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.

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) **$3,300**

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.

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.

Freedom House **$17,000**

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.

Hope Line **$1,500**

This organization operates a 24-hour-a-day, 365-day-a-year crisis intervention/suicide prevention telephone service. This service is staffed by trained community volunteers and offers individuals of any age support in understanding and resolving problems that affect their ability to cope and function effectively at home, at school, or at work. In addition, Hope Line offers the PhoneFriend program, which is an after-school telephone service for elementary-

school children (k-5) who are home alone, or need someone to talk to. Hope Line's most recently established program, Teen TalkLine, offers teens a source of support through peer-based help. Hope Line services are free, anonymous, and confidential.

Human Services Automation Initiative **$55,200**

These funds will provide high-speed data connection to Southern Human Services Center ($19,200) and a larger, and subsequently faster internet connection into and out of the County ($36,000). Currently some DSS, Health, and Housing clients cannot be adequately served from the SHSC because of the slow connection between SHSC and the downtown Hillsborough server center. A high-speed data connection would remove this limitation and allow citizens to be served regardless of the location from which they seek assistance. As the public's reliance on County web services (such as Land Records Inquiry, On-line Library Inquire and Deeds Inquiry) have increased, there has also been an increase in the amount and size of data that that is passed through the County's internet connection. Many departments have report requirements to and from the State solely via the internet such as DSS, Health Department, and Child Support Enforcement. Consequently, users are experiencing long wait times, internet failures, outages and other performance related problems.

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.

*IFC requested that the County continue to provide additional funding for Project Homestart. The County has agreed to provide an addition $10,000 if IFC is able to acquire the remaining $15,000 from other funding sources.

Joint Orange-Chatham Community Action (JOCCA) **$100,000**

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.

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, 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 **$30,000**

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 **$65,000**

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.

Orange-Chatham Alternative Sentencing **$20,250**

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 Community Housing and Land Trust **$100,000**

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.

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.

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.

Previously Unfunded Outside Agencies **$166,000**

These agencies include: A Helping Hand, Adolescent Pregnancy Prevention Coalition, American Red Cross, Big Brothers Big Sisters of Durham and Orange Counties, Community School for People Under Six, Cornucopia House, El Futuro, Food Bank of Central and Eastern North Carolina, Friends of Triangle Seniors and Food Assistance, Hillsborough Exchange Club for Prevention of Child Abuse, Orange County Partnership for Young Children, and Women's Counseling Center.

Project Turn Around **$44,424**

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.

School Nurse **$505,289**

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 **$40,000**

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.

Shaeffer House **$165,000**

Shaeffer House provides a safe temporary residence for children and youth of Orange County. Youth who are targeted for Shaeffer House's services lack socially acceptable values, display

violent and aggressive behavior, are unable to accept externally imposed discipline, and frequently abuse substances. Without these services, these youth would likely experience continued abuse or neglect by their caretakers, homelessness, or placement in a secure detention facility.

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.

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 Creating Change **$2,500**

The mission of this organization is to inspire today's youth to create positive change within their communities and lives through leadership training, economic development, and educational/career planning. To date there are three clubs operating through Orange County with over 50 members.

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.

Community & Environment

Summary

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
By Department ***(General Fund)***						
Planning	$1,760,211	$2,140,396	$2.294,141	$2.314.848	$2,390,696	$2,328,486
Environment and Resource Conservation	$417.683	$404.203	$513.229	$496,765	$532.426	$532.426
Economic Development	$212.270	$259,484	$263.488	$240,406	$265,811	$265.811
Soil & Water	$232,762	$241,215	$257,753	$255.878	$261,517	$261,517
Non-Departmental	$94.954	$52.192	$41,565	$46.959	$277.651	$83.021
Total Function Expenditures	**$2,717,880**	**$3,097,490**	**$3,370,176**	**$3,354,856**	**$3,728,101**	**$3,471,261**
Offsetting Revenue	*$1.132.681*	*$1.099.848*	*$991,099*	*$1.099,702*	*$936.683*	*$959.262*
County Costs (net)	***$1,585,199***	***$1,997,641***	**$2,379,077**	**$2,255,154**	**$2,791,418**	**$2,511,999**
Visitors Bureau Fund						
Visitors Bureau Fund	$625.656	$598.315	$730,016	$602,334	$610.960	$610.960
Offsetting Revenue	*$625,656*	*$598.315*	*$730.016*	*$602,334*	*$610,960*	*$610.960*
County Costs (net)	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Community & Environment and Related Expenditures	**$3,343,536**	**$3,695,805**	**$4,100,192**	**$3,957,190**	**$4,339,061**	**$4,082,221**

Planning

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Planning Department *(General Fund)*						***Account: 6200***
Personnel Services	$1,592,661	$1,896,429	$2,085,571	$2,101,623	$2,117,786	$2,117,786
Operations	$165,771	$181,977	$208,570	$211,855	$268,910	$210,700
Capital Outlay	$1,779	$61,990	$0	$1,370	$4,000	$0
Total Expenditures	**$1,760,211**	**$2,140,396**	**$2,294,141**	**$2,314,848**	**$2,390,696**	**$2,328,486**
Offsetting Revenue	*$1,045,091*	*$1,002,959*	*$924,099*	*$1,030,132*	*$872,683*	*$895,262*
County Costs (net)	**$715,120**	**$1,137,436**	**$1,370,042**	**$1,284,716**	**$1,518,013**	**$1,433,224**

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

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2004-05 ESTIMATE	2005-06 PROJECTED
Prepare & distribute Public Hearing agendas	6	6	6	6	6
• Quarterly Public Hearing	4	4	4	4	4
• JPA Public Hearing	2	2	2	2	2
• Other Public Hearings	0	1	2	2	2
• Other Committees	32	35	30	35	35
• Other local government meetings	11	14	15	15	15

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 comprehensive planning in Orange County.

OUTCOMES

- Prepare a new Comprehensive Plan Element on "Infrastructure," which addresses Potable Water, Sanitary Sewer, Solid Waste, and Stormwater Management
- Update the Transportation Element Comprehensive Plan
- Prepare a new Comprehensive Plan Element on "Intergovernmental Coordination"
- Coordinate preparation of the Natural and Cultural Resources Element of Comprehensive Plan with Environment and Resource Conservation Department
- Coordinate preparation of the Housing Element of Comprehensive Plan with Department of Housing and Community Development
- Coordinate preparation of Economic Development Element of Comprehensive Plan with Economic Development Department
- Begin preparation of Unified Development Ordinance to implement the Comprehensive Plan
- Continue to analyze impacts of growth and development to inform Commissioners and interested citizens of the impacts of growth and development.

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.
- Work 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

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.
- 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.
- Revise and amend the Flood Damage Prevention Ordinance.
- Create Rural Enterprise provision in Zoning and Subdivision Regulations.

MEASURES

Customer Service and Permit Reviews

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 ESTIMATED	2005-06 PROJECTED
Customer Service	6400	6000	6600	7000
Zoning Approval for Building Permits	720	575	750	675
Home Occupation Permits	9	8	12	10
Environmental Impact Ordinance Reviews	3	1	2	3
Subdivision Field Inspections (New Measure)	8	20	25	40

Subdivision Plans/Plats and Exempt Plats

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 ESTIMATED	2005-06 PROJECTED
Total Plats & Plans Reviewed	247	230	240	251
Plats Reviewed	199	184	190	193
Major Plats	9	6	5	3
Minor Plats	40	48	50	55
Exempt Plats	150	130	135	135
Subdivision Plans Reviewed	48	46	50	58
Major Plans	8	0	3	3
Minor Plans	40	46	47	55

Board of Adjustment Cases and Zoning Atlas Amendments

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 ESTIMATED	2005-06 PROJECTED
Special Use Permits	7	6	1	4
Variance/Appeals	3	2	1	1
Zoning Map Amendments	0	1	0	2

Zoning Enforcement

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 ESTIMATED	2005-06 PROJECTED
New Complaints Received	106	115	150	180
Cases Successfully Closed	6	30	10	45
Number of Site Inspections Performed	150	150	150	75
Civil Penalties Pending	0	2	3	3
Cases in Court	2	3	3	2

Advisory Board Agenda Preparation and Distribution

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 ESTIMATED	2005-06 PROJECTED
Prepare & distribute Advisory Boards' agendas	42	56	62	66
Planning Board/QPH	20	19	18	20
Board of Adjustment	12	7	7	5
Ordinance Review Committee	6	5	5	12
Other Committees and Studies	4	10	20	8
BOCC Items	15	15	12	8

D. EROSION CONTROL DIVISION

- Administer the erosion control programs to insure compliance with erosion and sediment control standards.
- 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
  - Morgan Creek/Little Creek Watershed restoration
  - Upper Neuse River Technical Advisory 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

	2002-03 Actual	2002-03 Estimated	2003-04 Actual	2004-05 Estimated	2005-06 Projected
Erosion control plans	64	60	42	50	60
reviewed	20	15	20	20	40
Rural	34	25	18	20	16
Urban	10	20	4	10	4
Intense Urban					
Grading permits issued	63	60	29	50	59
Rural	20	15	20	20	40
Urban	34	25	17	20	15
Intense Urban	9	20	2	10	3
Stormwater Management Plans	4	7	5	13	4
Inspections conducted	2,558	2,200	2,600	2,000	2,600

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.

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.
- 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.

MEASURES

INSPECTIONS DIVISION ACTIVITY

MEASURES	2002-03 Actual	2003-04 Actual	2004-05 Budgeted	2004-05 Estimated	2005-06 Projected
Permits issued	3,681	4,015	4,133	3,649	4,000
Building	925	985	938	864	900
Electrical	1,264	1,311	1,373	1,226	1,000
Plumbing	672	1,006	1,062	900	1,000
Mechanical	820	713	695	602	670
Inspections conducted	18,995	17,755	20,475	18,239	18,000
Number of required Inspections per NEWSF permit	19	19	19	19	19
Complaint/Inquiries	212	69	60	98	100
Incoming/outgoing calls/day	226	247	263	260	260
Commercial plan review	60	173	115	267	120
New single family	390	447	403	405	380
New mobile home	30	30	34	38	33
Replacement mobile home	78	60	70	92	70

MEASURES	2002-03 Actual	2003-04 Actual	2004-05 Budgeted	2004-05 Estimated	2005-06 Projected
Schools inspected	25	27	27	27	27
Child care facilities inspected	6	6	6	4	4
Adult care facilities inspected	6	3	3	4	4
Commercial facilities for ABC licenses inspected	16	6	5	7	5
Occupancy loads posted in restaurants	9	6	5	10	6

INITIATIVES

- Provide residential plans review for 100% of residential applications
- Ask for reevaluation of ISO rating due to new staff hires, plans examination, years of experience, etc. Should result in significant increase of ISO rating.
- 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.
- Upgrading field inspection and development restriction monitoring.
- 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.'

BUDGET HIGHLIGHTS:

- Although there is no budgetary impact, Personnel Services for FY 2005-06 includes the extension of two (2) time-limited Code Enforcement Officer positions that were approved mid-year in FY 2003-04.
- Budgeted revenues for FY 2005-06 includes a 20% increase in commercial rates consistent with the second-year of a three-year implementation plan related to the inspection fees that began in FY 2004-05.
- The 12-Month Estimate is projected to exceed budget in permanent salaries, health insurance, and telephone expenses. The Capital Outlay in FY 2004-05 was for the replacement of a fax machine, and an encumbrance carry forward for office furnishings.
- The department will continue to increase and expand functionality of Permits Plus through interconnection with Current Planning and Building Inspections through in-house programming.
- The department requested funding for several planning initiatives (Metropolitan Planning Organization, Unified Development Ordinance, Hillsborough/County Joint Strategic Growth Plan Consultant work, Payment-in-Lieu Consultant work, and Clean Water Education Partnership) in the Community and Environment Non-Departmental section of the budget. The Board of Commissioners approved funds of $25,000 for the Hillsborough/Orange Joint Strategic Growth Plan; no other initiatives listed above are included in the Approved Budget for FY 2005-06.
- The department will continue implementation of the International Building Codes.
- 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 and increase general knowledge of trades.
- Train plans examiners and inspectors through classes on new North Carolina Rehabilitation Code, which will be effective January 2006.

Environment and Resource Conservation

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Environment and Resource Conservation (General Fund)						*Account: 6100*
Personnel Services	$352,385	$352,767	$412,482	$400,643	$428,726	$428,726
Operations	$60,236	$49,811	$100,747	$96,122	$103,700	$103,700
Capital Outlay	$5,062	$1,625	$0	$0	$0	$0
Total Expenditures	**$417,683**	**$404,203**	**$513,229**	**$496,765**	**$532,426**	**$532,426**
Offsetting Revenue	*$0*	*$3,000*	*$0*	*$0*	*$0*	*$0*
County Costs (net)	**$417,683**	**$401,203**	**$513,229**	**$496,765**	**$532,426**	**$532,426**

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
- 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, with community involvement, park concept plans
- Coordinate and integrate planning for surface water and ground water as part of a holistic Water Resources Element of the Comprehensive Plan
- Update the Parks and Open Space Element of the Comprehensive Plan
- Address environmental issues, such as air quality, 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.

Outcomes

- Provide staff support to all boards and commissions working on resource conservation and environmental issues, producing 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
- Convene on a semi-annual basis an Environment and Resource Steering Committee of chairs of the four advisory boards and a liaison from the Board of Commissioners, and a 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 integrating sustainability principles into County government
- Work with the Recreation and Parks Department in identifying and designing lands for recreation purposes

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Convene meetings of the Environment and Resource Steering Committee	2	1	NA	1	2
Provide staff support to the 4 advisory boards listed above and other ad hoc work groups as assigned Prepare and distribute advisory board agendas	64	59	63	61	66

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

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Existing Data Maintenance and Upkeep	Continue annual maintenance, do corrections and conversions. Conduct annual review of database and coverages Update and keep "real-time" coverages on parkland and open space. Use USGS ground water data to map areas of emphasis	Regular maintenance performed. New coverage on biosolids sites added. Parks and open space revised quarterly, new biosolids coverage created.	Evaluate new GIS data needs for air quality, other issues	Five-year review of database, integration with web site Evaluation conducted. Add new natural areas to database.	Continued maintenance and full review of groundwater coverages in anticipation of Water Resources Initiative
Identify needs and purchase data where it exists	Conduct third-year review of database, update ground water data by purchasing new CGIA coverages	Review conducted, no new purchase (one created coverage)	Review and acquire as needed for current year projects	Datebase deemed sufficient, no purchases	Review and acquire as needed for current year projects
Create New Coverages	Complete first-ever mapping of farm lands and scenic/heritage corridor viewshed analysis for St. Mary's Road. Finalize and refine Greene Tract mapping. Create other new mapping for park plans.	Biosolids coverage for County created by staff.	Air quality coverages, and other natural heritage site updates for Inventory of Natural Areas.	Biosolids sites added to and updated. Natural Heritage sites incorporated.	Pending decisions on new initiatives (Water Resources, other).

Objective

- Administer the Lands Legacy Program

Outcomes

- Prepare 2-Year Action Plan of priorities, using guidance from BOCC and advisory boards
- Complete and implement Long-Term Priorities document
- Identify and secure alternative funding sources (grants) / Work collaboratively with other jurisdictions and land trusts on acquisitions
- Coordinate initiatives approved in the November 2001 Bond referendum
- Conduct five-year review of program (May 2006)

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Prepare Two-Year Action Plan	Draft prepared September 2002, advisory boards review fall 2002, BOCC adopts spring 2003 (one-year plan)	Two-Year Action Plan for 2004-06 drafted with comments from BOCC & advisory boards	2004-06 Action Plan adopted 9/04.	2004-06 Action Plan still in effect	Begin 2006-08 Action Plan fall 05, advisory board recommend ations fall 05, BOCC adoption spring 2006
Complete Lands Legacy Long-Term Priorities document	Review and prioritize consistent with financial timetable and BOCC OS Task Force report. Update document to include watershed approach	Document and map used to evaluate context of potential lands	Used to evaluate potential acquisition s in context of long-term priorities	Used to evaluate acquisitions outside of the Action Plan.	Continue to use to evaluate acquisitions outside of the Action Plan.
Identify and secure alternative funding sources (grants). Work collaboratively with other jurisdictions and land trusts on acquisitions	Continue to work with partners on joint projects Pursue NCDOT Enhance-ment funds for projects, such as acquisition of scenic easements. Apply for grant funds where they exist, using bond and County dollars to leverage additional funds	New USDA Farmland Protection grant ($800,000) submitted and $784,00 approved. Assist Carrboro in Adams Tract grants.	Awaiting word on USDA grants. Consider possibility of PARTF and Clean Water grants for projects	Received grant from USDA for $846,000 in May 2005. OWASA to fund substantial portion of County share.	Administer the $1.5 million in grants from 2003-2005. Write PARTF grant for Jan. 2006. Assist Durham and TLC on New Hope Preserve grants.
Coordinate with November 2001 bond referendum	Work to prioritize potential acquisitions using Lands legacy criteria as noted above. Leverage County funds with State and Federal grants where available.				As part of Five-Year Lands Legacy report, evaluate status of grant/other funding sources

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 six chapters (Natural Areas/Open Space, Parks, Agriculture, Water Resources, Air Quality, and Cultural Resources)
- Assist the Planning Department as needed in development of new Land Use Element of Plan

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Natural Areas/Open Space Element	As per revised goal, incorporate new Inventory data with previous reports and data, Draft of Natural Areas Element completed and taken to CFE in October 2002, with status report to BOCC in November 2002. Proposed public hearing February 2003.	Memo proposing a consolidated Natural Systems Element sent to BOCC, pending further discussion	Pursue consolidated Natural Systems Element, as directed by BOCC	Consolidated Natural and Cultural Systems Element presented to Board on February 8, 2005. Staff authorized to proceed with element.	Begin N&CS Element in summer 2005, with Natural Areas/OS (underway) first. Draft NA/OS Chapter to be drafted by end 2005
Water Resources	BOCC discusses WRC (1992-2001) report in May 2002. WRC CFE to develop recommendations on implementation in summer/fall 2002, submitted to BOCC November 2002. Review of surface water and ground water data and reports leads to first draft Water Resources Element of Plan in spring 2003.	To be part of new Natural Systems Element	Please see NA/OS above	Please see NA/OS above	Water Resources Chapter of N&CS Element to be conducted in Phase 2 (2006-07)

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Work with Planning in developing Land Use Element		Assistance provided as requested		Advisory board comments requested and transmitted	Assistance provided as requested
Parks and Open Space Element.	Interim report on Element update to BOCC December 2002. Draft to be prepared spring 2003. Proposed public hearing on Parks and Open Space Element – May 2003.	Proposed to be incorporated into Natural Systems Element (special chapter on parks and open space)	Incorporate into Natural Systems Element (special chapter on parks and open space)	Please see NA/OS above	To be part of N&CS Element, Parks Chapter to begin in late 2005.

Budget Highlights

- The Lands Legacy Program has now surpassed $3.7 million in Federal and State grants with the most recent award of $846,000 from USDA.
- Creation of 3 park master plans in 2004-05 (Efland Cheeks, Twin Creeks, Northern)
- Joint interlocal land acquisition of New Hope Preserve with Durham County, Chapel Hill, Durham City and other partners.
- The increase in Operations for FY 2005-06 includes additional funds in Computer Supplies ($1,700) to upgrade the auto-CAD software used to create park master plans, and in additional funds for Mileage ($550) and Training ($500).
- Funds totaling $5,000 are budgeted in FY 2005-06 in the Community and Environment Non-Departmental section for the AmeriCorps Improvements Project for construction of a loop trail system at Efland Cheeks Park Phase II, and a connection to the adjoining Richmond Hills subdivision.

Economic Development

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Economic Development Office *(General Fund)*						***Account: 6000***
Personnel Services	$177,422	$225,262	$202,834	$187,895	$205,157	$205,157
Operations	$34,848	$30,347	$60,654	$51,170	$60,654	$60,654
Capital Outlay	$0	$3,875	$0	$1,341	$0	$0
Total Expenditures	**$212,270**	**$259,484**	**$263,488**	**$240,406**	**$265,811**	**$265,811**
Offsetting Revenue	*$38,450*	*$42,879*	*$18,000*	*$18,000*	*$18,000*	*$18,000*
County Costs (net)	**$173,820**	**$216,605**	**$245,488**	**$222,406**	**$247,811**	**$247,811**

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) 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 2004-2009 Strategic Plan goals; publicize results.

Economic Development - continued

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Information Requests	425	360	400	400	425
Web Contacts – Home Page Visits	4,000	80,000*	84,000	82,500	85,000
Responses to Media Request for Information	100	125	120	120	125
Public Speaking – Groups	25	20	25	36	30
Mailing List for Reports & Newsletters	2,500	2,500	2,500	2,500	2,500
Publications Distributed	30,000	2,500	3,000	2,500	3,000
Attendees at State of Local Economy Breakfast	420	380	380	340	360
Loan Requests – Small Business Program	10	2	4	2	TBD**

*Tracking of actual number of visitors began in July, 2003
**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 Orange* campaign to inform citizens 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.
- 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, high school preparedness 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.

Economic Development - continued

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
EDC Business Clients	420	425	450	430	450
Buildings – Sq. Feet Surveyed	8.3M	8.4	8.5	8.5	8.6
Property Tax Base ($ Billions)	9.2	9.4	10.0	10.6	11.0
Retail Sales ($ Millions)	1,250	1,354	1,400	1.376	1.4
Orange County Employment	58,000	58,000	58,500	59,385	60,000
Number of Businesses	2,800	3,487	3,600	3,600	3,650
Average Private Sector Wage (Annual $)	24,000	22,932	24,000	28,200	28,500
Unemployment Rate (%)	2.3	3.1	2.8	2.5	2.2
Commercial Building Vacancy Rate (%)	5.0	9.7	8.5	6.5	6.2
Buy Orange information pieces distributed	20,000	2,500	20,000	20,000	20,000
Orange County statewide ranking for overall economic performance (of 100 counties)	Not Available*	Not Available*	Not Available*	Not Available*	Not Available*
Number of outlets purchasing Orange County produce	50	35	50	50	50

* Company that produced rankings ceased publication

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* has been updated and is available in hard copy or via the Internet. This guide allows prospective and existing businesses to access information regarding permits, licenses, taxes, finance, site location, and much more. The guide is distributed at all locations where local business licenses are issued, as well as other places around the community.
- Provide ombudsman services to any entrepreneur or business owner as needed.

- In 1998, the Small Business Loan Program's Operating Policies and Procedures document was approved by the BOCC. The Orange County Small Business Loan Program Company was incorporated in September, 1999; all appropriate documents governing the loan program were approved in January 2001. Authorization for the program has expired and the Company Board of Directors, the Economic Development Commission, and the Board of County Commissioners will determine the future of the program, designed to provide financing (in amounts of $5,000-50,000) to small businesses in Orange County.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
SBTDC Local Clients	250	240	240	200	220
Good Work Clients	75	40	40	30	40
Small Business Guides Distributed	675	650	700	700	700
Number of Businesses Listed in Women-Owned Business Directory	100	100	100	150	175
Small Business Loan Applications	12	2	3	2	TBD
Small Business Loans Approved	2	0	2	0	TBD

Budget Highlights

- The approved budget maintains the current level of service.
- The Economic Development Commission will present the results of their strategic plan to the Board of County Commissioners before the end of the 2005 fiscal year.

Soil and Water

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Soil and Water *(General Fund)*						***Account: 6300***
Personnel Services	$220,475	$232,487	$242,163	$243,839	$248,792	$248,792
Operations	$12,287	$8,728	$15,590	$12,039	$12,725	$12,725
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Expenditures	**$232,762**	**$241,215**	**$257,753**	**$255,878**	**$261,517**	**$261,517**
Offsetting Revenue	*$49,140*	*$51,010*	*$49,000*	*$51,570*	*$46,000*	*$46,000*
County Costs (net)	**$183,622**	**$190,205**	**$208,753**	**$204,308**	**$215,517**	**$215,517**

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 (2005-2006) to the Division of Soil and Water by July 1, 2005 prioritizing and determining the needs and feasibility of Best Management Practices (BMP's) in solving existing water quality problems.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Allocation received from NCDEHR	$87,938	$113,017	$85,260	$122,072	$100,000
Funds Obligated to NCACSP Contracts*	$87,938	$113,017	$85,260	$122,072	$100,000

(*Includes prior years cancellations)

Objective
Plan, design, and install Best Management Practices through NCACSP contracts to improve water quality in Orange County.

Outcomes
- Provide technical assistance to 70 landowners planning and designing BMP's to treat water quality problems.
- Develop 30 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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
No. of contracts written	20	39	37	30	30
% of total allocation encumbered	100	100	100	100	100
Animal operations assisted with BMP's	14	13	14	18	15
Acres affected by NCACSP contracts	1000	1005	1000	730	850

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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
% of all active contracts checked	7.5	10.5	10	9.8	10
% of all animal waste mgt. 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.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Promote natural resources conservation and assist citizens with information on resource concerns.	225	262	275	300	325
Provide educational opportunities as requested to participants involved in each educational activity throughout the year.	1400	1550	1600	1800	1800

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 conservation easements using Conservation Reserve Enhancement Program (CREP).

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Develop 5 EQIP contracts	5	10	15	15	20
Contact 50 active farmers/landowners to review and update compliance plans	85	85	85	85	85
Conduct status reviews on 5% of compliance plans	5%	5%	5%	5%	5%
Allocate EQIP Funding for installation of conservation practices	0*	$130,000	$140,000	$144,000	$150,000
Apply for Federal Farmland	0*	$784,000	$1.5	$1.5 Million	$500,000

Protection Program funding for 5 easements			Million		
Develop RMS plans on 100ac.	500	500	500	500	500
Enroll 10 acres in CREP	10	10	10	10	10

* Program was not funded for this fiscal year

Objective

Implement Neuse River Basin Rules through planning and education.

Outcomes

- Provide accelerated technical assistance for natural resource conservation planning, system design and installation of best management practices (BMP's) to achieve a 30% reduction in nitrogen delivered to the Neuse River.
- Educate land users with the most current information on water quality regulations and management systems through news articles and producers meeting.
- Document nutrient reduction using TOOLKIT software and the Performance Results Measurement System
- Develop nutrient management plans covering acres based on Neuse River Basin rules.
- Install BMP's to decrease nutrient loading and soil loss.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Develop nutrient management plans as requested.	10	30	35	20	20

Budget Highlights

- The approved budget includes a decrease in revenue due to the loss of a one-time USDA grant ($3,000) and decreased funding from the state government. Operations have decreased to offset the loss in revenue.

Visitors Bureau Fund

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Vistors Bureau						
Personnel Services	$259,965	$283,163	$318,095	$293,466	$321,610	$321,610
Operations	$344,650	$310,175	$411,921	$308,868	$288,350	$288,350
Capital Outlay	$21,041	$4,977	$0	$0	$1,000	$1,000
Total Expenditures	**$625,656**	**$598,315**	**$730,016**	**$602,334**	**$610,960**	**$610,960**
Offsetting Revenue	*$625,656*	*$598,315*	*$730,016*	*$602,334*	*$610,960*	*$610,960*
County Costs (net)	**$0**	**($0)**	**$0**	**$0**	**$0**	**$0**
Total Vistors Bureau Expenditures	**$625,656**	**$598,315**	**$730,016**	**$602,334**	**$610,960**	**$610,960**

Major Services

- Position Orange County as a desirable meeting or vacation destination to select visitor markets, with careful consideration of the needs and assets of the communities that comprise Orange County.
- Work in cooperation with community organizations to achieve an effective, coordinated, and 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 of travelers 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 and walk-in services to Orange County visitors six days a week at the Visitors Center, 501 West Franklin.
- Increase the number of 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.
- Maintain countywide average daily hotel room rates.
- Improve hotel occupancy over prior year.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Conference, Meeting Bookings	22	25	30	30	32
Sales Leads	48	35	36	36	40
Groups Serviced	172	180	185	185	200
Attraction and Welcome Center Visitations	1,167,850	1,250,800	1,393,266	1.2 million	1.35 mill.
Hotel Occupancy*	65.52%	62%	62%	64%	65%
Hotel Average Daily Rate*	$108.62	$99.00	$99.00	$100.88	$101
Occupancy Tax Receipts	$450,000	$427,500	$445,500	$541,308	$557,640
Inventory of Hotel Rooms	1,180	1,180	1327	1327	1393
Visitor Spending in Millions (calendar year)**	$111.00 ('02)	N/A	N/A	N/A	N/A

*Based upon a confidential voluntary survey. Number of respondents varies by month.
**Obtained through NC Commerce. Figures available only through 2002-2003

Objective

Conduct a variety of activities that will increase the awareness of Chapel Hill and Orange County as a meeting and leisure destination, specifically targeting lower demand periods such as summer and winter.

Outcomes

- Increase distribution of visitor information utilizing electronic methods whenever possible to maximize staff efficiency, conserve natural resources and to reduce printing and mailing costs.
- 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 with detailed information and personalization features to reduce printed publication printing and mailing costs, while increasing the number of site visits.
- 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.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Requests for Meeting and Tour Information	1,080	1,211	1245	1245	1300
Printed Publications Distribution	178,402	180,000	185,000	See below	
Visitor Inquiries Generated	28,338	28,500	29,000	See below	
Local Festivals/Events Assisted	24	24	24	24	24
Media Stories Placed	193	190	191	196	200
Web Site Visits	247,827	257,000	260,000	275,000	300,000
Visitor Center Walk-ins (NEW)	3,000	3,525	3,877	3900	4200
Advertising Placements	80	59	59	15	25

Printed Publications: Due to increased use of Internet, quantity will probably decline. Would prefer to eliminate as a measure.

Visitor Inquiries Generated: Number of phone and mail inquiries continues to drop as people use the Internet. Strategies to track inquiries on web site are still evolving. Are developing another benchmark for future budget years.

Advertising placements have been high in past years due to summer and winter travel promotions in a variety of newspapers. Are revising strategies to have more targeted ads in particular markets.

Budget Highlights

- The overall budget for Visitors Bureau is reduced to reflect the movement away from frequent attendance at trade shows and the use of expensive, national publications to a more targeted focus on local and regional publications and local promotional events.
- The approved budget also reflects the Visitors Bureau Board's desire to reduce the amount of fund balance used to balance the budget.
- The transfer to the general fund for administrative overhead cost has been reduced from $42,000 to $21,000 to help to offset the reduction in revenue from the Town of Chapel Hill.
- The redesign of all Visitor Bureau publications began in FY 2004-2005 and will continue into FY 2005-2006.

Non-Departmental Summary

Community and Environment

Listed below are appropriations for non-departmental Community and Environment related funds and entities.

	2002-2003 Actual Expenditures	2003-2004 Actual Expenditures	2004-2005 Original Budget	2004-2005 12 Month Estimate	2005-2006 Department Requested	2005-2006 Commissioner Approved
Community and Environment						
Americorp	$566	$0	$0	$0	$5,000	$5,000
Blackwood House Operations	$13,016	$5,647	$10,000	$12,000	$10,000	$10,000
Cape Fear River Assembly	$3,820	$3,820	$3,916	$3,820	$3,916	$3,916
Cate Property Operations	$1,940	$2,895	$7,500	$6,000	$7,500	$7,500
Communications Tower Study	$0	$0	$0	$0	$5,000	$0
Drought Related Expenditures	$7,262	$0	$0	$0	$0	$0
Jordan Lake Water	$0	$4,641	$0	$0	$2,500	$2,500
Lake Orange	$294	$1,200	$1,500	$1,490	$1,500	$1,500
Natural Disaster Expenditures	$3,880	$3,093	$0	$0	$0	$0
OAWS Consultant	$0	$0	$0	$0	$25,000	$25,000
OWASA Fees	$22,951	$2,348	$0	$0	$0	$0
Piedmont RC&D	$0	$500	$500	$500	$500	$500
Previously Unfunded Agencies	$0	$0	$0	$0	$91,500	0
Research Triangle Regional Partnership	$8,044	$8,044	$8,044	$8,044	$18,130	$10,000
Rogers Road Waterline Hookup	$33,181	$2,910	$0	$0	$0	$0
Rural Planning Organization	$0	$0	$0	$6,000	$7,000	$7,000
Unified Development Ordinance	$0	$0	$0	$0	$90,000	$0
Upper Neuse River Basin Dues	$0	$17,094	$10,105	$9,105	$10,105	$10,105
Community and Environment Total	**$94,953**	**$52,192**	**$41,565**	**$46,959**	**$277,651**	**$83,021**

Community and Environment Non-Departmentals

AmeriCorps Improvements Project **$5,000**

For construction of a loop trail system at Efland Cheeks Park Phase II and a connection to the adjoining Richmond Hills subdivision. Other trail work could be undertaken at Northern Park, Little River Park, and potentially at the proposed Erwin Trace parks project among other sites, as time permits. These funds will be used to cover the costs of accommodations for the team members, as well as tools and other miscellaneous expenses.

Blackwood Property **$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.

Cate Property **$7,500**

These funds will provide the necessary operational costs associated with grounds maintenance and repairs needed at the Cate Farm Property.

Jordan Lake Storage Allocation **$2,500**

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.

OAWS Infrastructure Consultant **$25,000**

The Efland-Mebane Small Area Plan Task Force has identified infrastructure expansion as one of the key elements needed to support future residential and economic development opportunities in the Efland area. The Orange-Alamance Water System (OAWS) is an existing utility that extends through much of the study area. While it covers a sizable area, the system is constrained in its ability to provide fire suppression and/or support expanded service. A study

that analyzes the current system and identifies options for the future is needed to determine a course of action for water service in the Efland are.

Piedmont RC & D **$500**
Funds support the North Central Piedmont Resource Conservation and Development project.

Previously Unfunded Agencies **$91,500**
This includes: Metropolitan Planning Organization, Hillsborough Consultant, Clean Water Education Partnership, Payment In Lieu Analysis, and LeafLight.

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.

Rural Planning Organization (RPO) **$7,000**
The State of North Carolina created the Rural Planning Organization (RPO) in order to review, analyze and recommend planning and improvements to rural area transportation networks. Triangle J Council of Governments is the lead agency to coordinate a multi-county rural region adjacent to the Durham/Chapel Hill Metropolitan Planning Organization (MPO), which handles more urban issues. Orange County's membership in the RPO requires one commissioner, the county manager (or a designee), and the transportation planner to be participating members.

Upper Neuse River Basin Dues **$10,105**
These funds provide for Orange County to remain a member of the Upper Neuse River Basin Association.

Culture & Recreation

Summary

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
By Department *(General Fund)*						
Orange County Central Library	$613,077	$705,919	$645,284	$705,058	$684,377	$739,377
Carrboro Library	$109,979	$111,902	$131,450	$130,383	$128,431	$128,431
Carrboro Cybrary	$0	$4,614	$66,031	$72,495	$62,857	$62,857
Cedar Grove Library	$0	$25,115	$64,638	$73,612	$75,222	$75,222
Recreation & Parks	$815,858	$1,070,513	$1,355,541	$1,446,661	$1,650,928	$1,508,897
Arts Commission	$101,562	$108,472	$109,850	$112,408	$103,334	$103,334
Non-Departmental	$102,980	$107,448	$115,620	$92,214	$195,780	$95,780
Total Function Expenditures	**$1,743,456**	**$2,133,982**	**$2,488,414**	**$2,632,831**	**$2,900,929**	**$2,713,898**
Offsetting Revenue	*$267,038*	*$295,088*	*$366,498*	*$378,735*	*$389,455*	*$394,455*
County Costs (net)	**$1,476,418**	**$1,838,894**	**$2,121,916**	**$2,254,096**	**$2,511,474**	**$2,319,443**
Related Program *(General Fund)*						
Other Municipal Support	$375,141	$375,141	$375,141	$375,141	$375,141	$375,141
Total Culture and Recreation & Related Expenditures	**$2,118,597**	**$2,509,123**	**$2,863,555**	**$3,007,972**	**$3,276,070**	**$3,089,039**

Library Services

Summary

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
By Program *(General Fund)*						
Orange County Library	$613.077	$705,919	$645,284	$705.058	$684,377	$739.377
Carrboro Library	$109.979	$111,902	$131,450	$130.383	$128,431	$128.431
Carrboro Cybrary	$0	$4,614	$66,031	$72.495	$62,857	$62.857
Cedar Grove Library	$0	$25,115	$64,638	$73.612	$75,222	$75.222
Total Expenditures	**$723,056**	**$847,549**	**$907,403**	**$981,548**	**$950,887**	**$1,005,887**
Offsetting Revenue	*$146.276*	*$145,282*	*$143.485*	*$157,583*	*$146.716*	*$151,716*
County Costs (net)	**$576,780**	**$702,268**	**$763,918**	**$823,965**	**$804,171**	**$854,171**
Related Program *(General Fund)*						
Other Municipal Support	$250,033	$250,033	$250.033	$250,033	$250,033	$250,033
Total Culture and Recreation & Related Expenditures	**$973,089**	**$1,097,582**	**$1,157,436**	**$1,231,581**	**$1,200,920**	**$1,255,920**

Orange County Library

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Orange County Library *(General Fund)*						***Account: 5000***
Personnel Services	$442,287	$493,004	$483,914	$527,349	$523,007	$528,007
Operations	$167,358	$169,377	$161,370	$162,562	$161,370	$211,370
Capital Outlay	$3,432	$43,539	$0	$15,147	$0	$0
Total Expenditures	**$613,077**	**$705,919**	**$645,284**	**$705,058**	**$684,377**	**$739,377**
Offsetting Revenue	*$140,745*	*$139,187*	*$137,335*	*$149,803*	*$139,791*	*$144,791*
County Costs (net)	**$472,332**	**$566,732**	**$507,949**	**$555,255**	**$544,586**	**$594,586**

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.
- Issue a barcoded library card to every patron.
- Update patron registration files annually.
- Organize a library book club for adult readers.
- Form teen book club.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Total units circulated	152,100	100,000	160,000	148,140	155,000
Amount of Fines	10,000	10,000	14,000	14,000	14,000
Total registered patrons	17,900	19,000	19,000	18,000	18,900

** Note that actual figures for 2003-04 are reduced due to the closing / scaling back of library services during the renovation.

Major Services

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

Objective

- Increase access to public information available through electronic resources.
- Educate patrons in using electronic resources to acquire informational needs.
- Increase patrons' options in accessing their informational needs (in-house or remote).

Outcomes

- Provide for regular public training on the use of computers, the Internet and the library's electronic and traditional materials.
- Provide web link to NCKnows (online 24/7 reference service) from library's Web page.
- Make available Webbased genealogical research through HeritageQuest
- Offer free Internet classes in basic usage.
- Provide remote access to library's online catalog via WebPAC.
- Offer patron access to their individual library accounts via WebPAC
- Maintain a library website.
- Continue to upgrade and maintain library's computers.
- Keep communication open between students, media specialists and teachers to determine student informational needs.
- Train staff in using the library's electronic resources.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Total no. of reference volumes	2,100	2200	2250	2329 (current titles)	2380
Total number of information services transactions	14,200	13,000	14,000	14,000	15,000
Public use computers	18	3(six months) 16	16	14	15

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.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Number of Treasure and Traveling Treasure Boxes	66	66	66	66	66
Treasure and Traveling Treasure Boxes Circulated	460	400	500	480	500

Budget Highlights

- Although there is no bottom line change in Operations for FY 2005-06, there is an increase in Equipment Maintenance ($1,988) due to the Child Internet Protection Act (CIPA), which is a Federal mandate requiring filters on all public PC's for security and blocking measures. There is an offsetting decrease in Book Processing due to the book supplier's reduction in fees.
- The 12-Month Estimate in Capital Outlay reflects the completion of the automation update for the Regional Library system, which began in FY 2003-04.
- During budget worksession deliberations, the Board of County Commissioners approved an additional $50,000 for library operations for FY 2005-06, which is reflected in the Operations section of this budget.
- The increase in revenue in FY 2005-06 is due to additional State Aid funds anticipated.

Carrboro Library

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Carrboro Library *(General Fund)*						***Account: 5001***
Personnel Services	$81,022	$87,237	$96,876	$94,114	$94,857	$94,857
Operations	$24,857	$24,665	$33,574	$35,269	$33,574	$33,574
Capital Outlay	$4,100	$0	$1,000	$1,000	$0	$0
Total Expenditures	**$109,979**	**$111,902**	**$131,450**	**$130,383**	**$128,431**	**$128,431**
Offsetting Revenue	*$5,531*	*$6,062*	*$5,600*	*$6,600*	*$5,900*	*$5,900*
County Costs (net)	**$104,448**	**$105,841**	**$125,850**	**$123,783**	**$122,531**	**$122,531**

Major Services

- Operate a branch library in Carrboro with 26 service hours per week.
- Offer children's program with special programs throughout the year.

Objective

- Provide service to the citizens of Orange County through Carrboro Branch Library.
- Provide increased visibility to Hispanic Community, offer increased library programming to average 3 programs per week.

Outcomes

- Increase patron registration of new registrations each year.
- Provide bi-weekly programming for Hispanic families.
- Provide programming for both children and adults.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Patron Registration	5325	6302	7302	6975	7500
Programs	56 Avg 210 participants per program	68 programs avg 221 per program	70 programs avg 230 per program	80 programs avg 240 per program	85 programs avg 250 per program

Budget Highlights

- Approved funding for FY 2005-06 maintains the current level of service.
- The decrease in Personnel Services for FY 2005-06 is due to a change in staff health insurance coverage.

Carrboro Cybrary

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Carrboro Cybrary *(General Fund)*						*Account: 5006*
Personnel Services	$0	$0	$51,041	$46,244	$47,867	$47,867
Operations	$0	$27	$14,990	$19,759	$14,990	$14,990
Capital Outlay	$0	$4,587	$0	$6,492	$0	$0
Total Expenditures	**$0**	**$4,614**	**$66,031**	**$72,495**	**$62,857**	**$62,857**
Offsetting Revenue	*$0*	*$0*	*$0*	*$860*	*$700*	*$700*
County Costs (net)	**$0**	**$4,614**	**$66,031**	**$71,635**	**$62,157**	**$62,157**

Major Services

- Operate a branch library / Cybrary in the Century Center in Carrboro.
- Provide basic library services to the adult population of Carrboro in a centralized, downtown location.

Objective

- Make service population aware of new branch and services
- Provide basic computer and Internet access to the downtown population
- Provide reference service, both in person and electronically via NCLIVE
- Maintain basic adult book, audiobook, and periodical collections
- Promote lifelong learning via recreational reading initiatives, computer-based training, and other programs.

Outcomes

- Increased monthly door count
- Provide Computer and Internet assistance 44 hours/ week
- Provide Reference and informational assistance 44 hours / week
- Increased monthly circulation of collections
- Offer at least one cultural program and one computer-based training offered each quarter.
- Provide an outlet for patrons to receive materials from other regional libraries.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Monthly Door Count	0	0	650	750	850
Monthly Computer Use	0	0	550	600	700
Monthly Circulation	0	0	100	115	130
Cultural programs	0	0	4 – avg 12 attendees	4 – avg 15 attendees	6 – avg 20 attendees
Computer Classes	0	0	4 – avg 6 attendees	4 avg 8 attendees	4 avg 10 attendees

Budget Highlights:

- Although there is no bottom line budget change in Operations for FY 2005-06, the branch, through a community assessment, has re-aligned funds among several line items to better meet the needs of the community.
- The 12-Month Estimate includes an encumbrance carry forward amount for furnishings at the Cybrary.

Cedar Grove Library

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Cedar Grove Library *(General Fund)*						*Account: 5005*
Personnel Services	$0	$14,233	$47,098	$52,521	$53,092	$53,092
Operations	$0	$9,641	$17,540	$19,179	$22,130	$22,130
Capital Outlay	$0	$1,241	$0	$1,912	$0	$0
Total Expenditures	**$0**	**$25,115**	**$64,638**	**$73,612**	**$75,222**	**$75,222**
Offsetting Revenue	*$0*	*$33*	*$550*	*$320*	*$325*	*$325*
County Costs (net)	**$0**	**$25,082**	**$64,088**	**$73,292**	**$74,897**	**$74,897**

Major Services

- Operate a branch library in Cedar Grove.
- Offer children's programs along with special programs/ celebrations throughout the year.
- Support Community through providing access to free Literacy Programs and GED preparation.

Objective

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

Outcomes

- Provide technical computer training classes at least 4 times per year.
- Provide full-time employee for patrons.
- Provide an outlet for patrons to receive materials from other regional libraries.
- Provide collections as appropriate to users ethnicity and interest.
- Increase the collection available for circulation.
- Maintain consistent hours of operation (6 days and 42 hours per week).

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Attendance computer training	0	Average 5 per class	Average 7 per class	Average 8 per class	Average 8 per class
Attendance children's programs	0	Average 5 per class	Average 10 per class	Average 12 per class	Average 14 per class
Monthly Circulation	0	25*	150	Average 385 per month	Average 500 per month.

* Budget Estimate for Monthly Circulation for 2003-04 was set based on a full year of service. Cedar Grove Branch Library scheduled to open on April 21st, thus a reduction to 25 for the monthly circulation estimate now given for 2003-04.

Budget Highlights:

- The increase in Personnel Services for FY 2005-06 provides for additional temporary personnel funds ($4,800) to cover increased programming and to meet the needs of the community.
- The increase in Operations for FY 2005-06 includes additional funds to increase the book collection ($4,500) at the Cedar Grove branch, as well as additional funds for Contract Services ($650) to offer programs and services consistent with other branch libraries. Both of these initiatives are based on citizen input.

Recreation and Parks

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Recreation and Parks *(General Fund)*						***Account: 51000***
Personnel Services	$667,012	$815,637	$972,416	$980,820	$1,127,875	$1,094,075
Operations	$134,874	$195,509	$378,582	$393,979	$508,053	$414,822
Capital Outlay	$13,972	$59,367	$4,543	$71,862	$15,000	$0
Total Expenditures	**$815,858**	**$1,070,513**	**$1,355,541**	**$1,446,661**	**$1,650,928**	**$1,508,897**
Offsetting Revenue	*$102,911*	*$128,201*	*$206,837*	*$200,964*	*$222,933*	*$222,933*
County Costs (net)	**$712,947**	**$942,312**	**$1,148,704**	**$1,245,697**	**$1,427,995**	**$1,285,964**

Major Services

- Provide a variety of instructional recreation activities, including arts and crafts, 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 senior citizens, 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 and coaches training.
- Continue to develop a parks division within the department with which the County's developed and undeveloped parks and preserves can be preserved, developed, managed and operated.
- Provide for citizens a Program and Facilities Guide three times each year, as a means of enabling 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, restructuring the facility reservation process and providing better service associated with reservations.
- Operate the Little River Regional Park and Natural Area in conjunction with our Durham County partners.

Objective

Plan, develop and publish a Program and Facilities Guide along with updates to the Department web site three times yearly, to increase citizen awareness of the activities and functions of the Department. Post to the Internet, publish through the newspaper, and hand distribute to various location all around the County.

Outcomes

- Decrease the percentage of programs cancelled due to insufficient enrollment.
- Increase interest in facility use, recreation programs and activities.

- Increase interest and appreciation in parks, preserves and park projects.
- Increase our understanding of citizens' program and facility needs and desires.

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

Outcomes
- Recruit, hire and train personnel, both full and part time with the essential experience and education required to manage park operations.
- Participate in the planning and development process for new parks and preserves.
- Continue to evaluate and select equipment and materials necessary to carry out essential tasks.
- Assess and evaluate products and procedures available for 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: Smith MS athletic lighting, Efland Cheeks Community Park phase II, Northern Park and West Ten Soccer Center.

Objective
Continue to improve Customer Service

Outcomes
- Provide adequate access for disabled persons to all recreation centers.
- Provide the opportunity for mail in registration.
- Assist with set up and breakdown for facility reservations.
- Reassess and streamline reservation management procedures.

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

Outcomes
- Provide recreation and athletics programs for people of all ages, interests and abilities.
- Provide a "Performance Series" including the third annual Gospel Festival, third annual Jazz Festival, Community Theatre Program and first Annual Bluegrass Festival.
- Continue to develop and program the "Arts Studio" at the Northern Human Services Center.

Objective
Operate The Little River Regional Park and Natural Area

Outcomes
- Monitor and address needs associated with increased park operating hours and increased visitor ship anticipated during the summer months.
- Recruit and establish a Caretaker Resident.
- Evaluate, and manage our parking capacity to determine possible future capital improvement needs.
- Determine the final disposition of the Laws House as well as the proposed equestrian trails.
- Initiate a limited environmental programming initiative within budgetary resources.
- Increase the capacity of the shop facility at the park.

Budget Highlights:

- The increase in Personnel Services for General Parks for FY 2005-06 includes full year funding for the Parks Conservation Technician position that the Board of County Commissioners approved effective March 1, 2005. In the Approved FY 2004-05 budget, this position was budgeted for 4 months in the Cultural and Recreation Non-Departmental section. The increase also includes a reclassification of an existing position, as well as an increase in Temporary Personnel ($19,186) to handle the increased participation in programs, as well as additional park maintenance needs.
- The increase in Operations for General Parks for FY 2005-06 includes additional funds for Printing ($2,000) and Advertising ($2,500) related to the program guide, and advertising of special events; additional funds for Department Supplies ($5,000) due to increased participation in programs; and additional funds for Contracted Services ($16,197) to include $10,000 for school facility rentals, and $6,197 to handle additional registrations within programs and services currently offered.
- The increase in Personnel Services for Little River Park for FY 2005-06 includes additional Temporary Personnel ($13,500) for weekend coverage throughout the year, and evenings until 8:00 pm during summer hours, as well funds for Overtime ($2,000) to cover gaps in scheduling that arise during holidays, and some weekends.
- The increase in Operations for Little River Park for FY 2005-06 includes additional funds in Grounds Maintenance ($4,000) for materials to construct signs, kiosks, and plant materials for screening of adjacent properties; Printing ($2,000) for maps and brochures related to the Park; and Contracted Services ($5,000) for installing a water line to the pack house, fence and gate construction and completion of other trails, as needed.
- The 12-Month Estimates include encumbrance carry forwards for purchases of park maintenance equipment, a replacement printer, and office furnishings.
- The increase in revenues is due to additional fees collected due to increased participation in recreational programs, contracted instructional programs, and additional reimbursement funds from Durham County's share of the Little River Park expenses.

Arts Commission

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Arts Commission *(General Fund)*						***Account: 6010***
Personnel Services	$45,191	$48,602	$50,041	$47,406	$47,669	$47,669
Operations	$56,370	$59,870	$59,809	$64,745	$55,665	$55,665
Capital Outlay	$0	$0	$0	$257	$0	$0
Total Expenditures	**$101,561**	**$108,472**	**$109,850**	**$112,408**	**$103,334**	**$103,334**
Offsetting Revenue	*$17,851*	*$21,605*	*$16,176*	*$20,188*	*$19,806*	*$19,806*
County Costs (net)	**$83,710**	**$86,867**	**$93,674**	**$92,221**	**$83,528**	**$83,528**

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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Publications Distributed					
Arts Resource Guide/ Brochures	1,500		1,500	1,700	1,800
Newsletter	5,000*	46,000 newsletters (2x / yr.)	46,000 newsletters (2x / yr.)	52,000 newsletters (2x / yr.)	52,000 newsletters (2x / yr.)
		8,000 postcards (4x / yr.)	8,000 postcards (4x / yr.)	8,000 postcards (4x / yr.)	8,000 postcards (4x / yr.)

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
No. of requests for information & referrals	750	750	800	800	800
No. of users of OCAC Internet Web site	4,000	271,689 hits (4/2003 – 3/21/04)	325,000 hits during FY05	274,927 hits from 7/1/04 – 3/17/05	350,000 hits during FY06

*Projected move to e-newsletter with smaller distribution of printed material

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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Publications distributed Calendar of Events/ Newsletter (4x/yr.)	5,000	46,000 newsletters (2x / yr.) 8,000 postcards (4x / yr.)	46,000 newsletters (2x / yr.) 8,000 postcards (4x / yr.)	50,000 newsletters (2x / yr.) 8,000 postcards (4x / yr.)	50,000 newsletters (2x / yr.) 8,000 postcards (4x / yr.)
Media Campaigns	8	8	8	8	8
No. of press releases & Public Service Announcements distributed	600	600	600	600	600
No. of media contacts	100	100	100	100	100
Volunteer participants	25	25	25	25	25
No. of collaborative projects	10	10	10	10	10
Workshops	10	10	10	10	10

Budget Highlights

- The public art project at Southern Human Services Center, funded in the 2004-2005 budget, will be completed and displayed during the 2005-2006 fiscal year.
- The approved budget includes a request for $5,000 from the North Carolina Arts Commission Public Art & Design Implementation grant program. The County will be notified of this grant approval or denial in July 2005.

Non-Departmental Summary

Culture and Recreation

Listed below are appropriations for non-departmental Culture and Recreation related funds and entities.

	2002-2003 Actual Expenditures	2003-2004 Actual Expenditures	2004-2005 Original Budget	2004-2005 12 Month Estimate	2005-2006 Department Requested	2005-2006 Commissioner Approved
Culture and Recreation						
250th Anniversary	$0	$16,434	$0	$0	$0	$0
Arts Center*	$20.000	$20.000	$5.000	$5.000	$72.000	$5.000
Chapel Hill Museum	$5.000	$0	$0	$0	$0	$0
Forest Service	$37.480	$38.014	$54.214	$54.214	$53.780	$53.780
Haw River Festival	$500	$500	$500	$500	$500	$500
Hillsborough Historical Museum	$5,000	$5,000	$5,000	$5,000	$7.500	$5.000
Hillsborough Youth Athletic Asso	$22.500	$22,500	$22.500	$22.500	$25.000	$22.500
Historical Commission	$5.000	$5.000	$5.000	$5.000	$9.000	$9.000
La Fiesta del Pueblo	$7.500	$0	$0	$0	$0	$0
Previously Unfunded Agencies					$28,000	$0
Reserve for New Position	$0	$0	$23,406	$0	$0	$0
Culture and Recreation Total	**$102,980**	**$107,448**	**$115,620**	**$92,214**	**$195,780**	**$95,780**

* 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 Library related funds and entities.

	2002-2003 Actual Expenditures	2003-2004 Actual Expenditures	2004-2005 Original Budget	2004-2005 12 Month Estimate	2005-2006 Department Requested	2005-2006 Commissioner 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
Friends of Carrboro Library	$0	$0	$0	$0	$0	$0
Contributions to Other Agencies Total	**$250,033**	**$250,033**	**$250,033**	**$250,033**	**$250,033**	**$250,033**

Other Agencies - Recreation

Listed below are appropriations for non-departmental Recreation related funds and entities

	2002-2003 Actual Expenditures	2003-2004 Actual Expenditures	2004-2005 Original Budget	2004-2005 12 Month Estimate	2005-2006 Department Requested	2005-2006 Commissioner Approved
Contributions to Other Agencies						
Recreation - Chapel Hill	$83,760	$83,760	$83,760	$83.760	$83.760	$83,760
Recreation - Carrboro	$35.898	$35,898	$35,898	$35,898	$35.898	$35,898
Recreation - Mebane	$5.450	$5.450	$5.450	$5,450	$5.450	$5.450
Contributions to Other Agencies Total	**$125,108**	**$125,108**	**$125,108**	**$125,108**	**$125,108**	**$125,108**

Culture and Recreation Non-Departmentals

ArtsCenter **$5,000**

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 **$53,780**

These funds provide matching support with State funds to protect forest land in Orange County.

Haw River Festival **$500**

Grant funds support this program and allow third- and fourth-grade children to participate in a traveling, hands-on learning situation along the banks of the Haw River. About 500 students from the two school systems participate in this program annually free of charge.

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.

Historic 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.

Hillsborough Youth Athletic Association (HYAA) **$22,500**

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.

Previously Unfunded Agencies **$28,000**

This includes Chapel Hill Museum and Nutrition, Sports Technology.

Public Safety

Summary

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
By Department *(General Fund)*						
Sheriff	$7.247.836	$8.045.641	$8.178.574	$8.351.805	$8.258.499	$8.196.206
Emergency Management Services	$4.124.032	$4.672.211	$4.905.075	$5,073.774	$5,325.468	$5.208.869
Courts	$151.001	$178.674	$182.000	$159.957	$182.000	$182.000
Total Function Expenditures	**$11,522,869**	**$12,896,527**	**$13,265,649**	**$13,585,536**	**$13,765,967**	**$13,587,075**
Offsetting Revenue	*$2.947.974*	*$3.608,081*	*$3.694.000*	*$3,955,912*	*$4,280.053*	*$4.280.053*
County Costs (net)	**$8,574,895**	**$9,288,446**	**$9,571,649**	**$9,629,624**	**$9,485,914**	**$9,307,022**
Emergency Telephone Fund						
Emergency Telephone Fund	$395.524	$436.721	$511.190	$729.660	$493.886	$493.886
Offsetting Revenue	*$537.073*	*$557.667*	*$511.190*	*$729.660*	*$493.886*	*$493,886*
County Costs (net)	**($141,549)**	**($120,946)**	**$0**	**$0**	**$0**	**$0**
Other Funds						
Fire Districts	$1.816.813	$2.170,021	$2,255.782	$2,275.781	$2,387.097	$2.387.097
Offsetting Revenue	*$1.835,586*	*$2.170.021*	*$2,255.782*	*$2.301.497*	*$2.387.097*	*$2.387.097*
County Costs (net)	**($18,773)**	**$0**	**$0**	**($25,716)**	**$0**	**$0**
Non-Departmentals	**$267,771**	**$329,719**	**$315,018**	**$284,534**	**$468,214**	**$313,214**
Total Public Safety and Related Expenditures	**$14,002,977**	**$15,832,988**	**$16,347,639**	**$16,875,511**	**$17,115,164**	**$16,781,272**

Sheriff

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Sheriff's Department *(General Fund)*						*Account: 7100*
Personnel Services	$6,243,838	$6,936,187	$6,843,492	$6,974,078	$6,859,552	$6,844,552
Operations	$990,323	$1,037,360	$1,335,082	$1,305,865	$1,398,947	$1,351,654
Capital Outlay	$13,675	$72,095	$0	$71,862	$0	$0
Total Expenditures	**$7,247,836**	**$8,045,641**	**$8,178,574**	**$8,351,805**	**$8,258,499**	**$8,196,206**
Offsetting Revenue	*$1,819,660*	*$2,356,787*	*$2,502,000*	*$2,668,171*	*$2,770,669*	*$2,770,669*
County Costs (net)	**$5,428,176**	**$5,688,854**	**$5,676,574**	**$5,683,634**	**$5,487,830**	**$5,425,537**

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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Number of OCSO Break-ins	515	496	496	475	495
Number of OSCO Larcenies	561	836	836	815	835
Number of OCSO suspicious/persons/conditions	10,210	11,249	11,249	13,039	13,060

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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Number reported domestic violence incidents	2560	2988	3100	3100	3120
Number of child abuse cases	220	246	275	204	225
Number of juvenile contacts by deputies (**state law now requires juvenile contacts be reported)**	5400	9935	11,000	10,486	11,000

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%.
- 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.

Sheriff - continued

- 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

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Number of drug arrest in targeted neighborhoods	600	700	700	650	700
Increase juvenile contacts through DARE/CARE/ GREAT Classes	5300	14,280	14,280	13,975	14,280

Objective

Meet federal and state jail standards as mandates.

Outcomes

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

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Average number of federal inmates per month	2560	2700	2700	2988	3100
Number of state/federal regulations, inspections and compliance not met (overcrowding etc;)	0	0	0	0	0
Average number of inmates per month	130	138	140	145	150

Budget Highlights

- The approved budget for FY 2005-06 reflects a continuation of current activities.

Emergency Services

Summary

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
By Program *(General Fund)*						
Administration	$344,208	$321,194	$299,396	$292,981	$293,521	$291,521
Fire Services	$203.811	$210.775	$243.556	$232,035	$238,883	$237,883
Telecommunications	$1.377.694	$1.503.946	$1.543.548	$1.578.377	$1.606.241	$1.581.241
Emergency Medical Services	$2.198,319	$2.636,296	$2.818,575	$2,970,381	$3.186,823	$3,098,224
Total Expenditures	**$4,124,032**	**$4,672,211**	**$4,905,075**	**$5,073,774**	**$5,325,468**	**$5,208,869**
Offsetting Revenue	*$1.128.314*	*$1.251.294*	*$1.192.000*	*$1.287.741*	*$1,509.384*	*$1.509.384*
County Costs (net)	**$2,995,718**	**$3,420,917**	**$3,713,075**	**$3,786,033**	**$3,816,084**	**$3,699,485**
Other Related Program *(Emergency Telephone)*						
Emergency Telephone System	$395,524	$436.721	$511.190	$729.660	$493.886	$493.886
Offsetting Revenue	$537.073	$557,667	$511,190	$729,660	$493,886	$493,886
County Costs (net)	**($141,549)**	**($120,946)**	**$0**	**$0**	**$0**	**$0**
Total Expenditures	**$4,519,556**	**$5,108,932**	**$5,416,265**	**$5,803,434**	**$5,819,354**	**$5,702,755**

Emergency Management Services Administration

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
EMS-Administration *(General Fund)*						***Account: 7500***
Personnel Services	$226,991	$249,003	$249,315	$189,665	$238,290	$238,290
Operations	$105,122	$63,706	$50,081	$103,316	$55,231	$53,231
Capital Outlay	$12,095	$8,485	$0	$0	$0	$0
Total Expenditures	**$344,208**	**$321,194**	**$299,396**	**$292,981**	**$293,521**	**$291,521**
Offsetting Revenue	*$104,200*	*$90,884*	*$19,000*	*$48,866*	*$46,384*	*$46,384*
County Costs (net)	**$240,008**	**$230,310**	**$280,396**	**$244,115**	**$247,137**	**$245,137**

Major Services

- Provide coordination of public safety resources during all special events.
- Provide coordination of county, state, federal, and private resources for disaster response.
- Staff and coordinate the Emergency Operations Center activities.
- Provide public notifications and education about disaster situations and preparedness.
- Provide guidance and coordination for all volunteer emergency response agencies and various divisions within the department of Emergency Management.
- Administer the daily emergency services programs
- Seek grants for terrorism
- Conduct terrorism planning and training
- Coordinate terrorism response

Objective

To provide coordination and directions for daily emergency service operations and disaster planning, response, recovery, and mitigation efforts

Outcomes

- All special events had appropriate public safety coverage and effectively managed every incident without taxing local resources beyond normal operational levels.
- The emergency operation center was activated for events including severe weather and special events.
- Updated website with terrorism and multi-hazard preparedness information and links.
- 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 Chiefs' Council and the Firefighters Association.
- Worked closely with the Health Department and law enforcement countywide for appropriate responses to the Smallpox, Severe Acute Respiratory Syndrome threats, and other blood/air-borne pathogens threats.

- Assembled planning group to determine training exercise needs and developed exercises to meet needs of all emergency response agencies within the county, including public health and the hospital
- Completed Community Assessment for Readiness project for State Emergency Management to determine our readiness level for preparedness, response and recovery missions
- Coordinated Public Information Officer course
- Received grant awards relating to Terrorism Preparedness and development of a countywide evacuation plan.
  - o Emergency Management Performance Grant (EMPG) - ~$20,000
  - o Completed terrorism assessment study required by Dept of Homeland Security to determine equipment, training, exercise and planning needs including a comprehensive threat assessment
- Awarded a reimbursable grant for GIS hardware and software
  - o Wireless 9-1-1 - $33,100
- Awarded a grant for planning and conducting a terrorism exercise for county public safety agencies.
  - o Emergency Management Performance Grant (EMPG) - ~$20,000
    Awarded a grant for purchasing communications equipment, canine, trailer
  - o Equipment (part II) Wartime Supplemental - $363,908
- Awarded a grant for EM2000 software and hardware, law enforcement protective gear, hazardous materials detection equipment, and pharmaceutical stockpile
  - o Equipment Grant 2003 - $99,674
- Awarded a grant for a Spanish emergency preparedness information
  - o American Trauma Society - $1,000
- Organized and administered the sale of 85 rain barrel sales

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Number of special events managed or coordinated	80	70	50	50	40
Winter Storm	4	3	4	2	4
Major Fire	6	2	2	2	2
Floods	2	0	0	0	0
Hurricanes	4	2	0	0	0
Severe Storms	12	7	6	5	6
Terrorism Alerts	---	2	6	4	6
E.O.C. Readiness	---	8	8	8	8
E.O.C. Activation	20 (800 Hrs)	15 (675 Hrs)	20 (800 Hrs)	15 (675 Hrs)	15 (675 Hrs)
Actual Numbers of media articles or broadcasts	30 (estimated)	25 (estimated)	30 (estimated)	30 (estimated)	25 (estimated)
Number of Commissioners sessions attended	22	22	22	22	22

Budget Highlights

- The increase in Operations for FY 2005-06 provides for funds for Educational and Departmental Supplies ($3,000) to conduct training classes, handouts for special events, posters, and training manuals in an effort to expand the department's role in public education and outreach.

Emergency Management Services
Fire Protection Services

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
EMS-Fire *(General Fund)*						***Account: 7505***
Personnel Services	$165,002	$176,484	$193,702	$189,923	$193,429	$193,429
Operations	$38,809	$34,291	$49,854	$38,723	$45,454	$44,454
Capital Outlay	$0	$0	$0	$3,389	$0	$0
Total Expenditures	**$203,811**	**$210,775**	**$243,556**	**$232,035**	**$238,883**	**$237,883**
Offsetting Revenue	*$8,662*	*$20,584*	*$13,000*	*$13,000*	*$13,000*	*$13,000*
County Costs (net)	**$195,149**	**$190,191**	**$230,556**	**$219,035**	**$225,883**	**$224,883**

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.
- Investigate fires to determine cause and origin of suspicious or undetermined fires.
- Assisted with the organization of the Special Operations Team to support hazardous materials and terrorism incidents, disasters, special events and other major incidents.
- Provide fire education classes to elementary schools and *Learn Not to Burn* fire education programs.
- Provide OSHA training programs to county employees.
- Assist fire departments with county fire administration issues.

Objective

- Provide fire inspections as mandated in the inspection schedule of the North Carolina Fire Prevention Code.
- 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.

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.

- 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 fire department with daily fire department operations.
- 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 county fire protection program.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Fire Inspections Fire Re-inspections	200 65	180 40	190 40	187 45	190 45
Investigations/	107	110	125	225	250
Plans Review	135	115	130	140	145
Haz Mat/Emergency Response	30	15	25	75	80
Fire Education and Disaster Planning Programs	90	75	80	30	75

Budget Highlights

- The decrease in Operations for FY 2005-06 reflects a decrease in funding for Vehicle Maintenance due to the replacement of an aged vehicle during FY 2004-05.
- The Approved Budget for FY 2005-06 includes funds to continue the current level of service.

Emergency Management Services
Telecommunications

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
EMS-Telecommunications *(General Fund)*						*Account:7550*
Personnel Services	$1,285,176	$1,421,257	$1,454,698	$1,483,281	$1,515,741	$1,490,741
Operations	$92,518	$82,689	$88,850	$95,096	$90,500	$90,500
Capital Outlay	$0	$0	$0	$0	$0	$0
Total Expenditures	**$1,377,694**	**$1,503,946**	**$1,543,548**	**$1,578,377**	**$1,606,241**	**$1,581,241**
Emergency Telephone System *(Emergency Telephone)*						*Account: 7551*
Personnel Services	$62,664	$99,020	$118,755	$117,435	$121,802	$121,802
Operations	$244,016	$313,207	$392,435	$561,325	$365,084	$365,084
Capital Outlay	$88,844	$24,494	$0	$50,900	$7,000	$7,000
Total Expenditures	**$395,524**	**$436,721**	**$511,190**	**$729,660**	**$493,886**	**$493,886**
Offsetting Revenue	*$537,073*	*$557,667*	*$511,190*	*$729,660*	*$493,886*	*$493,886*
County Costs (net)	**($141,549)**	**($120,946)**	**$0**	**$0**	**$0**	**$0**
Total EMS-Telecomm. and Related Expenditures	**$1,773,218**	**$1,940,667**	**$2,054,738**	**$2,308,037**	**$2,100,127**	**$2,075,127**

Major Services

- Serve as an access point for citizens to emergency services.
- Dispatches 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.
- Emergency Medical Dispatch by providing prioritization of emergency medical calls for appropriate dispatch and pre-arrival instructions for the citizens until medically trained personnel can arrive.
- We are continuing to 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. We are also working with Wireless Carriers on implementation of cell phone location technology.

Objective

To ensure the assistance requested by the citizen and agencies served are 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 98% 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 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 97% in compliance following the correct protocol for the patients condition and initiating the proper level of dispatch for responding units.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Calls for Service (Emer/Non) for all agencies	305,830	280,899	300,000	289,776	300,000
Law Enforcement Agencies	107,809	111,345	115,300	114,832	117,900
Fire Service for County and Municipalities	8,976	7,591	8,000	8,050	8,100
Calls following emergency medical and Prioritization and/or pre-arrival instructions	9,027	9,250	9,500	9,974	10,600
Support Agencies & EOC Activation	46,937	42,777	43,000	37,854	40,000

Budget Highlights

- The increase in Personnel Services for FY 2005-06 includes additional funds for Overtime ($20,000) and Temporary Personnel ($5,000) to cover work demand needs related to turnover and scheduling of staff. The 12-Month Estimate is projected to exceed budget due to overages in overtime and temporary personnel.
- The increase in Operations for FY 2005-06 includes additional funds for Training ($2,000) due to increased required training, and is consistent with current spending levels.
- Revenue in the Emergency Telephone System Fund for FY 2005-06 consists of Subscriber Fees ($323,233) and Wireless 911 Fees ($170,653). The 12-Month Estimate includes expenses related to the addressing verification project.

Emergency Management Services
Emergency Medical Services

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
EMS-Medical Services *(General Fund)*						***Account: 7575***
Personnel Services	$1,202,357	$2,194,612	$2,371,713	$2,472,431	$2,677,633	$2,612,633
Operations	$991,712	$434,616	$446,862	$497,950	$491,927	$468,328
Capital Outlay	$4,250	$7,068	$0	$0	$17,263	$17,263
Total Expenditures	**$2,198,319**	**$2,636,296**	**$2,818,575**	**$2,970,381**	**$3,186,823**	**$3,098,224**
Offsetting Revenue	*$1,015,452*	*$1,139,826*	*$1,160,000*	*$1,225,875*	*$1,450,000*	*$1,450,000*
County Costs (net)	**$1,182,867**	**$1,496,470**	**$1,658,575**	**$1,744,506**	**$1,736,823**	**$1,648,224**

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 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 9,000 requests for service, makes patient contact with more than 10,000 patients, and provides transport for 6,500 people.
- EMS provides healthy living and injury prevention information to 1,500 people.
- The out-of-hospital cardiac-arrest save rate for Orange County will be at least 20%.

Measures

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Requests for EMS Service	7,904	8,865	9,500	9,200	9,500
Average emergency response	8:29	8:26	8:30	8:30	8:45
Special event coverage hours	400	600	400	1000	1000
Number of emergency calls with response > 15 minutes	438	582	300	726	950

Budget Highlights

- The increase in Personnel Services for FY 2005-06 in the Treatment division provides for additional funds for Overtime ($45,000) and Temporary Personnel ($5,000) to cover current workload demands related to turnover and scheduling of staff, and extra duty and call back responsibilities. The 12-Month Estimates for overtime and temporary personnel are projected to exceed budget in this division, as well as operational costs associated with fuel and vehicle maintenance costs. The increase also accounts for budgeting for the Assistant Director position approved by the Board of County Commissioners in October, 2003 as part of the transportation transition package. This position was not budgeted for in FY 2004-05 due to the department continuing to work with the Personnel Department regarding a possible reclassification, and realignment to the Treatment division.
- The increase in Operations for FY 2005-06 in the Treatment division provides for additional funds for Gas and Oil expenses ($13,419), as well as increased funds for required Training ($2,500).
- The increase in Personnel Services for FY 2005-06 in the Transportation division includes full year funding for the eight (8) EMT-Basic positions that were approved by the Board of County Commissioners effective January 1, 2005, which completed the initial transition phase of the transportation component within EMS. Additional funds also provides for increased funding in Overtime ($26,225) to cover current workload demands. Due to the completion of the final phase of transition, Temporary Personnel funds are budgeted to decrease by $72,080. The 12-Month Estimate for overtime is projected to exceed budget in this division.
- The increase in revenue for FY 2005-06 is due to the phased in increase of the County's share of Medicaid revenues, as well as an increase to maintain the County's revenue-neutral approach to the provision of Emergency Transportation services. The increase in fees is targeted to offset the costs of the final phase of the transition of the EMS transportation function from the rescue squad.
- The Capital Outlay for FY 2005-06 includes re-budgeting of bioterrorism grant funds the Board of County Commissioners approved in April, 2005. The department will be unable to spend the funds for reimbursement by June 30, 2005, so these funds are re-budgeted in FY 2005-06. The revenues from the grant are reflected in the EMS Administration division.

Courts

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Courts *(General Fund)*						***Account: 7000***
Personnel Services	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500
Operations	$139,056	$153,261	$177,500	$153,000	$177,500	$177,500
Capital Outlay	$7,445	$20,914	$0	$2,457	$0	$0
Total Expenditures	**$151,001**	**$178,674**	**$182,000**	**$159,957**	**$182,000**	**$182,000**

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

- Facility planning for the approximately 25, 000 square foot expansion to the main courthouse is on-going, with the expected opening to occur during the first quarter of 2008.

Fire Districts

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Fire Districts *(Fire District Fund)*						*Fund: 40*
Cedar Grove	$132,707	$136,826	$135,568	$135,568	$154,887	$154,887
Chapel Hill	$552	$562	$562	$562	$562	$562
Damascus	$17,386	$20,320	$22,262	$22,262	$18,319	$18,319
Efland	$153,140	$180,647	$180,647	$180,647	$181,628	$181,628
Eno	$235,730	$301,693	$310,861	$310,861	$311,933	$311,933
Little River	$125,263	$126,967	$147,935	$147,935	$148,012	$148,012
New Hope	$229,444	$294,346	$304,816	$304,816	$344,613	$344,613
Orange Grove	$212,527	$186,998	$189,569	$189,569	$190,317	$190,317
Orange Rural	$327,578	$379,000	$398,943	$418,943	$487,997	$487,997
South Orange	$309,175	$359,182	$369,480	$369,479	$365,880	$365,880
Southern Triangle	$61,314	$68,026	$78,470	$78,470	$66,217	$66,217
White Cross	$11,997	$115,454	$116,669	$116,669	$116,732	$116,732
Total Fire District Expenditures	**$1,816,813**	**$2,170,021**	**$2,255,782**	**$2,275,781**	**$2,387,097**	**$2,387,097**
Offsetting Revenue	*$1,835,586*	*$2,170,021*	*$2,255,782*	*$2,301,497*	*$2,387,097*	*$2,387,097*
Net County Cost	**($18,773)**	**$0**	**$0**	**($25,716)**	**$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 320 fire fighters and first responders contributing more than 40,000 training and service hours in Orange County. Volunteers will respond to more than 4,700 fire and first responder calls by June 30, 2005.

The County has recently completed its four-year Revaluation process. This revaluation is intended to be "revenue neutral", meaning that it has no impact on the amount of revenue

received by the fire districts. In other words, the current tax rate will be adjusted downward to offset the increase in property valuation for each district. This adjustment for revaluation determines each district's "effective tax rate".

Cedar Grove Fire District **$154,887**

- The tax rate for this district is approved to increase from an effective tax rate of 6.30 cents to 7.30 cents. The increase is needed to strengthen the district's reserves in order to replace two 1978 model tankers over the next several years.
- In FY 2004-05, the department completed a concrete pad at Station #2, completed the bathroom remodeling at Station #1 to make it handicapped accessible, installed flag poles at both stations with flags and lights, and replaced 10 sets of old turnout gear. The department increased their membership roster by 3 new fire department members.
- In FY 2005-06, the department will continue to train all firefighters at level 1 and 2 state certifications, will continue to recruit new members to increase membership, and will start the plans to replace both 1978 model tankers which will carry increased water capacity, and are in the process of trying to acquire two (2) new automatic defibrillators to enhance their life saving capabilities.
- The department's five year plan includes continuing to recruit new members and training them to become certified firefighters; replacing its old tankers; continuing to work on lowering the district's ISO rating; and renovating its stations to include a training area, kitchen, and sleeping quarters, and replacing the heating system to make it more energy efficient.

Chapel Hill Fire District **$562**

- 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 the effective tax rate of 1.9 cents for FY 2005-06.

Damascus Fire District **$18,319**
Southern Triangle Fire District **$66,217**

- 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 $134,000 (less any reimbursement that North Chatham receives for municipal annexations) remain the same in fiscal year 2005-06. Due to the Town of Chapel Hill's annexation of Southern Village in FY 2001-02, it is projected that the department will receive reimbursements in the amount of $49,464 in FY 2005-06.
- The tax rate for these districts is approved to remain at the effective tax rate of 2.6 cents for FY 2005-06.

Efland Fire District **$181,628**

- The tax rate for this district is approved to remain at the effective tax rate of 3.475 for FY 2005-06.

- In FY 2004-05, the department currently has 17 firefighters who are working on completing their firefighter level one and two training, and 12 firefighters who are certified in emergency rescue services, with a roster of 38 members. The department also has four high school youths participating in their Junior Firefighter Program. The department took possession of a new tanker in December, installed new concrete pads on the truck bays and concrete on the driveway entrance, performed general repairs and maintenance to their facilities, and are currently working on buying a tract of land to establish a satellite station, in order to enhance their response time to the western part of their district.
- In FY 2005-06, the department put into place a first responder service staffed by their current group of volunteers, ten of which already work in emergency service areas, continue annual training program with special emphasis on rescue and extrication training, continue the Fire Prevention programs, and hopefully purchase a tract of land for a sub-station for greater fire fighting protection.
- The department's five year plan includes the purchase of a 3rd engine in mid-2007, continue to budget for equipment replacement reserves to be able to purchase equipment outright instead of borrowing funds, continue plans for an additional substation, and work with county planners regarding water lines in new subdivisions as they relate to fire protection.

Eno Fire District **$311,933**

- The tax rate for this district is approved to remain at the effective tax rate of 5.70 cents for FY 2005-06.
- In FY 2004-05, the department painted and installed exterior siding at their station, renovated their station to include a new office, kitchen and training room, purchased adjacent land to tract already purchased for future construction of a station #2, and purchased a utility vehicle for First Responder calls.
- In FY 2005-06, the department plans to start construction of station #2, add an additional eight volunteer First Responders who are currently in training, and purchase a new rescue pumper, and one additional part-time position.
- The department's five-year plan includes the operation of station #2.
- The district serves over 6,000 residents with numerous churches and businesses.

Little River Fire District **$148,012**

- The tax rate for this district is approved to remain at the effective tax rate of 4.60 cents for FY 2005-06.
- In FY 2004-05, the department resurfaced with concrete the front of the building and sidewalks, updated their computer system, installed new dry hydrants, replaced a slip-in unit and expired fiberglass SCBA units, and established a community emergency plan.
- In FY 2005-06, the department plans to purchase a thermal imaging camera, purchase adjoining property for station expansion, prepare for new communications equipment, and continue to prepare for ISO rating.
- The department's five-year plan includes investigating the impacts of having paid personnel, remodel their kitchen, replace a mini-pumper/rescue truck, continue with establishing new dry hydrant water points, and continue upgrading their communications system.

New Hope Fire District **$344,613**

- The tax rate for this district is approved to increase from an effective tax rate of 5.65 to 6.25 cents for FY 2005-06. This increase is needed to help pay for much needed maintenance and repair at Station #2, and also help cover some of the increases in their operating costs related to rising fuel/energy costs, as well as increased insurance premiums.
- In FY 2004-05, the department continued firefighter level one and two training, continued work on lowering its ISO rating, and replaced an existing fire engine.
- In FY 2005-06, the department will continue firefighter level one and two training, and continue to work towards lowering the district's ISO rating, and make repairs and updates to Station #2, which was built in 1975.
- The department's five-year plan includes establishing a recruitment and retention program, continue training of their personnel, and lower their ISO rating.

Orange Grove Fire District **$190,317**

- The tax rate for this district is approved to remain at the effective tax rate of 3.40 cents for FY 2005-06.
- In FY 2004-05, the department applied for a Federal grant through the Assistance to Firefighters Program for radio system upgrades, and continued to focus on training and personnel retention efforts.
- In FY 2005-06, the department, if Federal grant funds are received, will begin the conversion with the rest of the County to the 800Mhz Viper system, will continue to focus on training and personnel retention, and will begin a regular access inspection program, to ensure that emergency equipment can access all locations.
- The department's five year plan is to accommodate the rapid growth occurring within the district by monitoring responses to determine if additional paid staff is needed, and to gain access to development plans submitted within the district so they are aware of proposed subdivisions that may ultimately impact their response, and will replace a tanker in FY 2008-09.

Orange Rural Fire District **$487,997**

- The tax rate for this district is approved to increase from an effective tax rate of 4.6 to 5.60 cents for FY 2005-06. This increase is needed to help cover the cost of additional paid personnel, adjust salaries to address retention of current staff, and to maintain their current level of protection in their district and meet safety regulations.
- In FY 2004-05, the department received a FEMA grant to replace their SCBA and Fill Station, certified all Officers to NFPA Fire Officer 1 Standard, certified all paid drivers to NFPA Emergency Vehicle Operator, placed a new tanker in service with larger water capacity, completed renovations to the main fire station, helped to coordinate a Terrorism Drill for County agencies, and placed a second defibrillator in service.
- In FY 2005-06, the department plans to seek FEMA grant funds to upgrade aging special services truck, add two (2) Assistant Chief positions for daily operations, certify all Officers as Level 2 Fire Inspectors, renovate Station #2 to increase usable space, certify all paid

staff to Technician Level for Child Passenger Safety, and adjust salaries to become competitive with area departments.

- The department's five year plan includes increasing staff to comply with national standards, lower ISO rating, replace squad truck, diversify the services they provide to accommodate changes in the industry, and locate and acquire land for a third station to provide better coverage to all citizens in the district.

South Orange Fire District **$365,880**

- 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 a little less than one quarter of the Carrboro Fire Department's costs.
- A three-member Fire District Commission appointed by the Orange County 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 their May 2005 meeting with Town and County staff, the South Orange Fire District Commission decided to recommend that the Orange County Board of Commissioners increase the tax rate from an effective tax rate of 8.30 cents to 9.20 cents for this district. The Board of County Commissioners approved the increase, which is needed to cover debt service payments from a new pumper purchased during FY 2004-05, as well as to strengthen the district's fund balance situation.

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 **$116,732**

- The tax rate for this district is approved to remain at the effective tax rate of 4.20 cents for FY 2005-06.
- In FY 2004-05, the department replaced existing hose with a rubber jacketed hose on their tanker, worked with engineers to obtain State approval and permits to upgrade to a low pressure septic system, and replaced a fire truck that was damaged in an accident.
- In FY 2005-06, the department plans to install new septic system to accommodate current needs and for future building additions, rework landscaping around the fire station, and install new stone on parking areas.
- The department's five-year plan includes the completion of design and specifications work for a new combination pumper/tanker truck, complete building addition design, procure contract for initial phase of construction for the building addition, and hire one full-time firefighter during the day.

Non-Departmental Summary

Public Safety

Listed below are appropriations for non-departmental Public Safety related funds and entities.

	2002-2003 Actual Expenditures	2003-2004 Actual Expenditures	2004-2005 Original Budget	2004-2005 12 Month Estimate	2005-2006 Department Requested	2005-2006 Commissioner Approved
Office of Juvenile Justice Pass Through Funds						
Behavior Skills Counseling	$0	$2.400	$5,600	$5.600	$12.000	$12.000
Dispute Settlement	$15.265	$29.500	$31.000	$31.000	$35.800	$35.800
JCPC Administration	$3.821	$0	$15.500	$15.500	$15.500	$15.500
Familfirst	$52.000	$40.000	$25.000	$25.000	$0	$0
Fire Safety Protection Study	$0	$0	$0	$0	$25.000	$0
Governor's Crime Commission	$0	$0	$10.000	$10.000	$9.215	$9.215
Hillcrest Youth Shelter	$13.000	$7.967	$5.000	$5.000	$10.000	$10.000
Psychological Intensive Services Program	$0	$5.529	$6.250	$6.250	$28.000	$28.000
JOCCA Teen Court (Resolve/Mediation)	$40.000	$40.000	$0	$0	$0	$0
JOCCA-Summer Youth Program	$11.001	$8.000	$0	$0	$0	$0
Juvenile Mediation Program	$10.235	$0	$0	$0	$0	$0
Mental Health Reform Reserve	$0	$0	$24.684	$0	$44.816	$44.816
OCJCPC Matching Funds	$1	$14.390	$20.305	$10.405	$10.913	$10.913
OPC Clinical Case Management	$10.000	$12.000	$11.000	$11.000	$5.644	$5.644
Project Turn Around	$0	$44.335	$44.047	$44.047	$41.510	$41.510
Public Safety Communication Study	$16.026	$36.837	$0	$4.100	$130.000	$0
Reserve for EMS Transport	$0	$0	$0	$0	$0	$0
Shaeffer House	$57.423	$58.000	$59.632	$59.632	$29.816	$29.816
Volunteer Families for Children	$6.500	$0	$0	$0	$0	$0
Volunteers for Youth	$32.500	$30.761	$36.000	$36.000	$38.000	$38.000
Volunteers for Youth - Teen Court	$0	$0	$21.000	$21.000	$32.000	$32.000
Public Safety Total	**$267,772**	**$329,719**	**$315,018**	**$284,534**	**$468,214**	**$313,214**

Public Safety Non-Departmentals

JCPC: Governor's Crime Commission Grant **$9,215**

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 truancies in hopes of reducing the number of youth suspended from school.

JCPC: DJJDP 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.

JCPC: 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: OPC Clinical Case Manager **$5,644**

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.

JCPC – Orange County Match **$10,913**

These funds fulfill the Orange-Chatham Justice Partnership requirement for the County to provide a 30% match for all JCPC funded agencies.

JCPC: Orange County Schools: Behavior Counseling **$12,000**

This program provides one-on-one counseling with court involved students identified by the public school as exceptional students, whose behaviors would likely lead to school suspension. The program addresses the mental health needs of these students in an effort to keep them in school and connect to their education. The presence of a counselor also provides a link between the student, school personnel, juvenile court, and community agencies so that everyone working with the student understands the diverse need and expectations of the child. The program is designed to give administrators another level of options before sending a student home in addition to facilitating their return to school. For many teens, the counselor becomes the one adult in school they can confide in, thus providing the counselor the opportunity to educate students on the dangers of their choices while introducing the an encouraging new, more positive experiences.

JCPC: Orange Dispute Settlement Center: Victim (Resolve/Mediation) **$35,800**

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.

JCPC: Project Turnaround **$41,510**

The goal of Project Turnaround 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.

JCPC: Shaeffer House **$29,816**

This program proposes to provide a minimum of 20 youth temporary residential care for an average of 90 days each. In addition to these funds, the County appropriates $158,622 in general funds for this program *(See Shaeffer House program description in the Human Services Non-Departmental section.)*

JCPC: Volunteers for Youth/Juvenile Community Services

Program/Restitution Program **$38,000**

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.

Mental Health Reform Reserve **$44,816**

The Orange-Chatham Justice Partnership, having identified case management, counseling and psychological testing as a high need for at risk and court involved youth in Orange and Chatham Counties, has created a "Mental Health Reform Reserve" in anticipation of the changes with the area OPC Mental Health system.

Psychological Services/Intensive Services **$28,000**

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.

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.

Fire Districts

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Manager Recommends
Fire Districts *(Fire District Fund)*						*Fund: 40*
Cedar Grove	$132,707	$136,826	$135,568	$135,568	$154,887	$154,887
Chapel Hill	$552	$562	$562	$562	$562	$562
Damascus	$17,386	$20,320	$22,262	$22,262	$18,319	$18,319
Efland	$153,140	$180,647	$180,647	$180,647	$181,628	$181,628
Eno	$235,730	$301,693	$310,861	$310,861	$311,933	$311,933
Little River	$125,263	$126,967	$147,935	$147,935	$148,012	$148,012
New Hope	$229,444	$294,346	$304,816	$304,816	$344,613	$344,613
Orange Grove	$212,527	$186,998	$189,569	$189,569	$190,317	$190,317
Orange Rural	$327,578	$379,000	$398,943	$418,943	$487,997	$487,997
South Orange	$309,175	$359,182	$369,480	$369,479	$365,880	$365,880
Southern Triangle	$61,314	$68,026	$78,470	$78,470	$66,217	$66,217
White Cross	$11,997	$115,454	$116,669	$116,669	$116,732	$116,732
Total Fire District Expenditures	**$1,816,813**	**$2,170,021**	**$2,255,782**	**$2,275,781**	**$2,387,097**	**$2,387,097**
Offsetting Revenue	*$1,835,586*	*$2,170,021*	*$2,255,782*	*$2,301,497*	*$2,387,097*	*$2,387,097*
Net County Cost	**($18,773)**	**$0**	**$0**	**($25,716)**	**$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 320 fire fighters and first responders contributing more than 40,000 training and service hours in Orange County. Volunteers will respond to more than 4,700 fire and first responder calls by June 30, 2005.

Fire Districts - continued

The County has recently completed its four-year Revaluation process. This revaluation is intended to be "revenue neutral", meaning that it has no impact on the amount of revenue received by the fire districts. In other words, the current tax rate will be adjusted downward to offset the increase in property valuation for each district. This adjustment for revaluation determines each district's "effective tax rate".

Cedar Grove Fire District **$154,887**

- The tax rate for this district is recommended to increase from an effective tax rate of 6.30 cents to 7.30 cents. The increase is needed to strengthen the district's reserves in order to replace two 1978 model tankers over the next several years.
- In FY 2004-05, the department completed a concrete pad at Station #2, completed the bathroom remodeling at Station #1 to make it handicapped accessible, installed flag poles at both stations with flags and lights, and replaced 10 sets of old turnout gear. The department increased their membership roster by 3 new fire department members.
- In FY 2005-06, the department will continue to train all firefighters at level 1 and 2 state certifications, will continue to recruit new members to increase membership, and will start the plans to replace both 1978 model tankers which will carry increased water capacity, and are in the process of trying to acquire two (2) new automatic defibrillators to enhance their life saving capabilities.
- The department's five year plan includes continuing to recruit new members and training them to become certified firefighters; replacing its old tankers; continuing to work on lowering the district's ISO rating; and renovating its stations to include a training area, kitchen, and sleeping quarters, and replacing the heating system to make it more energy efficient.

Chapel Hill Fire District **$562**

- Protection for the six homes located in this district is provided by the Town of Chapel Hill Fire Department.
- The tax rate is recommended to remain at the effective tax rate of 1.9 cents for FY 2005-06.

Damascus Fire District **$18,319**
Southern Triangle Fire District **$66,217**

- 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 has requested that its current contract of $134,000 (less any reimbursement that North Chatham receives for municipal annexations) remain the same in fiscal year 2005-06. Due to the Town of Chapel Hill's annexation of Southern Village in FY 2001-02, it is projected that the department will receive reimbursements in the amount of $49,464 in FY 2005-06.
- The tax rate for these districts is recommended to remain at the effective tax rate of 2.6 cents for FY 2005-06.

Efland Fire District **$181,628**

- The tax rate for this district is recommended to remain at the effective tax rate of 3.475 for FY 2005-06.
- In FY 2004-05, the department currently has 17 firefighters who are working on completing their firefighter level one and two training, and 12 firefighters who are certified in emergency rescue services, with a roster of 38 members. The department also has four high school youths participating in their Junior Firefighter Program. The department took possession of a new tanker in December, installed new concrete pads on the truck bays and concrete on the driveway entrance, performed general repairs and maintenance to their facilities, and are currently working on buying a tract of land to establish a satellite station, in order to enhance their response time to the western part of their district.
- In FY 2005-06, the department put into place a first responder service staffed by their current group of volunteers, ten of which already work in emergency service areas, continue annual training program with special emphasis on rescue and extrication training, continue the Fire Prevention programs, and hopefully purchase a tract of land for a sub-station for greater fire fighting protection.
- The department's five year plan includes the purchase of a 3rd engine in mid-2007, continue to budget for equipment replacement reserves to be able to purchase equipment outright instead of borrowing funds, continue plans for an additional substation, and work with county planners regarding water lines in new subdivisions as they relate to fire protection.

Eno Fire District **$311,933**

- The tax rate for this district is recommended to remain at the effective tax rate of 5.70 cents for FY 2005-06.
- In FY 2004-05, the department painted and installed exterior siding at their station, renovated their station to include a new office, kitchen and training room, purchased adjacent land to tract already purchased for future construction of a station #2, and purchased a utility vehicle for First Responder calls.
- In FY 2005-06, the department plans to start construction of station #2, add an additional eight volunteer First Responders who are currently in training, and purchase a new rescue pumper, and one additional part-time position.
- The department's five-year plan includes the operation of station #2.
- The district serves over 6,000 residents with numerous churches and businesses.

Little River Fire District **$148,012**

- The tax rate for this district is recommended to remain at the effective tax rate of 4.60 cents for FY 2005-06.
- In FY 2004-05, the department resurfaced with concrete the front of the building and sidewalks, updated their computer system, installed new dry hydrants, replaced a slip-in unit and expired fiberglass SCBA units, and established a community emergency plan.
- In FY 2005-06, the department plans to purchase a thermal imaging camera, purchase adjoining property for station expansion, prepare for new communications equipment, and continue to prepare for ISO rating.

- The department's five-year plan includes investigating the impacts of having paid personnel, remodel their kitchen, replace a mini-pumper/rescue truck, continue with establishing new dry hydrant water points, and continue upgrading their communications system.

New Hope Fire District **$344,613**

- The tax rate for this district is recommended to increase from an effective tax rate of 5.65 to 6.25 cents for FY 2005-06. This increase is needed to help pay for much needed maintenance and repair at Station #2, and also help cover some of the increases in their operating costs related to rising fuel/energy costs, as well as increased insurance premiums.
- In FY 2004-05, the department continued firefighter level one and two training, continued work on lowering its ISO rating, and replaced an existing fire engine.
- In FY 2005-06, the department will continue firefighter level one and two training, and continue to work towards lowering the district's ISO rating, and make repairs and updates to Station #2, which was built in 1975.
- The department's five-year plan includes establishing a recruitment and retention program, continue training of their personnel, and lower their ISO rating.

Orange Grove Fire District **$190,317**

- The tax rate for this district is recommended to remain at the effective tax rate of 3.40 cents for FY 2005-06.
- In FY 2004-05, the department applied for a Federal grant through the Assistance to Firefighters Program for radio system upgrades, and continued to focus on training and personnel retention efforts.
- In FY 2005-06, the department, if Federal grant funds are received, will begin the conversion with the rest of the County to the 800Mhz Viper system, will continue to focus on training and personnel retention, and will begin a regular access inspection program, to ensure that emergency equipment can access all locations.
- The department's five year plan is to accommodate the rapid growth occurring within the district by monitoring responses to determine if additional paid staff is needed, and to gain access to development plans submitted within the district so they are aware of proposed subdivisions that may ultimately impact their response, and will replace a tanker in FY 2008-09.

Orange Rural Fire District **$487,997**

- The tax rate for this district is recommended to increase from an effective tax rate of 4.6 to 5.60 cents for FY 2005-06. This increase is needed to help cover the cost of additional paid personnel, adjust salaries to address retention of current staff, and to maintain their current level of protection in their district and meet safety regulations.
- In FY 2004-05, the department received a FEMA grant to replace their SCBA and Fill Station, certified all Officers to NFPA Fire Officer 1 Standard, certified all paid drivers to NFPA Emergency Vehicle Operator, placed a new tanker in service with larger water capacity, completed renovations to the main fire station, helped to coordinate a Terrorism Drill for County agencies, and placed a second defibrillator in service.

- In FY 2005-06, the department plans to seek FEMA grant funds to upgrade aging special services truck, add two (2) Assistant Chief positions for daily operations, certify all Officers as Level 2 Fire Inspectors, renovate Station #2 to increase usable space, certify all paid staff to Technician Level for Child Passenger Safety, and adjust salaries to become competitive with area departments.
- The department's five year plan includes increasing staff to comply with national standards, lower ISO rating, replace squad truck, diversify the services they provide to accommodate changes in the industry, and locate and acquire land for a third station to provide better coverage to all citizens in the district.

South Orange Fire District **$365,880**

- 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 a little less than one quarter of the Carrboro Fire Department's costs.
- A three-member Fire District Commission appointed by the Orange County 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 their May 2005 meeting with Town and County staff, the South Orange Fire District Commission decided to recommend that the Orange County Board of Commissioners increase the tax rate from an effective tax rate of 8.30 cents to 9.20 cents for this district. The increase is needed to cover debt service payments from a new pumper purchased during FY 2004-05, as well as to strengthen the district's fund balance situation.

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 **$116,732**

- The tax rate for this district is recommended to remain at the effective tax rate of 4.20 cents for FY 2005-06.
- In FY 2004-05, the department replaced existing hose with a rubber jacketed hose on their tanker, worked with engineers to obtain State approval and permits to upgrade to a low pressure septic system, and replaced a fire truck that was damaged in an accident.
- In FY 2005-06, the department plans to install new septic system to accommodate current needs and for future building additions, rework landscaping around the fire station, and install new stone on parking areas.
- The department's five-year plan includes the completion of design and specifications work for a new combination pumper/tanker truck, complete building addition design, procure

contract for initial phase of construction for the building addition, and hire one full-time firefighter during the day.

Education

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Current Expense *(General Fund)*						*Account: 860*
Orange County Schools	$16,092,336	$17,205,030	$17,920,336	$17,920,336	$21,192,516	$19,608,329
Chapel Hill/Carrboro City	$26,201,624	$27,479,294	$28,816,278	$28,816,278	$31,426,659	$30,372,967
Total Current Expense	$42,293,960	$44,684,324	$46,736,614	$46,736,614	$52,619,175	$49,981,296
Recurring Capital						
Orange County Schools	$706,359	$684,322	$772,867	$772,867	$1,342,861	$881,750
Chapel Hill/Carrboro City	$1,150,038	$1,092,962	$1,242,787	$1,242,787	$2,145,089	$1,408,508
Total Recurring Capital	$1,856,397	$1,777,284	$2,015,654	$2,015,654	$3,487,950	$2,290,258
Long Range Capital						
School Capital	$1,095,790	$1,834,981	$2,385,864	$2,385,864	$4,444,072	$4,444,072
Total Long Range Capital	$1,095,790	$1,834,981	$2,385,864	$2,385,864	$4,444,072	$4,444,072
Debt Service						
Principal & Interest Schools General Obligation Bonds	$9,647,063	$10,067,805	$10,451,319	$10,451,320	$10,734,136	$10,734,136
Principal - Non-General Obligation Debt - Schools	$2,874,623	$3,016,363	$3,087,325	$3,087,325	$3,140,673	$3,140,673
Interest - Non-General Obligation Debt - Schools	$1,307,429	$1,220,196	$1,280,196	$1,280,196	$821,255	$821,255
Total Education Debt Service	$13,829,115	$14,304,364	$14,818,840	$14,818,841	$14,696,064	$14,696,064
School Health Nursing Initiative	$164,487	$251,519	$430,449	$430,449	$522,889	$505,289
	$59,239,749	$62,852,472	$66,387,421	$66,387,422	$75,770,150	$71,916,979

Note: In addition to the funding outlined here, in fiscal year 2005-06 CHCCS anticipates receiving approximately $14 million from its district tax proceeds.

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 2005-06 totals 6,759, an increase of 181 students from the March 2004 projections. Currently enrolled charter school students total 254, the same number as last year at this time. This brings the total district enrollment to 7,013.

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

  The Chapel Hill-Carrboro City School District DPI projections total 10,746, reflecting a decrease of 123 when compared to the March 2004 projections. Currently enrolled charter school students total 117, the same as last year at this time. This brings the total district enrollment to 10,863.

2005-06 Enrollment Projections

	CHCCS	OCS	Total
March 2005 Department of Public Instruction ADM Planning #s			
	10,824	6,811	17,635
Less: Out of District	78	52	130
	10,746	6,759	17,505
Plus: March 2005 Charter Students	117	254	371
Total Budgeted Students	**10,863**	**7,013**	**17,876**
	60.77%	39.23%	

2004-05 Enrollment Projections

	CHCCS	OCS	Total
March 2004 Department of Public Instruction ADM Planning #s			
	10,933	6,632	17,565
Less: Out of District	64	54	118
	10,869	6,578	17,447
Plus: March 2004 Charter Students	117	254	371
Total Budgeted Students	**10,986**	**6,832**	**17,818**
	61.66%	38.34%	

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.

For fiscal year 2005-06, the approved local per pupil allocation is $2,796 per student for each of the 17,876 students in the two school systems. This represents an increase of $173 from the 2004-05 approved per pupil allocation of $2,623.

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

  The approved budget provides the District with an additional $1,687,993 for a total appropriation in current expense funding of $19,608,329. This level of funding is $1,584,187 less than the $21,192,516 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 $1,556,689 and brings the total General Fund funding for the District to $30,372,967. This amount is $1,053,692 less than the amount requested by the Chapel Hill-Carrboro Board of Education.

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

  The approved budget provides for an increase in the district tax rate from 17.5 cents to 18.34 cents. Each penny on the Chapel Hill-Carrboro district tax rate for fiscal year 2005-06 is expected to produce $761,893. Anticipated revenue from this special tax is estimated to generate an additional $1,286 per student for the district. Anticipated revenue from district tax proceeds for fiscal year 2005-06 totals $13,973,114.

Per Pupil Allocations to Each District
State Mandated Funding Formula

	CHCCS	OCS	Total
Base # of Students	10,986	6,832	17,818
Increase/(Decrease) # Students	(123)	181	58
Total Projected Students (including charter students)	10,863	7,013	17,876
Recommended County Per Pupil Allocation	2,718	2,718	2,718
Total Approved Current Expense Funding	30,372,967	19,608,329	49,981,296
Total Approved Current Expense Funding FY 2004-05	28,816,278	17,920,336	46,736,614
Approved Increase in Funding	1,556,689	1,687,993	3,244,682
Requested Current Expense Funding	31,426,659	21,192,516	52,619,175

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.

During budget deliberations in June 2005, the Commissioners approved an increase of just over the equivalent of one cent on the County's tax rate ($1,197,692) in current expense for the two districts (over the Managers Recommended funding level for current expense). Subsequently, the recurring capital funding was reduced by $1,197,692.

For fiscal year 2005-06, the approved budget includes total funding for recurring capital at $2,290,258, an increase of $274,604 over the 2004-05 approved allocation. Of the total, recurring capital for the Chapel Hill-Carrboro City Schools totals $1,408,508, and Orange County Schools' allocation totals $881,750.

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 May 2005, North Carolina Public School Building Capital funds and School Construction Impact Fees offset School related debt

service associated with construction of new school seats. A list of all projects included in each district's funding plan for 2005-06, as well as details about both bond and pay-as-you-go school capital projects, will be forthcoming during the budget work session scheduled for June 2005.

Debt Service
These funds repay principal and interest due on School related debt including general obligation bonds and private placement loans. In summary, school debt service payments have decreased by about $123,000 from the approved 2005-06 budget. For detailed information related to these financing sources, please refer to the Debt Service narrative included in the non-Departmental section of this document.

Total Funding for Operations and Recurring Capital by School District

The chart below shows the total approved funding for operations and recurring capital for the two districts for the 2005-06 fiscal year. This does not include long-term capital investments or debt service.

	Orange County Schools	Chapel Hill Carrboro City Schools
Current Expense	$19,608,329	$30,372,967
Recurring Capital	$881,750	$1,408,508
District Tax	$0	$13,333,124
Total Funding by District	**$20,490,079**	**$45,114,599**
Projected Student Enrollment	*7,013*	*10,863*

Transfers to Other Funds

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Transfers to Other Funds *(General Fund)*						
Grant Projects	$0	$87,260	$40,600	$40,600	$71,930	$71,930
School Capital	$1,095,790	$1,809,981	$2,385,864	$2,385,864	$4,444,072	$4,444,072
County Capital	$690,524	$1,913,943	$750,000	$750,000	$4,125,364	$2,937,364
Revaluation	$85,000	$193,277	$155,611	$155,611	$85,000	$85,000
Efland Sewer	$64,000	$137,500	$40,000	$80,000	$85,000	$85,000
Affordable Housing	$60,000	$78,000	$254,000	$254,000	$280,360	$270,360
Transfer to JCPC (County Match)	$11,519	$11,520	$11,520	$11,520	$11,520	$11,520
Transfer to Solid Waste (for Sanitation)	$0	$0	$0	$0	$1,871,654	$0
Total Transfer to Other Funds	**$2,006,833**	**$4,231,481**	**$3,637,595**	**$3,677,595**	**$10,974,900**	**$7,905,246**

Transfer to Orange-Chatham Justice Program **$ 11,520**

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 **$4,444,072**
Transfer to County Capital **$2,937,364**

These transfers provide pay-as-you-go funds for School and County capital projects identified in the Capital Investment Plan (CIP).

Transfer to Revaluation **$85,000**
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 **$85,000**
This transfer provides funds to supplement money received from sewer charges *(for further information regarding the Efland Sewer Enterprise fund, see page 4-26 of this document).*

Transfers to Other Funds - continued

Transfer to Affordable Housing Reserve **$270,360**

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. During FY 2005-06 budget deliberations, the Board of Commissioners approved a reduction of $10,000 in this transfer.

Transfer to Grant Projects **$71,930**

This transfers allocates general fund dollars to the grants fund for three programs in the Health Department that have experienced reductions in State and Smart Start funding over the past two years: Intensive Home Visiting ($25,631), Enhanced Child Service Coordination ($5,764), and Healthy Carolinians ($4,818), Child Care Heath Consultant ($6,216) and Senior Health Coordination-Wellness ($29,500).

Debt Service

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Debt Service *(General Fund)*						*Account: 950*
Principal - Schools General Obligation Bonds	$9,647,063	$10,067,805	$10,451,319	$10,451,319	$10,734,136	$10,734,136
Service Charge - Schools	$657	$142	$0	$0	$0	$0
Principal - Non-General Obligation Debt - Schools	$2,874,623	$3,016,363	$3,087,325	$3,087,325	$3,140,673	$3,140,673
Interest - Non-General Obligation Debt - Schools	$1,307,429	$1,220,196	$1,280,196	$1,280,196	$821,255	$821,255
Total School Debt Service	*$13,829,772*	*$14,304,506*	*$14,818,840*	*$14,818,840*	*$14,696,064*	*$14,696,064*
Principal - County General Obligation Bonds	$1,020,000	$772,200	$940,498	$940,498	$1,533,570	$1,533,570
Interest - County General Obligation Bonds	$998,372	$815,745	$1,042,519	$1,042,519	$1,671,485	$1,671,485
Principal - Non-General Obligation Debt - County	$491,671	$694,194	$745,253	$745,253	$1,222,005	$1,222,005
Interest - Non-General Oblitation Debt - County	$114,412	$229,512	$252,801	$252,801	$588,651	$588,651
Total County Debt Service	*$2,624,455*	*$2,511,651*	*$2,981,071*	*$2,981,071*	*$5,015,711*	*$5,015,711*
Total Debt Service Expenditures	**$16,454,227**	**$16,816,157**	**$17,799,911**	**$17,799,911**	**$19,711,775**	**$19,711,775**

The chart located on the last page of this section provides detailed information regarding the County's outstanding debt.

Principal (School Related General Obligation Bonds) **$6,231,086**
Interest (School Related General Obligation Bonds) **$4,503,050**
These funds repay the principal and interest due on School-related general obligation bonds.

Principal (School Related Non-General Obligation Debt) **$3,140,673**
Interest (School Related Non-General Obligation Debt) **$ 821,255**
These funds repay principal and interest on school related non-general obligation bonds for the two school districts.

Principal (County Related General Obligation Bonds) **$ 1,533,570**
Interest (County Related General Obligation Bonds) **$ 1,671,485**

These funds repay the principal and interest due on County-related general obligation bonds.

Principal (County Related Non-General Obligation Debt) **$ 1,222,005**
Interest (County Related Non-General Obligation Debt) **$ 588,651**
These funds repay the principal and interest on non-general obligation debt

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. Recently the Board adopted a debt management policy that establishes parameters, procedures and other objectives related to debt issuance The policy is included in Appendix of this document. 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 2005-06			
	Per county's Adopted Debt Management Policy	Legal Debt Limit per NC General Statue	As include in FY 05-06 Approved Budget
Annual Debt Service Payments as a Percentage of General Fund Expenditures	No greater than 15%	N//A	13.2%
Annual Debt Service Payments as a Percentage of Total Assessed Valuation	No greater than 3%	No greater than 8%	.2%

It is important to note that the amount of debt service shown in this section is for long term debt related to County and School capital projects. The County also has some smaller installment purchases that are budgeted in individual departmental budgets. The annual amount of these payments for 2005-2006 is less than $25,000.

Bond Ratings

The County has excellent bond ratings:
- **Fitch IBCA- AAA**
- **Standards and Poors – AA+**
- **Moodys – Aa1**
- **North Carolina Municipal Council - 87**

Projected Annual Bond Principal and Interest Requirements - FY 2005-06

				Schools			County			Total
Date of Issue	Description	Final Payment Due Date	Principal Outstanding @ 7/01/05	% of Original Issue For School Projects	Total Payment	Total	% of Original Issue For County Projects	Total Payment	Total	Total Payment
1. General Obligation Bonds and Alternative Financing to be Paid from Dedicated Property Tax										
April-03	1988 & 1992 Bonds (Refunding Series)	June 2013	16.315.000	90 0%	3.161.898	3.161.898	10 0%	351.322	351.322	3.513.220
August-01	1992 School Bonds (Refunding Series)	February 2014	16.945.000	100 0%	2.164.900	2.164.900	0 0%	0	0	2.164.900
April-00	1997 Bonds (Installment #1)	April 2018	31.830.000	92 4%	2.570.790	2.570.790	7 6%	211.450	211.450	2.782.240
April-01	1997 Bonds (Installment #2)	February 2021	14.710.000	67 0%	1.061.746	1.061.746	33 0%	522.949	522.949	1.584.695
April-03	2001 Bond Issue (Installment #1)	March 2023	14.710.000	71 7%	1.002.971	1.002.971	28 3%	395.717	395.717	1.398.688
July-04	1997 Bonds (Installment #3 - $1.2 Million Efland Sewer Bonds) and 2001 Bonds (Installment #2 - $19.74 Million)	March 2024	18.525.000	31 6%	516.350	516.350	68 4%	1.117.825	1.117.825	1.634.175
2005	2001 Bond Issue (Installment #3) Anticipated to Be Sold Summer 2005		2.345.000	31 6%	157.667	157.667	68 4%	341.326	341.326	498.993
Total Voter Approved General Obligation Debt					10,636.321			2,940,590		13,576.911
December-02	2001 Alternative Financing Package #1	October 2017	2.995.689	27 0%	97.816		73 0%	264.464	264.464	362.280
Summer 2005	2001 Alternative Financing Package #2 *(anticipated to be sold summer 2005)*		14.650.000	58 4%	0	0	41 6%	0	0	0
Total 2001 Alternative Financing Package					97,816			264,464	264,464	362,280
Total GO Bonds and Alternative Financing Package to be Paid from Dedicated Property Tax					10,734,136			3,205,055	264,464	13,939,191
2. Non-General Obligation (non-voter approved) Debt Service Not Paid by Dedicated Property Tax										
				Schools			County			Total
Date of Issue	Description	Final Payment Due Date	Principal Outstanding @ 7/01/05	% of Original Issue For School Projects	Total Payment	Total	% of Original Issue For County Projects	Total Payment	Total	Total Payment
April-00	2000 Two-Thirds Net Debt Reduction Bonds for County Buildings (Whitted & Northern HS Centers)	April 2018	2.345.000	0 0%	0	0	100 0%	223.885	223.885	223.885
July-04	Two-Thirds Net Debt Reduction Bonds for County Buildings Repair	February 2023	4.200.000	0 0%	0	0	100 0%	322.875	322.875	322.875
May-99	School (McDougle Elementary construction private placement loan)	July 2009	3.597.912	100 0%	889.096		0 0%	0	0	889.096
December-96	School (Scroggs [Southern Village] construction private placement loan)	February 2006	2.921.777	100 0%	472.232		0 0%	0	0	472.232

Projected Annual Bond Principal and Interest Requirements - FY 2005-06

				Schools			County			Total
Date of Issue	Description	Final Payment Due Date	Principal Outstanding @ 7/01/05	% of Original Issue For School Projects	Total Payment	Total	% of Original Issue For County Projects	Total Payment	Total	Total Payment
March-97	School (Scroggs [Southern Village] construction private placement loan)	February 2006	5.258.222	100 0%	859.241		0 0%	0	0	859.241
January-96	County Buildings (Jail/Courthouse construction private placement loan)	January 2006	240.938	0 0%	0		100 0%	248.806	248.806	248.806
July-96	County Buildings (non-taxable portion of purchase of Skills Development Center)	July 2008	214.136	0 0%	0		100 0%	99.349	99.349	99.349
March-98	County Buildings (taxable portion of purcahse of Skills Development Center)	July 2006	273.295	0 0%	0		100 0%	150.643	150.643	150.643
October-00	Purchase of building & land for relocation of Purchasing and Central Services	October 2005	96.889	0 0%	0		100 0%	26.518	26.518	26.518
October-02	112/118 Churton Street Property (Clerk of Courts)	October 2012	363.750	0 0%	0		100 0%	62.405	62.405	62.405
2003	Business Systems Software			0 0%	0		100 0%	106.290	106.290	106.290
Summer 2004	**Lease/Purchase of Ambulances**			0 0%	0		100 0%	82.387	82.387	82.387
Spring 2005	**Lease/Purchase of Equipment & Vehicles**			0 0%	0		100 0%	487.500	487.500	487.500
December-00	Orange County Schools share of New High School	Novembe r 2010	8.190.000	100 0%	1.741.369		0 0%	0	0	1.741.369
Total Non-General Obligation (non-voter approved) Debt Service Not Paid by Dedicated Property Tax					**3,961.938**			**1,810,658**		**5,772,596**
Total Debt Service Obligations			**12,966,919**		**14,696,074**	**0**		**5,015,713**	**264,464**	**19,711,787**

The Capital Investment Plans for the County and Schools includes the Recommended Versions. Final Approved 10-year Plans are scheduled to be approved by the Board of County Commissioners in the Fall of 2005.

Ten-Year Capital Investment Plan 2005-15 Orange County, North Carolina

2005-15 County Capital Investment Plan

Summary of Manager's Recommended Projects

Includes all County projects including those funded with bonds, alternative financing, grants and pay-as-you-go funding

	Funding	Thru 2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Total
	Pay-As-You-Go Funds												
1	Sales tax available for county projects	10,889,924	4,165,364	4,342,814	4,443,434	4,628,227	5,138,920	5,627,898	6,319,165	6,847,801	7,361,613	7,503,930	**67,269,089**
2	*Total Pay-As-You-Go Funds*	*10,889,924*	*4,165,364*	*4,342,814*	*4,443,434*	*4,628,227*	*5,138,920*	*5,627,898*	*6,319,165*	*6,847,801*	*7,361,613*	*7,503,930*	***67,269,089***
3	**Debt Financing**												
4	1997 Bond Proceeds	7,295,000	0	0	0	0	0	0	0	0	0	0	**7,295,000**
5	2001Bond Proceeds	17,600,000	8,075,000	2,325,000	0	0	0	0	0	0	0	0	**28,000,000**
6	Two Thirds Net Debt Bonds (Issued in 2000 and proposed for issue in 2004)	7,045,000	0	0	0	0	0	0	0	0	0	0	**7,045,000**
7	Alternative Financing	8,925,000	6,300,000	4,750,000	4,500,000	0	0	0	0	0	0	0	**24,475,000**
8	*Total Debt Financing*	*40,865,000*	*14,375,000*	*7,075,000*	*4,500,000*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	***66,815,000***
9	**Restricted Revenues**												
10	Subdivision Payment in Lieu	0	0	0	0	0	0	0	0	0	0	0	**0**
11	Heritage Center Donations	112,000	0	0	0	0	0	0	0	0	0	0	**112,000**
12	Medicaid Maximization	176,012	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	**926,012**
13	Register of Deeds Automation	112,385	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	**612,385**
14	Lands Legacy Grants	421,950	0	0	0	0	0	0	0	0	0	0	**421,950**
15	Little River Grants & Contributions	668,983	0	0	0	0	0	0	0	0	0	0	**668,983**
16	Federal Grant (Farmers Market)	90,000	0	0	0	0	0	0	0	0	0	0	**90,000**
17	Federal Grant (Efland Sewer)	867,300	0	0	0	0	0	0	0	0	0	0	**867,300**
18	*Total Intergovernmental*	*2,448,630*	*125,000*	*125,000*	*125,000*	*125,000*	*125,000*	*125,000*	*125,000*	*125,000*	*125,000*	*125,000*	***3,698,630***
19	**Total County Projects Revenue**	**54,203,554**	**18,665,364**	**11,542,814**	**9,068,434**	**4,753,227**	**5,263,920**	**5,752,898**	**6,444,165**	**6,972,801**	**7,486,613**	**7,628,930**	**137,782,719**
1	**Funded County Capital Projects**												
2	Affordable Housing	4,400,000	1,400,000	0	0	0	0	0	0	0	0	0	**5,800,000**
3	Americans With Disabilities Act (ADA) Compliance	0	50,000	50,000	50,000	50,000	25,000	25,000	50,000	50,000	50,000	50,000	**450,000**
4	Animal Services Facility (New) *(Funded Portion)*	0	700,000	0	0	0	0	0	0	0	0	0	**700,000**
5	Animal Shelter (Current Facility)	0	29,000	0	0	0	0	0	0	0	0	0	**29,000**

2005-15 County Capital Investment Plan

Summary of Manager's Recommended Projects

Includes all County projects including those funded with bonds, alternative financing, grants and pay-as-you-go funding

	Funding	Thru 2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Total
6	Assessments and Testing	0	75,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	**165,000**
7	Blackwood Farm Structure Stabilization	75,000	0	0	0	0	0	0	0	0	0	0	**75,000**
8	Building Entry Access Control Systems	0	50,000	50,000	25,000	50,000	25,000	25,000	25,000	25,000	25,000	50,000	**350,000**
9	Capital Repairs/Replacement (Emergency) Reserve Fund	0	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	**475,000**
10	Carrboro Library	0	50,000	0	0	0	0	0	0	0	0	0	**50,000**
11	Cate Farm Structure Stabilization	125,000	0	0	0	0	0	0	0	0	0	0	**125,000**
12	Central Recreation Repairs	0	635,000	0	0	0	0	0	0	0	0	0	**635,000**
13	Compressed Natural Gas (CNG) Fueling Station	96,465	0	0	0	0	0	0	0	0	0	0	**96,465**
14	Conservation Easements	1,500,000	900,000	900,000	150,000	150,000	100,000	100,000	100,000	100,000	100,000	100,000	**4,200,000**
15	County Campus (New) Development *(Funded Portion)*	0	1,800,000	0	0	0	0	0	0	0	0	0	**1,800,000**
16	County Facilities Arts Reserve	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	**100,000**
17	Court Street Annex/112 N. Churton Street Repairs	0	55,000	0	0	0	0	0	0	0	0	0	**55,000**
18	Dickson House	0	7,500	0	0	0	0	0	0	0	0	0	**7,500**
19	Efland Cheeks Park Development (Phase 2)	250,000	0	0	0	0	0	0	0	0	0	0	**250,000**
20	Efland Sewer Extension Development	2,167,300	0	0	0	0	0	0	0	0	0	0	**2,167,300**
21	Emergency Management Division Relocation	0	200,000	0	0	0	0	0	0	0	0	0	**200,000**
22	Emergency Management/911 Facility (located on New Hope Road) Repairs	315,000	0	0	0	0	0	0	0	0	0	0	**315,000**
23	Emergency Power Sources	152,000	0	50,000	0	0	0	0	0	0	0	0	**202,000**
24	Elevator Repairs and Improvements	0	140,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	**680,000**
25	Equipment and Vehicle Replacements	548,295	1,000,000	1,400,000	1,400,000	1,400,000	1,000,000	1,000,000	1,000,000	1,500,000	2,000,000	1,700,000	**13,948,295**
26	Fairview Park Development	850,000	0	0	0	0	0	0	0	0	0	0	**850,000**
27	Farmers Market	90,000	0	0	0	0	0	0	0	0	0	0	**90,000**
28	Fire Alarm Systems	0	15,000	15,000	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	**115,000**
29	Flooring Replacements	0	341,000	225,000	250,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	**2,116,000**
30	Future County Facilities Set-Aside	0	0	500,000	500,000	915,000	2,115,000	2,715,000	3,265,000	3,265,000	3,265,000	3,680,000	**20,220,000**
31	Government Services Annex Repairs	0	0	0	0	15,000	0	0	0	0	0	0	**15,000**

2005-15 County Capital Investment Plan

Summary of Manager's Recommended Projects

Includes all County projects including those funded with bonds, alternative financing, grants and pay-as-you-go funding

	Funding	Thru 2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Total
32	HVAC Replacements	150,000	258,000	300,000	250,000	400,000	300,000	300,000	300,000	300,000	300,000	300,000	3,158,000
33	Heritage Center (Funded Portion)	0	112,000	0	0	0	0	0	0	0	0	0	112,000
34	Historic Courthouse Repairs	0	15,000	0	0	0	0	0	0	0	0	0	15,000
35	Homestead Aquatics Center	4,300,000	0	0	0	0	0	0	0	0	0	0	4,300,000
36	Homestead Community Center Repairs	90,000	0	0	0	0	0	0	0	0	0	0	90,000
37	Information Technology	825,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,825,000
38	Jail Renovations	0	625,000	69,500	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	1,094,500
39	Joint Town-County Open Space/Greenways	750,000	425,000	575,000	0	0	0	0	0	0	0	0	1,750,000
40	Justice Facility and New Courthouse Renovations	560,000	7,110,000	0	0	0	0	0	0	0	0	0	7,670,000
41	Lake Michael Park	0	25,000	25,000	25,000	0	0	0	0	0	0	0	75,000
42	Lands Legacy	12,779,577	2,100,000	1,800,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	17,479,577
43	Masonry Repairs	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	0	0	80,000
44	Medicaid Maximization Funds for Health Department Capital	176,012	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	926,012
45	New Courthouse Repairs	308,000	0	0	0	0	0	0	0	0	0	0	308,000
46	Northern Human Services Center Repairs (Funded Portion)	393,630	173,000	0	125,000	200,000	0	0	0	0	0	0	891,630
47	Northern Human Services Park	700,000	500,000	0	0	0	0	0	0	0	0	0	1,200,000
48	Orange County Satellite Campus of Durham Tech	4,000,000	0	0	0	0	0	0	0	0	0	0	4,000,000
49	Orange Enterprises	525,000	100,000	100,000	100,000	0	0	0	0	0	0	0	825,000
50	Orange High School Tennis Court Resurfacing	0	15,000	0	0	0	0	0	0	0	0	0	15,000
51	Painting (Interior and Exterior) of Facilities	0	227,000	225,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,052,000
52	Parking Lot Repairs/Paving	0	190,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	690,000
53	Parks Operations Base (Valley Forge Road)	0	400,000	0	0	0	0	0	0	0	0	0	400,000
54	Planning & Agriculture Building Repairs	0	0	0	0	0	100,000	100,000	0	0	0	0	200,000
55	Register of Deeds Automation	112,385	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	612,385
56	River Park	0	50,000	0	0	0	0	0	0	0	0	0	50,000
57	Roofing Projects	200,000	200,000	250,000	250,000	250,000	200,000	100,000	300,000	300,000	300,000	300,000	2,650,000
58	Signage	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
59	Senior Centers	2,650,000	5,500,000	0	0	0	0	0	0	0	0	0	8,150,000

2005-15 County Capital Investment Plan

Summary of Manager's Recommended Projects

Includes all County projects including those funded with bonds, alternative financing, grants and pay-as-you-go funding

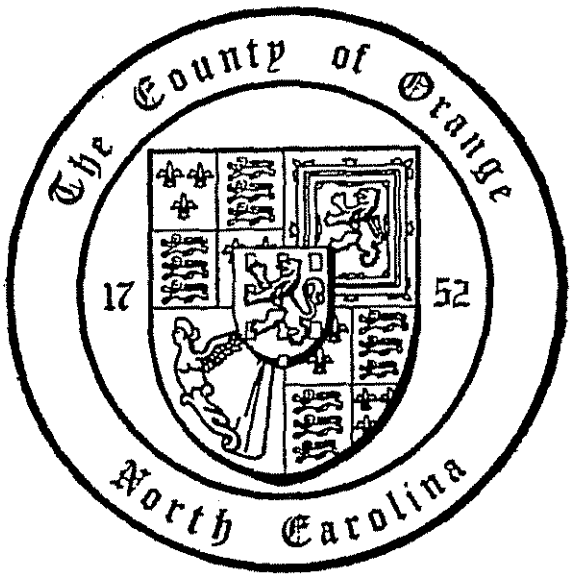
	Funding	Thru 2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Total
60	Smith Middle School Park Lighting	250,000	0	0	0	0	0	0	0	0	0	0	**250,000**
61	Soccer Superfund	1,500,000	500,000	0	0	0	0	0	0	0	0	0	**2,000,000**
62	Solid Waste Convenience Centers	0	80,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	**845,000**
63	Southern Community Park	2,795,000	0	0	0	0	0	0	0	0	0	0	**2,795,000**
64	Sportsplex	4,100,000	400,000	0	0	0	0	0	0	0	0	0	**4,500,000**
65	Twin Creeks Park Development	1,200,000	0	0	0	0	0	0	0	0	0	0	**1,200,000**
66	Utilities Extension Development	0	50,000	50,000	50,000	0	0	0	0	0	0	0	**150,000**
67	Water Demand Reduction Systems and Equipment	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	0	0	**338,000**
68	Waterproofing and Drainage	0	0	0	0	0	0	0	0	0	0	0	**0**
69	West 10 Soccer Complex	1,350,000	350,000	0	0	0	0	0	0	0	0	0	**1,700,000**
70	*Total Funded County Projects*	*50,283,664*	*27,442,500*	*7,454,500*	*4,360,000*	*4,710,000*	*5,245,000*	*5,745,000*	*6,420,000*	*6,920,000*	*7,400,000*	*7,540,000*	***133,778,664***

2005-15 County Capital Investment Plan

Summary of Manager's Recommended Projects

Includes all County projects including those funded with bonds, alternative financing, grants and pay-as-you-go funding

	Funding	Thru 2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Total
73	**Unfunded County Capital Projects**												
74	Animal Services Facility (New) *(Unfunded Portion)*	0	0	0	5,000,000	0	0	0	0	0	0	0	5,000,000
75	County Campus (New) Development *(Funded Portion)*	0	0	0	11,200,000	0	0	0	0	0	0	0	11,200,000
76	County Park Sites & Development	0	13,000,000	0	0	0	0	15,000,000	0	0	0	0	28,000,000
77	Heritage Center (Unfunded Portion)	0	338,000	0	0	0	0	0	0	0	0	0	338,000
78	Emergency Communications Infrastructure	0	0	5,000,000	5,000,000	0	0	0	0	0	0	0	10,000,000
79	Emergency Management & Emergency Operations Center (New Facility)	0	0	0	0	0	0	0	0	3,500,000	0	0	3,500,000
80	Library Located at New County Campus	0	0	0	0	0	0	11,000,000	0	0	0	0	11,000,000
81	Pre-K Facilities	0	168,600	1,686,000	0	0	0	0	0	0	0	0	1,854,600
82	Public Works/OPT and Motor Pool Expansion	0	0	0	0	0	0	0	0	1,909,000	0	0	1,909,000
83	Southern Human Services Center	0	0	0	0	0	0	4,000,000	0	0	0	0	4,000,000
84	*Total Unfunded County Projects*	*0*	*13,506,600*	*6,686,000*	*21,200,000*	*0*	*0*	*30,000,000*	*0*	*5,409,000*	*0*	*0*	*76,801,600*
85	**Grand Total County Capital Projects (Funded and Unfunded)**	**50,283,664**	**40,949,100**	**14,140,500**	**25,560,000**	**4,710,000**	**5,245,000**	**35,745,000**	**6,420,000**	**12,329,000**	**7,400,000**	**7,540,000**	**210,580,264**



This page left intentionally blank

2005-15 County Capital Investment Plan

Descriptions of Manager's Recommended Projects

Affordable Housing **Total County Project Budget $5,800,000**

Affordable housing options for Orange County's low and moderate-income residents have become limited over the last decade. The high cost of homeownership has forced many families to purchase housing in other counties and commute into Orange County for work. Additionally, the inflation of the rental market by a leading research university with its students often in search of housing in the private market has caused hardships for families with incomes below 50 percent of HUD median family income forced to compete. In order for housing to be considered affordable, it must be priced so that households pay no more than 30 percent of their income for housing costs. For homebuyers, the general rule of thumb is housing should not cost more than three times the family income. The average sales price for new and existing homes in unincorporated Orange County was $280,592 in 2003 and in Chapel Hill; the average sales price was $320,913. The rental housing market is beyond the means of families with incomes below 50% of the area median. In 2000, it is estimated that rental units represent 43% of the county-wide housing market and approximately 67% of those rental households experience an extreme cost burden – paying between 30% to 50% of their income for rental housing. In 2003, an Orange County household needed to make $31,960 a year to afford a two-bedroom apartment at Fair Market Rent ($799).

In order to provide more affordable housing options for county residents, voters have approved two bond issues – one in 1997 for $1.8 million and one in 2001 for $4 million – for a total of $5.8 million. In accordance with the County's approved Housing Bond Policy, Commissioners award bond funds to local non-profit organizations to construct new homes, rehabilitate existing substandard properties and acquire land for future housing development. The agencies use the County's bond monies as matching funds to leverage other public and private funding. The 1997 Affordable Housing Bond of $1.8 million enabled local housing agencies to leverage approximately $10.5 million in other public and private funding bringing the total value of the affordable housing stock created by the 1997 bond to $12.3 million. The average family benefiting from housing bond funds has an annual income of about $27,000.

Americans with Disabilities Compliance (ADA) Total County Project Budget $450,000

This project seeks to make County facilities compliant with ADA requirements and ensure that public buildings are accessible to all County residents and employees. The highest priority would be given to the following facilities: Clerk of Courts Annex located on Churton Street (installation of lift), Historic Courthouse and Graham Building (Renovations of ramps) and Planning & Agriculture Building (Renovations of ramps and walkways at rear of building). Other facilities would be addressed as future funding allows.

Animal Services Facility **Total County Project Budget $700,000**
Includes $700,000 Funded and $5,000,000 Unfunded

The proposed project would allow for construction of an approximately 24,000 square foot facility in which to house the Animal Shelter, currently located off of Martin Luther King Jr. Boulevard in Chapel Hill; Animal Control offices, currently located in Hillsborough at the Planning and Agriculture Building; and offices for the Animal Services Director.

This facility, identified as a Tier 1A project in the March 31, 2005 County Space Needs Update, would be located at a site yet to be determined by the Board.

Monies from alternative financing in fiscal year 2005-06 totaling $700,000 would provide funding for site acquisition and planning. Additional alternative financing in fiscal year 2006-07 allows for construction of the new facility.

Animal Shelter (Current Facility) **Total County Project Budget $29,000**

This includes wall construction and the installation of awnings at building entrances; kennel painting would be covered in the countywide Painting Project.

Assessments and Testing **Total County Project Budget $165,000**

This project includes professional studies, as needed or required, to assess various infrastructure or mechanical systems at County facilities. Examples of possible studies include air quality sampling, Roofing or HVAC studies.

Blackwood Farm Structure Stabilization **Total County Project Budget $75,000**

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 and 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 part of the future park. Proposed funding for the project comes from 2004 two-thirds net debt reduction bonds.

Building Entry Access Control Systems **Total County Project Budget $350,000**

As a pilot project in fiscal year 2005-06, exterior doors at the Whitted Center buildings would be upfitted with door access controls to determine best system to meet security needs; the estimated cost of this pilot project is $50,000. Funding in future years would allow other facilities to be addressed. The goal of this project is to eventually install or update life safety and security systems at all County facilities.

Capital Repairs/Replacement (Emergency) Reserve Fund **Total County Project Budget $475,000**

These reserve funds would enable Public Works to address major system/component needs, abatement, and other projects that may arise after budget is adopted. Examples of instances in which these funds would have been used in previous years include a new water heater at the Jail and HVAC repairs at other facilities.

Carrboro Library **Total County Project Budget $50,000**

Funding provided through this project could be used to address property to be acquired at a yet to be determined location and to some extent, the subsequent planning for the new facility.

Cate Farm Structure Stabilization **Total County Project Budget $125,000**

Orange County acquired this property, also listed at Twin Creeks Park (Moniese Nomp), in 2001 for a County park and a joint educational campus with Chapel Hill-Carrboro City Schools. The existing farmstead for this old dairy still exists. Structures include a 1929 farmhouse, a large barn and silo, a granary and other outbuildings. Some of the structures are in need of immediate stabilization, and others need intermediate and long-term restoration to enable the County to utilize the structures as part of the park. Stabilization involves completing immediate repairs to ensure the buildings are structurally sound and weatherproof, such as repairing structural members, securing siding and reattaching and painting tin roofs, among others. Proposed funding for the project comes from 2004 two-thirds net debt reduction bonds.

Central Recreation Repairs **Total County Project Budget $635,000**

The Central Recreation facility, located at the Whitted Human Services Center in Hillsborough, was constructed around 1950. The facility was a school for the Orange County School district. Major renovations occurred during the early 1980's when the County originally obtained the property. Since that time, the County has updated other systems within the building (such as HVAC), however, there is an immediate need to repair public restrooms to address accessibility issues, to add hot water service in restrooms and to insulate some offices located on the lower level of the building. The projected cost of this work totals $235,000 and would be funded with proceeds from the 2004 two-thirds net debt reduction bonds. In fiscal year 2005-06, pay-as-you-go funding would allow for replacement of the gymnasium window system. Estimated project costs for the window system totals $150,000. All of the components of this project would improve functionality of the facility for citizens as well as address energy conservation.

Compressed Natural Gas Fueling Station **Total County Project Budget $96,465**

A grant from the Clean Cities Coalition provided $49,000, that along with the County's $47,465 match will construct a compressed natural gas (CNG) fueling station at the public works facility. The fueling station will be equipped with the capability to accept credit cards, thereby allowing public use of the facility as well. Reduction in the number of CNG vehicles offered directly by the manufacturer requires that the County purchase and retrofit vehicles suitable for fleet use. A feasibility analysis of the long-term benefit of this project is on-going and will be presented to the Board of Commissioners as results are determined.

Conservation Easements **Total County Project Budget $4,200,000**

One important component of the County's Lands Legacy program is to provide for conservation easements and other sensitive lands that may not be open to public access. While voters approved $7 million for the Lands Legacy program in November 2001, legal requirements do not allow the use of bond funds for non-public access lands. As an

alternative, the Board of County Commissioners approved a plan to issue an additional $3.0 million in non-bond financing over the next three to four years to allow the Conservation Easement program to continue. The County has received Federal grants of over $2.2 million to date to match these funds. *(See also Lands Legacy narrative)*

County Campus Development — **Total County Project Budget $13,000,000**
Includes $1,800,000 Funded and $11,200,000 Unfunded

The 2005 County Space Needs Update recommended that most County operations located in Hillsborough be consolidated to one county campus. Funds provided would be used in the property acquisition and provide limited funding for developing a master plan of the site.

County Facilities Art Reserve — **Total County Project Budget $100,000**

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.

Court Street Annex — **Total County Project Budget $55,000**

The Court Street Annex, located in Hillsborough, has immediate facility needs including exterior waterproofing, sewer line replacement and replacement of floor coverings. Pay-as-you-go funding allows staff to address the immediate needs during fiscal year 2005-06 at a projected cost of $110,000.

Dickson House — **Total County Project Budget $7,500**

To continue the refurbishment and upkeep of the Dickson House, reglazing of the windows and realignment of the gutters is needed. The painting of structure would be covered in the countywide Painting Project.

Efland Cheeks Park — **Total County Project Budget $250,000**

Opened in 2000, the County built this park in coordination with the previously existing Efland Cheeks Community Center and Efland Cheeks Elementary School. Located on school property, the park currently offers a walking track, playground, picnic shelter, playing field and basketball courts.

In 2001, voters approved $250,000 for the second phase of this park. Tentative plans for this phase include options such as lighting the playing field, constructing a nature trail, a second picnic shelter and relocating playground equipment.

With planning and design of the park now completed, the anticipated park completion date is winter 2005.

Efland Sewer Extension **Total County Project Budget $2,167,300**

Funds in this project will pay for expansion of the Efland sewer system. The expansion of the system will provide sewer service to more than ninety existing single-family homes in central Efland. Under current environmental health standards, the poor soils and small lots owned by the potential customers of the system do not provide for the installation of an approved septic system for these families. Many, if not most, of the existing systems used by the citizens in this area are more than forty years old, are malfunctioning and lack capacity for repair.

Specifically, the project entails completion of the Engineering Master Plan that would address the low socio-economic area around Buckhorn Road and the 850-acre Economic Development District. Construction of sewer lines will eliminate existing and potential public health problems and alleviate septic tank runoff to the Eno and Neuse River Basins. It will also provide affordable sewer service to many low income and elderly adults. As a point of reference, more than thirty percent of those in the proposed service area are elderly, disabled or on a fixed income.

In November 1997, Orange County voters approved a $1.2 million bond referendum for this project. These funds, combined with the $100,000 pay-as-you-go appropriation in prior fiscal years, and $867,300 from a federal grant, will enable the County to extend sewer service into this area.

Emergency Management Division Relocation **Total County Project Budget $200,000**

Overcrowded conditions at the current 9-1-1 center significantly hamper the operations of the department. The 2005 County Space Needs Update recommends that all divisions except Communications and Emergency Medical Services be relocated to a facility for which the County is currently negotiating for purchase. Funds would allow the facility to be upfit in a manner that would provide suitable work space for the Administrative and Fire Marshal offices of Emergency Management.

Emergency Management/ 911 Center Repairs **Total County Project Budget $315,000**

The Emergency Management/911 Center, located on New Hope Road between Hillsborough and Chapel Hill, was last renovated in 1990. The HVAC system and floor coverings are in need of replacement. Projected cost of the work is $315,000 with funding coming in fiscal year 2004-05 through two-thirds net debt reduction bonds.

Emergency Power Sources **Total County Project Budget $202,000**

In recent years, Orange County has experienced a significant number of widespread electrical power outages, generally as the result of adverse weather. Certain key County facilities, particularly the Emergency Operations Center and related Emergency Management Department offices, have backup generators installed that provide for a seamless transfer of the power load and continuous operations in the event of electrical power failures. Others can receive generator power through manual transfer switches. However, recent experience has been that because not all County buildings have

backup power sources, many important County services come to a virtual halt under adverse weather conditions and their immediate aftermath. In early 2003, the BOCC encouraged the Manager and staff to consider including funding for some emergency generators in the 2003-2013 Capital Investment Plan.

Commissioners also have asked staff to look at the possibilities of having some County facilities taken "off the grid", so that primary (or perhaps backup) power would not be dependent on the electrical utilities' power distribution systems. In addition to proceeding with the design and installation of the wiring for the two priority buildings, staff recommends a parallel course of action over the next several months of investigating the feasibility and cost of using other "off the grid" systems to provide backup power. As noted in the accompanying memo, staff has been investigating grant opportunities for alternative energy sources, as well as grants through the Homeland Security program. Staff has submitted applications for some Homeland Security grant funds, with receipt of some funds for direct Emergency Management facility generators likely. However, formal decisions by the grantors regarding the County's applications are probably several months off.

Generators have been installed at both the Southern Human Service Center and the Government Services Center during the past year

While the current emergency power capability at the Whitted Building does not allow for the full building to operate normally during power outage, the ground floor of the Health Department will accommodate emergency response teams in the facility with its current generator set up. Consideration of alternatives that would remove this building from the traditional power grid will be explored, as funding allows, during the upcoming year.

Elevator Repairs and Improvements **Total County Project Budget $680,000**

Much of the elevator equipment in county facilities is in need of repair and updating. This project includes funding for those repairs. Funding in fiscal year 2005-06 provides for improvements at the Whitted Human Services Center since that elevator has experienced service problems in the last few months. Funding in future years would allow for repairs at other County facilities including the Historic Courthouse and Jail.

Equipment and Vehicle Replacements **Total County Project Budget $13,948,295**

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 2005, examples of items that staff would consider purchasing include replacement of Sheriff's vehicles and equipment for new parks and soccer fields.

Future years allocations provide monies for equipment and vehicles. As the County develops parks and other facilities, there will be a need for increased funding.

Fairview Park **Total County Project Budget $850,000**

Fairview Park, located on a 40-acre site in the Fairview community in north Hillsborough, is part of the adopted 1988 County Master Parks Plan. One playing field and a playground currently exist at the park.

In November 2001, voters approved $850,000 to enable the County to construct a park facility (possibly in conjunction with the Town of Hillsborough). The site could also include an adjoining 25-acre parcel of Town land, and both County and Town have agreed to master plan the site in conjunction with the adjoining 26-acre Public Works site. A joint County/Town Steering Committee has received a draft Pre-Concept Plan from staff. Next steps will include completion of a joint Memorandum of Agreement, and the development of the Fairview Campus Master Plan. Tentative facility plans include one replacement playing field, a picnic shelter, basketball courts and other amenities.

Farmers Market **Total County Project Budget $90,000**

A subcommittee of the Justice Facilities Exterior Planning Committee has made strides toward the design of the Farmer's Market, funded through a $90,000 grant from the Federal government. Plans for the facility, dubbed the "Public Market" by the planning group, will be completed in advance of the Justice Facility Expansion in an effort to bring the Market on line prior to the completion of the Justice Facility project.

Fire Alarm Systems **Total County Project Budget $115,000**

This project would provide for the installation of fire alarm systems in buildings that are not currently equipped with ones. The identified facilities would be addressed as funding streams allow.

Flooring Replacements **Total County Project Budget $2,116,000**

Many of the County's facilities are in need of replacement of floor coverings. This project would provide for those replacements with specific projects to be determined each year based on available funding. Higher priorities include the Animal Control building, the Court Street Annex, the Government Services Annex, and the Sheriff's Department. To the extent possible and necessary, flooring replacements for each facility would be done in conjunction with other facility improvements such as painting.

Future County Facilities **Total County Project Budget $20,220,000**

Both the 2000 Space Needs Study and the update presented to the Board in March 2005 indicate significant needs for expansion of County office space. This project sets aside pay-as-you-go funds in future years to begin addressing the space, as projects are approved by the Board of Commissioners.

Government Services Center Annex Repairs **Total County Project Budget $15,000**

The Government Services Center Annex, located on the downtown campus in Hillsborough, was last renovated in 1992. Immediate repair needs at the facility include

waterproofing the foundation and basement walls to prevent moisture buildup, replacing floor coverings and repairing an outside retaining wall. Projected cost of the repairs is $70,000 with funding coming in fiscal year 2005-06 through an allocation of pay-as-you-go funds.

HVAC Replacements **Total County Project Budget $3,158,000**

The HVAC replacement project includes funding to repair/replace HVAC units in County facilities. Specific facilities would be determined each year based on available funding. Funding in fiscal year 2005-06 would allow for HVAC system improvements at the Court Street Annex and ductwork cleaning at the Jail.

Heritage Center **Total County Project Budget $450,000**
Includes Funded $112,000 and Unfunded $338,000

Orange County has many valuable, even irreplaceable, historical records. Currently, these records are scattered and poorly maintained. To preserve and make them available for citizen use, an Orange County Heritage Center, incorporating approximately 2,800 square feet of storage/library facilities, offices and workrooms is proposed. Options for a stand-alone facility, as well as incorporating the Heritage Center into the proposed new main Library have been discussed. County Commissioners are expected to decide the preferred approach as the plans for a new proposed main Library are developed.

Private donations of approximately $112,000 are currently available for this project. Additional County funds of around $338,000 would be needed to complete the proposed project.

Historic Courthouse Repairs **Total County Project Budget $15,000**

Pay-as-you-go funds in fiscal year 2005-06 provide monies to repair the flagstone sidewalk surrounding the County's Historic Courthouse and to resurface the concrete floors on the ground level of the interior.

Homestead Aquatics Center **Total County Project Budget $4,300,000**

This project provides County funds to assist the Town of Chapel Hill with construction of an indoor aquatic facility at the site of the Town of Chapel Hill's existing Homestead Park on Homestead Road. The aquatic center would contain two pools, a competitive pool and a warm-water pool.

The estimated cost of the Center totals $5.5 million. Project funding includes a combination of Town bond funds (approximately $1.2 million), 1997 County Parks bond funds for Homestead Park ($800,000) and $3.5 million from the 2001 voter approved County bond.

A joint County/Town Project Planning Committee for Southern Park and the Aquatics Center is currently working on timetables and design components.

An application has been submitted for a Special Use Permit with the town. The original design of the building has undergone some changes in an attempt to reduce costs. These changes will still allow all of the original features and components of the facility to be

included. Construction is anticipated to be underway by the winter of 2006 with an 18-month period for completion.

Homestead Community Center Repairs **Total County Project Budget $90,000**

The Homestead Community Center, located on Homestead Road in Chapel Hill, is currently served by a septic system. There is an immediate need to connect the facility to Orange Water and Sewer Authority's (OWASA) sewer line. The estimated cost to tap into the OWASA line is $70,000 with funding coming from the 2004 two-thirds net debt reduction bonds. Pay-as-you-go funds in fiscal year 2007-08 provide monies to repair the parking area at the Center.

HVAC Replacement/Repair Projects **Total County Project Budget $3,158,000**

As County facilities age, the need for HVAC system replacements increases significantly. Funding provided in this project allows for the replacement and major repair of heating, venting and air conditioning (HVAC) systems at County facilities.

Funding challenges during fiscal year 2004-05 have necessitated postponing HVAC replacement/repair projects for one year. Pay-as-you-go funding beginning in fiscal year 2005-06 allow for the replacement/repair schedule to address other facilities as needed.

Information Technology **Total County Project Budget $4,825,000**

The Information Technology capital project incorporates a number of technology improvement efforts the County has undertaken in recent years. Examples of initiatives include:

- Continued improvement of IT reliability and responsiveness through enhancement of the County's backup and disaster recovery capability and the speed and dependability of the countywide IT network;
- Increases in networking bandwidth to allow citizen access to information from more County office locations
- Replacement of aging County servers to ensure ongoing stability and continuity of citizen services
- Resumption of replacement of the County's personal computers with standard configurations under a 4 year computer replacement cycle; continued computer upgrades to support new applications and software;
- Continued GIS deployment including development of applications for human services departments, economic development and public access to GIS data.

This project provides for phased implementation of the Information Technology Plan that staff began developing in spring 1997. A citizen-based committee, the Information Technology (IT) Committee, reviewed the Plan in 1998, and continues to provide guidance in County IT Plan Initiatives.

During the budget and CIP work sessions this spring, staff will provide additional information regarding the proposed use of the $300,000 recommended appropriation in fiscal year 2004-05.

The current project funding does not address:

- Improvements in eGovernment services and County website

- Mobile computing equipment for inspections for productivity improvements and ongoing maintenance of address data
- Printer replacements
- New computers for Health, Recreation & Parks, Finance, Land Records, ERCD, EMS and Sheriff
- Advanced HIPAA security compliance

Jail Renovations **Total County Project Budget $1,094,500**

The inmate population continues to escalate at the Orange County facility despite efforts by the Sheriff, in collaboration with the Judges to ensure appropriate releases in a timely manner. Female inmates pose a particular challenge since the current Jail contains only one four-capacity female cell. The project contemplated would expand areas adjacent to the existing female holding area and more than double the space for female prisoners.

Additionally, the Sheriff has proposed to renovate a portion of the area previously used by the Magistrates at the south end of the Jail to expand the visiting area such that attorneys and clients may conduct face-to-face meetings in a secure area outside of the Jail proper.

Joint Town-County Open Space and Greenways **Total County Project Budget $1,750,000**

This project was developed as a result of requests for the 2001 bond – a request from the Towns of Chapel Hill and Carrboro for greenways funding, and from Orange County for rustic trail development tying together Town and County parks and open space. The intent of the project is to extend unbuilt portions of the Chapel Hill and Carrboro greenway systems in a fashion to provide future connections to Town and County parks and other open space networks. The County plans to use 2001 voter approved bonds for trail construction and some land acquisition, as needed.

Voters approved bond funds totaling $1.75 million as part of the November 2001 referendum. The Town of Chapel Hill also has $5 million in Town greenways and open space bonds to put toward greenways projects. The Town of Carrboro has no funds allocated for greenways.

The Town of Carrboro has asked that $750,000 of this amount go toward purchase of the Adams Tract, which contains a portion of Bolin Creek Greenway. The Intergovernmental Park Work Group has considered a report from the Greenways Committee focusing activity on the extension of Bolin Creek Greenway.

Justice Facility **Total County Project Budget $7,670,000**

The State of North Carolina mandates counties to provide facilities for Courts operations. Prompted by the growth in the courts system, including ancillary functions such as probation/parole, juvenile services, etc., the County Commissioners appointed a study group in 1994 to project the needs of the judicial system through 2020. The evolution of the recommendations within the report are embodied in the Phase I Expansion of the Justice Facilities, which includes the addition of approximately 27,000 square feet to the existing New Courthouse. The Board approved design consultants for the Justice Facilities Expansion and programming has been on going with both the Exterior and Interior Planning

Committees. With the help of subcommittees dealing specifically with the Public Market and the River Park components of the project, the Exterior Planning Committee received the consultants recommendation for the location of the Public Market in mid-May. Interior design of the facility is likely to be completed within the next few months, with construction of the facility anticipated to begin in late-Spring 2006.

Pay-as-you-go funding in years before fiscal year 2002-03 along with proposed alternative financing in fiscal year 2005-06 fund this project.

Lake Michael **Total County Project Budget $75,000**

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 2005-06 through 2007-08 allow the County to partner with the City to construct piers, install playground equipment and make other improvements.

Lands Legacy **Total County Project Budget $17,479,577**

The Lands Legacy program, adopted in April 2000, seeks to identify and acquire the County's highest-priority natural and cultural resource lands, and land-bank appropriate sites for future parks. Since inception, the Lands Legacy program has won a statewide award and protected to date 1100 acres of natural and cultural resource lands or future parkland. During its initial years, funding for the Lands Legacy program consisted of pay-as-you-go funding.

In 2001, voters approved $7.0 million in bonds for the Lands Legacy program. Additional funding for the project include $300,000 in 2004 two-thirds net debt reduction bonds in fiscal year 2004-05 and pay-as-you-go beginning in fiscal year 2005-06 throughout the Capital Investment Plan period. Additional funds of $3 million are included in the Conservation Easements Capital Project to obtain conservation easements and other sensitive lands that may not be open to public access.

Lands Legacy acquisitions are identified and negotiated through the Lands Legacy Action Plan, and as opportunities arise and as landowners are willing to sell. Target areas for Lands Legacy in coming years include continuing to acquire lands for future park sites, the creation of nature preserves, protection of identified Natural Heritage sites and prime forest lands, acquisition of farmland conservation easements, and preservation of critical cultural, scenic and archaeological sites. The County can also use pay-as-you-go funds for Lands Legacy to leverage grant funds from a variety of State and federal sources. The County has leveraged $3.7 million in grant funds to date by using local funds as a match.

Identification of lands and negotiation for purchase will be ongoing throughout the CIP period, based on willing sellers and available funds. The County will continue to seek partnerships with other land trusts, such as Triangle Land Conservancy, and other local governments, as well State and Federal funds for future grants.

Masonry Repairs **Total County Project Budget $80,000**

This project provides for repairs and replacements of stonework and bricks (including retaining walls) for County facilities. Specific buildings would be addressed each year depending on the amount of funding available.

Medicaid Maximization **Total County Project Budget $926,012**

This project provides funds for the Health Department to purchase capital items and make minor renovations to clinic space. Restricted Federal Medicaid Maximization funds received by the Health Department finance this project.

New Courthouse Repairs **Total County Project Budget $308,000**

The New Courthouse, located in Hillsborough, has immediate and long-term interior and exterior repair needs. Funds from the 2004 two-thirds net debt reduction bonds in fiscal year 2004-05 would allow the County to complete the most pressing needs – repairing/replacing the exterior trim, replacing floor covering and repairing restrooms. Other longer-term issues, such as replacing the HVAC system and parking repairs are recommended in fiscal years 2006-07 and 2007-08 to coincide with the planned Justice Facility Construction Project.

Northern Human Services Center Repairs **Total County Project Budget $3,393,630**

Includes $891,630 Funded and $2,700,000 Unfunded

Orange County acquired this facility in 1977. The main portion of the building was constructed in 1951 and the cafeteria and kitchen were added in 1957. In 1982, the gymnasium was renovated and the playground was installed. Current occupants of the facility include Recreation and Parks, the Department on Aging, Joint Orange –Chatham Community Action (JOCCA), the Northern Orange Family Resources Center, Head Start, Cedar Grove Day Care and Durham Technical Community College.

Additional building improvements are likely as the building becomes more fully utilized, particularly with the additional Durham Tech programs. Major future improvements will include replacement of the heating and air conditioning system (HVAC), renovation of restrooms, development of better parking facilities, and replacement of the light fixtures and windows in order to implement energy efficiency strategies. The County is also exploring solar options specifically in HVAC applications and the provision of hot water for this facility.

Northern Human Services Center Park **Total County Project Budget $1,200,000**

Funds for the Northern Human Services Center Park (Northern Park) were included in the 2001 bond referendum. The Board considered a pre-concept plan for the park in 2001. In 2003, the County purchased additional lands at the site.

Planning and design for the park was completed in the spring of 2005, with master plan approval in the fall of 2005 and construction tentatively in 2005-06 and into 2006-07.

Orange County Satellite Campus of Durham Technical Community College **Total County Project Budget $4,000,000**

Orange County is the highest populated county in North Carolina without a main or satellite community college campus. The North Carolina General Assembly earmarked $4 million of the 1998 voter approved State bond referendum for an Orange County satellite campus of Durham Technical Community College (DTCC). In order to receive the State bond funds, Orange County is required to provide a match of $4 million.

In March 2000, the Commissioners appointed a Community College Task Force to determine public interest in establishing a satellite campus in the County. Following several months of research and focus group sessions, the Task Force found significant interest from citizens and businesses to locate a campus in Orange County. In November 2000, Commissioners received the report from the Task Force and confirmed their interest to move forward with the development of an Orange County satellite campus. Since that time, Commissioners and county staff have met with DTCC Trustees and staff to outline a process to develop the campus.

The site for the Durham Technical Community College (DTCC) was successfully acquired in the Waterstone development at a cost of $1,250,000 for the 20-acre campus. DTCC officials, in tandem with Orange County Commissioner and staff representatives selected the architectural firm of Corley Redfoot Zack to design the 40,000 square foot facility, scheduled to open for the Fall 2007 DTCC session. Orange County will be responsible for operations and maintenance of the facility, with the exception of instructional costs beginning in the 2006-2007 fiscal year.

Funds totaling $1 million to purchase land would be available in fiscal year 2002-03 through alternative financing methods such as Certificates of Participation (COPs) or private placement loans. In fiscal year 2004-05, alternative-financing funds totaling $3 million would be available to complete project construction.

The campus is expected to open by the Fall 2006.

Orange Enterprises **Total County Project Budget $825,000**

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, prior to the commencement of the expansion, Orange Enterprises approached the County with a proposal to assist them with the purchase of a building on Elizabeth Brady Road, Hillsborough that would allow them to significantly expand their contract capacity and allow them to located 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. This disposition of the Valley Forge facility will be determined by the County Commissioners during their deliberations on the 2005 Space Needs Update.

Orange High School Tennis Courts **Total County Project Budget $15,000**

This project would resurface 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. An estimate of up to $30,000 has been provided by a court resurfacing company. These courts experience heavy use by members of the public, both in 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 the have submitted.

Painting of Facilities (Interior and Exterior) **Total County Project Budget $2,052,000**

This project would include the interior and exterior painting of county facilities. Higher priority facilities to be funded in fiscal year 2005-06 include Animal Control ($21,500), Animal Shelter ($50,000), Court Street Annex ($50,000), Dickson House ($30,000), Historic Courthouse ($2,500), Efland Community Center ($10,000), Government Services Annex ($37,000), and Sheriff's Department ($26,000). Additional buildings that would be addressed in future years are dependent on the amount of funding available. To the extent possible and necessary, painting for each facility would be done in conjunction with other facility improvements such as flooring.

Parking Lot Repairs/Paving **Total County Project Budget $690,000**

Parking lot improvements (including paving) for all county facilities are included in the funds for this project. Funding in FY 2005-06 provides for paving the Whitted building lots. Additional parking areas that would be addressed in future years are dependent on the amount of funding available.

Parks Operations Base (Valley Forge Road) **Total County Project Budget $400,000**

As previously mentioned in this document, the Valley Forge Road facility, previously occupied by Orange Enterprises is being vacated. The 2005 Space Needs Update recommends that the facility be upfit and utilized as office space for the Recreation Administrative office function as well as the Parks Operations Base. Funding for this project allows upfit of the interior for the two functions, as well as site work that will allow some outside storage of materials needed at various park facilities (mulch, gravel, etc). Funding will also allow the connection of the building to nearby sanitary sewer facilities and the existing septic system abandoned.

Planning and Agriculture Building **Total County Project Budget $200,000**

Register of Deeds Automation **Total County Project Budget $612,385**

This project, funded with fees collected by the Register of Deeds, provides funds to automate the deeds and vital records systems in the Register of Deeds Office. As mandated by North Carolina General Statute 161-11.3, ten percent of all General Statute 161 related fees collected by the Register of Deeds finance this project.

River Park Development **Total County Project Budget $50,000**

River Park is the working name given to plans to utilize the open area between the County government campus and the Eno River, for a park-like setting. Initial discussions and planning for this site took place in 1996 as part of a joint Town-County initiative. The concept plan from 1996 generally shows a low-impact design, including a series of trails, picnic tables and benches, and a footprint for a future pavilion for performances. Design of the Justice Facility Expansion project includes design work related to River Park.

Roofing Projects **Total County Project Budget $2,650,000**

In 1999, CTL Engineering conducted an appraisal of roofs on all County buildings. The study provided staff with a prioritized maintenance and replacement schedule including cost estimates. The Board of County Commissioners received the report in spring 1999. In accordance with the CTL contract, each year the firm re-assesses the County's roofs and provides staff with an update of roofs that require repairs or replacements.

Funding challenges during fiscal year 2004-05 have necessitated postponing roof replacement/repair projects for one year. Pay-as-you-go funding beginning in fiscal year 2005-06 allow for the replacement/repair schedule to address other facilities as needed.

Signage **Total County Project Budget $100,000**

This project includes funds for repairs and replacements of exterior and interior signs located at all County facilities. Highest priority projects would include replacing signs that are beyond repair. A Specific replacement/repair schedule would be dependent on the amount of funding available each year.

Senior Centers **Total County Project Budget $8,150,000**

Senior centers offer older adults with a one-stop resource to a multitude of resources available to them through a variety of agencies. The number of adults in Orange County over the age of sixty is about the same as the number of children in both the Orange County School District and the Chapel Hill-Carrboro City Schools – more than sixteen thousand. By the year 2020, when "Baby Boomers" begin to reach the age of sixty, the number of persons over the age of sixty is expected to increase to more than thirty three thousand.

Currently senior activities and services are offered at the following locations throughout the County:

- Efland-Cheeks Community Center on Richmond Road in Efland
- Central Orange Senior Center on Highway 70 at the Meadowlands in Hillsborough
- Chapel Hill Senior Center on Elliott Road in Chapel Hill
- Northern Human Services Center on Highway 86 in Cedar Grove
- Northside Center on McMasters Street in Chapel Hill

The County's Master Aging Plan (MAP) identified the need for construction of two major freestanding senior centers – one in Central Orange and the other in Southern Orange. Preliminary cost estimates for the two facilities totals $6 million with funding provided

from the November 2001 voter approved Senior Center bond ($4 million) and supplemental financing of $3 million. Plans for each Center are outlined in more detail below:

Two new senior centers are anticipated for opening within the next year. The Southern Orange Senior Center is scheduled to be released for bid in June 2005. Two County Commissioner representatives, along with representatives from the seniors and County staff have met with the designer over the past several months to complete the design of the 25,000 square foot building. The building is scheduled for completion around June 30, 2006 when the lease for the current senior center at the Galleria terminates.

- **Central/Northern Orange Center**

  In January 2002, Orange County opened the Central Orange Senior Center by leasing approximately 4,000 square feet in the Meadowlands Business and Office Park on Highway 70 in Hillsborough. The Center's success prompted the Commissioners to lease an additional 2,000 square feet immediately adjacent to the Center in order to accommodate the increased demand for programming. The Center offers many services, including group recreation activities and an Adult Day Care program.

  The Master Aging Plan identified the need for at least fifteen thousand square feet for the Central Orange Senior Center. This Center will allow a significant number of program options beyond what is currently available at the smaller leased location. While no specific site has been identified, a location in or around the Hillsborough area is anticipated.

  The Central Orange Center will be under development during the upcoming fiscal year as well. The Center will be located at the Sportsplex in Hillsborough, assuming the County successfully concludes negotiations for acquisition with the current owner of the building. Under this scenario, the new 15,000 square foot Center would be created through a combination of new construction (approximately 12,000 square feet) and reallocation of approximately 3,000 square feet of underutilized space within the existing building. Programming for the senior center will be under the direction and control of the Department on Aging. In addition, senior access to the pool, ice and fitness facilities will be coordinated by the Department on Aging with the County's contractor, retained to operate the physical plant and the existing recreation/fitness programs at the Sportsplex. Opening for the Central Orange Senior Center is likewise anticipated by June 30, 2006.

- **Chapel Hill Center**

  The present Chapel Hill Senior Center is located in leased space at the Galleria on Elliott Road in Chapel Hill. The lease is due to expire on June 30, 2006. A planning committee comprised of seniors, two County Commissioners and County staff have worked over the past several months to define the programming and design of the building. The project is currently in review with the Town of Chapel Hill, whose approval of the Special Use Permit Modification is anticipated by the end of June 2005, thereby paving the way for bidding to occur during July 2005. Construction is projected for commencement in September 2005 with a targeted completion date by July 2006.

Smith Middle School Lighting **Total County Project Budget $250,000**

Two new playing fields near Chapel Hill High School have been constructed, as part of the Smith Middle School project and a previous agreement between the County, Town, CHCCS and the University of North Carolina. The agreement provides for programming of one field for regular public use and the second for occasional public use. Orange County and Carrboro each contributed $75,000 for the inclusion of the extra fields via a previous arrangement.

This project would provide lighting for the playing field(s), and was included in the November 2001 bond at an amount of $250,000.

Revisions to the Memorandum of Agreement have been completed, and a Conditional Use Permit modification application has been approved by the Town of Carrboro. Bids have been received for the lighting project, which could begin, during the summer of 2005.

Soccer Superfund **Total County Project Budget $2,000,000**

The Soccer Superfund was included as part of the 2001 bond referendum to facilitate the construction of new soccer fields as opportunities arise throughout the County.

In spring 2004, the Board authorized use of $628,000 from this source for the purchase and design of the West Ten Soccer Park site. Since then additional funds in the amount of $347,000 were approved for the County 's share of pre-grading the combined site. In 2005, the Board allocated an additional $375,000 to the West Ten project as well as $650,000 to Twin Creeks. These appropriations effectively deplete the fund.

Solid Waste Convenience Centers **Total County Project Budget $845,000**

The replacement of routine fencing and signage at convenience sites is included in the early years of this project plan. Future years allow for the replacement of waste containers and the installation of concrete pads, barriers and driveways. Baseline funding for this project would not allow for the potential cost to purchase currently leased sites.

Southern Human Services Center **Total County Project Budget $3,150,000**

Includes $3,150,000 Funded and $4,000,000 Unfunded

The Southern Human Services Center located on thirty-four acres on Homestead Road in Chapel Hill is the County's newest facility. Completed in 1998, it houses some of the fastest growing departments in County government including Social Services and the Personal Health Division of the Health Department.

The County's proposed Space Needs Study (dated March 29, 2001) proposes the following:

- *Residence located on the site* - The 2000 Space Needs Study recommended converting the residence located on the site to conference space to meet the County's ongoing need for conference/meeting space. Suggested renovations include refurbishing the interior of the house, including updated and expanded restroom facilities, making the

facility accessible to handicapped individuals, and construction of a deck around the rear of the house to afford outside space for break out meetings, serving conference related meals, etc. The County successfully employed the assistance of Americorp volunteers to develop trails and other passive recreation areas around the structure. Minimal grounds work and landscaping would also be accomplished as the conference center is developed. The Space Needs Committee, including two County Commissioners and County staff will be discussing this and other options for use of the building within the next few months and will bring forward a recommendation for County Commissioner consideration as deliberations on the 2005 Space Needs Update progress. Estimated costs to complete the renovations and grounds work total $100,000.

- *Expansion of existing Southern Human Services Center* – In order to meet departmental space projections in the future, the Space Needs Study recommends the addition of approximately twenty thousand square feet to the existing Center. Included in this recommendation is a proposal to co-locate the Dental Clinic with the Personal Health Division at this site. Currently the Dental Clinic is located in leased space at Carr Mill Mall in Carrboro. With the proposed relocation of the Clinic, the County would realize a minimum of $52,000 in rent savings. The estimated cost of the expansion is approximately $3 million.

Southern Community Park **Total County Project Budget $2,795,000**

This project would develop park facilities on a 73-acre parcel of land owned by the Town of Chapel Hill on US 15/501 South, just south of Southern Village. A draft conceptual plan was developed by a Town committee for this park (a previous concept plan from 1990 was not adopted by the Town) and has been adopted by both the Chapel Hill Town Council and Board of Commissioners. This project was included in the 2001 bond referendum at a level of $2.0 million. Southern Park was also funded through a $1.0 million allocation from the 1997 County Parks bond, with $655,000 of that amount remaining. The Town of Chapel Hill has no Town funds allocated to this project (other than the cost of land acquisition in 1989).

The Master plan calls for a variety of activities at this park, including playing fields, a dog park, a children's play area and trails that would connect to the Town greenway system.

A Town Special Use Permit application has been approved and construction is expected to begin in late 2005. The town applied for and received a $500,000 PARTF grant, which will be applied to phase I of the project. .

Sportsplex Annual Contract and Reserve **Total County Project Budget $4,500,000**

Twin Creeks Park **Total County Project Budget $1,200,000**
(Formerly Known as Chapel Hill District Park)

In 2001, the County purchased 193 acres of land located near the intersection of Old Highway 86 and Eubanks Road for the Chapel Hill Township Park and Educational Campus. Proposed plans for the site included co-locating the Chapel Hill Township District Park (identified in the adopted 1988 Parks Plan) with Chapel Hill-Carrboro School District Elementary School #10 and other potential future school facilities. Both projects were included in the November 2001 voter approved bond referenda.

Park related bonds for the t Park (Phase I) total $1.2 million. In 2002-03, a Master Plan Work Group developed a Master Plan for the site, which identified a 96-acre site for the park. Proposed plans include renovations to the existing historic farmstead house and barn

located on the property. Tentative park facilities in Phase I include lighted playing fields, nature trails and a picnic area surrounding an existing pond. The total 96-acre park may include as many as four phases.

A master plan for the site was approved in May 2005. A Conditional Use Permit application to the Town of Carrboro is currently in preparation and should be submitted in late 2005/early 2006 (Town review and approval expected to take another 12 months). Construction of Phase I of the park would begin thereafter, with completion anticipated in 2008/09.

The park and possible schools campus for Chapel Hill Carrboro City Schools Elementary #10 will be co-located at this site. It is anticipated that other school facilities will also be co-located in the future as part of an educational campus.

Utility Extension Fund **Total County Project Budget $150,000**

Orange County's Utility Extension Fund was established in the late 1980s and is governed by Water & Sewer Policy approved April 3, 1989. Two years ago during the State's budget crisis, Commissioners approved a plan to transfer $165,000 from the Utility Extension Fund to help balance the General Fund budget. The proposed $50,000 per year for three years would recapitalize the fund to assist with the extension of water and/or sewer lines for economic development projects, particularly in the Economic Development Districts.

Water Demand Reduction Systems **Total County Project Budget $338,000**

This project would provide funds to upfit appropriate County facilities with water reduction demand fixtures and apparatuses. A specific schedule would be dependent on the amount of funding available each year.

West Ten Soccer Center **Total Estimated Cost $1,355,000**

This project would develop five full size and one smaller soccer/multi-purpose fields on the former Euliss Tract, which lies adjacent to the new Orange County Middle School site on West Ten Rd. in Mebane. The consultant already involved with the Middle School project for this park this plan was presented to the public at an open meeting in June of 2005 and subsequently approved by and Board of Commissioners developed a draft Master plan. The Board had previously approved an allocation of $635,000 for the purchase, design and engineering of the property, and in the fall of 2004 appropriated an additional $347,000 for the pregrading of the site. The pregrading has been completed and in the spring of 2005, the board appropriated $375,000 to complete two of the soccer fields with all amenities except lighting. All of the funding for this project to date has been appropriated from the 2001 voter approved Soccer superfund.

The final design details and engineering are expected to begin during the summer of 2005, with construction bids solicited by the winter. Construction could begin in the early spring of 2006. With this schedule, the fields could be ready for play by the spring or fall of 2007.

Projects with No Identified Funding

Animal Shelter/Animal Control Facility **Total Estimated Cost $5,000,000**

This project consists of constructing a new, approximately 24,000 square foot facility in which to consolidate Animal Services functions, including the Animal Shelter, and the offices of both the Animal Services Director and Animal Control. The current Shelter has been located on property leased by the Town of Chapel Hill from the University of North Carolina since 1977. Several years ago, the University announced its intention to non-renew the lease that expires on December 31, 2006 in order to provide expansion area for the University Campus. This requires the relocation of the Shelter, although the University has expressed a willingness to allow the Shelter to remain at its present location for a period of time while the County constructs the new Animal Services facility.

Estimated project costs total 5 million. Funds to cover planning and design work associated with the project would be funded with pay-as-you-go monies. Costs associated with construction are included in Appendix E – Unfunded Projects.

In accordance with the County's proposed Space Needs Study (dated march 29, 2001), once the new Animal Shelter/Animal Control facility is complete, the current Animal Control Office building located at the Planning and Agriculture Building on Revere Road in Hillsborough would be converted to office space for other County uses.

County Campus Development- **Total Estimated Cost $11,200,000**

-see narrative above

County Park Land and Development **Total Estimated Cost $28,000,000**

Additional park sites from the 1988 Master Plan remain to be acquired, including park sites at White Cross and northeast of Hillsborough, and additional sites that may be identified through the update to the 16-year old Parks Element of the Comprehensive Plan.

These future sites, along with park sites already acquired and "land-banked" for future use (such as the planned New Hope Park at Blackwood Farm), do not currently have funding for park construction.

Land has also been acquired at Seven-Mile Creek and McGowan Creek for future Nature Preserves, areas that will protect critical natural resource lands but also allow for some public access areas. Funds for these preserves have not yet been identified.

Heritage Center – see narrative above

Emergency Communications Infrastructure **Total Estimated Cost $10,000,000**

The proposed project would enable the County to carryout Phase 2 of the Countywide Emergency Communications needs assessment (as reported to the Board at its March 24, 2003 meeting).

Emergency Management/
911 Center Construction **Total Estimated Cost $2,000,000**

As identified in the March 2001 County Space Needs Report, there is a need to either expand or construct a new Emergency Management and Emergency Operating Center to accommodate identified needs.

Library Located At New County Campus

Northern Human Services Center Repairs – see narrative above

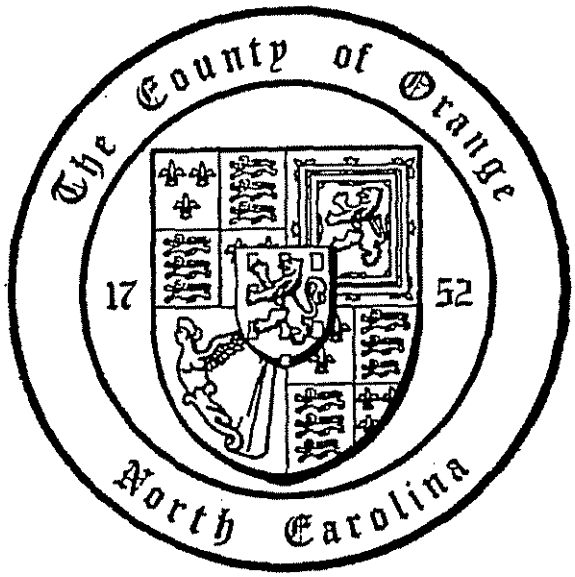
Pre-K Facility **Total Estimated Cost $1,854,600**

Cost estimates of this unfunded project provide for the potential location of two facilities for approximately 100 children each. One facility would potentially be located in the northern section of Orange County and the other one located in the southern portion of the County.

Public Works/OPT and Motor Pool Expansion **Total Estimated Cost $1,909,000**

The project would expand existing building to meet the space requirements for the department. It is further recommended that the space be expanded to also accommodate the OPT function, which is currently located adjacent to the administration building in a modular office unit leased by the State.

Southern Human Services Center **Total Estimated Cost $4,000,000**
-see narrative above



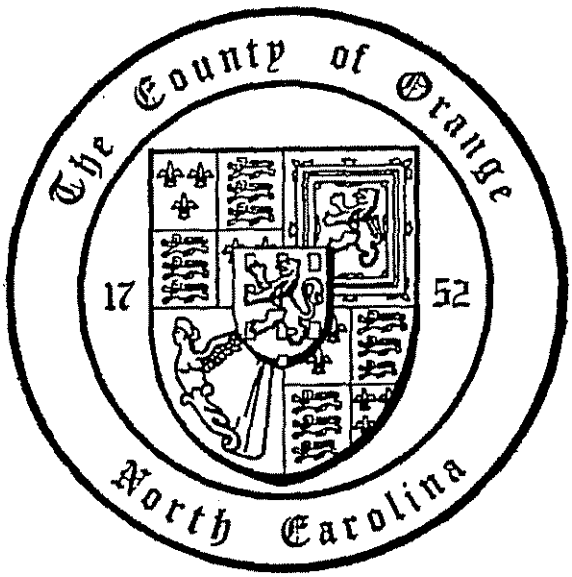
This page left intentionally blank

Ten-Year Capital Investment Plan 2005-15

Orange County Schools

Chapel Hill-Carrboro City Schools

North Carolina



This page left intentionally blank

Orange County Schools

200 East King Street
Hillsborough, NC 27278

Dr. Shirley Carraway
Superintendent

(919) 732-8126 Telephone
(919) 732-8120 Fax
www.orange.k12.nc.us

Capital Investment Plan
2005-2006
Superintendent's Message

In Orange County Schools, we look forward to being able to complete several important capital projects in the coming months. With projected funds for 2005-2006, our district will construct the new alternative school facility, complete the long-awaited air conditioning system in the main and auxiliary gymnasiums at Orange High School, and renovate the Orange High School cafeteria.

We will also further our efforts to improve the air quality in our schools by replacing flooring and conducting preventive maintenance of our HVAC systems. Continued maintenance of roofing is another priority in our CIP.

These essential improvements, along with many others, will be possible as a result of the county assuming the Cedar Ridge High School debt. On behalf of the Orange County Board of Education, I would like to thank the Board of County Commissioners for agreeing to this financial restructuring. The Board of Education also sincerely thanks the county manager, his staff, and the taxpayers of Orange County for their continued support for our schools.

APPROVED 5/16/2005

ORANGE COUNTY SCHOOLS - CAPITAL IMPROVEMENT PLAN FOR 2005-2015

Project Title	Through 04-05	YEAR 1 05-06	YEAR 2 06-07	YEAR 3 07-08	YEAR 4 08-09	YEAR 5 09-10	YEAR 6 10-11	YEAR 7 11-12	YEAR 8 12-13	YEAR 9 13-14	YEAR 10 14-15	TOTAL	UNFUNDED
Activity Buses			69,000	69,000	69,000	69,000						276,000	
Asbestos Removal	312,225	175,000	110,000	65,000	30,000							692,225	
AL Stanback			35,000									35,000	
Alternative School	200,000	400,000										600,000	
Bus Garage		25,000		200,000								225,000	
Cameron Park Renovation	270,000					400,000	750,000	800,000	800,000	800,000		3,820,000	
Cedar Ridge High School	28,617,000							350,000				28,967,000	
Central Elem. Renovation	90,000	100,000		52,000		400,000	750,000	800,000	800,000	800,000		3,792,000	
Central Office Addition											1,650,000	1,650,000	
CW Stanford Renovation	1,840,000		40,000			85,000	85,000	85,000	85,000			2,220,000	
Efland Cheeks Renovation	450,000	67,000				400,000	750,000	800,000	800,000	800,000	800,000	4,867,000	
Electrical Service Upgrade	575,000	45,000					10,000					630,000	
Energy Management Systems	500,000	52,800										552,800	
Environmental Testing	142,604											142,604	
Fire Extinguisher Certification						10,000						10,000	
Flooring Replacement	379,000	30,000	42,000	109,000	36,000	53,000			50,000	50,000		749,000	
Grady Brown Renovation	100,000	16,000					100,000	800,000	800,000	800,000		2,616,000	
Handicapped Accessibility	670,000						69,526	100,000	50,000	50,000		939,526	
Hillsborough Elem. Renovation	1,161,250		21,000	42,000								1,224,250	
Hillsborough Elem. Renovation***	1,400,000		857,500									2,257,500	857,500
HVAC	107,902	164,493	195,436	90,598	451,000	120,381	85,000	85,000	150,000	160,000		1,609,810	
Indoor Air Quality Improvements		14,000										14,000	
Kitchen Projects	405,000											405,000	
Maintenance Shop						155,000						155,000	
New Middle School	10,000,000	9,500,000	3,500,000									23,000,000	
Orange High Renovation	1,898,000	30,000		80,000			189,000	489,000	800,000	885,000	860,000	5,231,000	
Pathways Elementary School	11,672,720		23,000									11,695,720	
Playground Surfacing	140,000					200,000						340,000	
Roofing	656,635	355,655	280,000	698,671	879,393	217,860	354,870	371,783	34,527	34,527	50,000	3,933,921	
Technology Applications	8,600,000	500,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000		14,100,000	
TOTAL PROJECT EXPENSE	70,187,336	11,474,948	5,797,936	2,031,269	2,090,393	2,735,241	3,768,396	5,305,783	4,994,527	5,004,527	3,360,000	116,750,356	857,500
REVENUE PLAN:												total	
LONG RANGE CAPITAL PLAN	59,440,986	1,710,968	1,793,302	1,830,663	1,939,111	2,123,983	2,381,056	2,754,190	3,032,623	3,191,053	3,241,432	3,241,432	
**Reallocated Pay-As-You-Go from PY's	746,350	263,980										1,010,330	
New Middle School Bond & Alt. Financing	10,000,000	9,500,000	3,500,000									23,000,000	
Total Revenues	70,187,336	11,474,948	5,293,302	1,830,663	1,939,111	2,123,983	2,381,056	2,754,190	3,032,623	3,191,053	3,241,432	4,251,762	0
**Unfunded	0	0	-504,634	-200,606	-151,282	-611,258	-1,387,340	-2,551,593	-1,961,904	-1,813,474	-118,568	-112,498,594	-857,500
**Funds remaining in completed prior year projects													
*** The unfunded $857,500 for 2000 sq ft addition to Hillsborough Elementary School Cafeteria (650,000) and alternative add ons (207,500).													

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Activity Buses*

Project Description: *4 additional activity buses*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax			69,000	69,000	69,000	69,000						276,000
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other												0
												0
Total Project Funding	0	0	69,000	69,000	69,000	69,000	0	0	0	0	0	276,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction												0
Equipment/Furnishings												0
Other			69,000	69,000	69,000	69,000						276,000
Contingency												0
												0
Total	0	0	69,000	69,000	69,000	69,000	0	0	0	0	0	276,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Asbestos Removal*

Project Description: *Removal of asbestos from schools throughout the system*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax	312,225	175,000	110,000	65,000	30,000							692,225
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other												0
												0
Total Project Funding	312,225	175,000	110,000	65,000	30,000	0	0	0	0	0	0	692,225

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin	312,225											312,225
Land/Assoc Fees												0
Construction		175,000	110,000	65,000	30,000							380,000
Equipment/Furnishings												0
Other												0
Contingency												0
												0
Total	312,225	175,000	110,000	65,000	30,000	0	0	0	0	0	0	692,225

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	Ongoing abatement
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *A.L. Stanback Softball Field Construction*

Project Description: *Softball Field Construction at A.L. Stanback Middle School*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax			35,000									35,000
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other												0
												0
Total Project Funding	0	0	35,000	0	0	0	0	0	0	0	0	35,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin			5,000									5,000
Land/Assoc Fees												0
Construction			30,000									30,000
Equipment/Furnishings												0
Other												0
Contingency												0
												0
Total	0	0	35,000	0	0	0	0	0	0	0	0	35,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Alternative School*

Project Description: *Construct a 50 student Alternative School (4000 sq. ft.)*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax												0
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other	200,000	400,000										600,000
												0
Total Project Funding	200,000	400,000	0	0	0	0	0	0	0	0	0	600,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees	60,000											60,000
Construction	140,000	400,000										540,000
Equipment/Furnishings												0
Other												0
Contingency												0
												0
Total	200,000	400,000	0	0	0	0	0	0	0	0	0	600,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	Land Acquisition, Planning
FY 2005/06	Construction
FY 2006/07	Construction completed July 2006: School Scheduled to open 2006-2007
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Bus Garage*

Project Description: *Enlarge the front parking area of the present garage; improve drainage in the rear of the building; replace fencing; add one bay to the garage paint room; renovate the office; replace modular unit*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax		25,000		200,000								225,000
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other												0
												0
Total Project Funding	0	25,000	0	200,000	0	0	0	0	0	0	0	225,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction		25,000		200,000								225,000
Equipment/Furnishings												0
Other												0
Contingency												0
												0
Total	0	25,000	0	200,000	0	0	0	0	0	0	0	225,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Cameron Park Renovation*

Project Description: *Technology Lab electrical services upgrade; HVAC for kitchen; roof replacement sections K & L temperature monitor for freezers and coolers(Energy Management); building renovations*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax												0
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds	270,000											270,000
2001 Bond Funds												0
Other						400,000	750,000	800,000	800,000	800,000		3,550,000
												0
Total Project Funding	270,000	0	0	0	0	400,000	750,000	800,000	800,000	800,000	0	3,820,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin						75,000	50,000					125,000
Land/Assoc Fees												0
Construction	270,000					325,000	700,000	800,000	550,000	550,000		3,195,000
Equipment/Furnishings									250,000	250,000		500,000
Other												0
Contingency												0
												0
Total	270,000	0	0	0	0	400,000	750,000	800,000	800,000	800,000	0	3,820,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	Drop ceiling; replace light fixtures; upgrade HVAC systems in kitchen and multi-purpose gym area
FY 2004/05	
FY 2005/06	Electrical services upgrade for technology lab; temperature monitor for freezers and coolers (Energy Mgmt)
FY 2006/07	HVAC for kitchen; roof replacement sections K & L
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Cedar Ridge High School*

Project Description: *Temperature monitor for freezers and coolers (Energy Mgmt); Athletic Field House*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax								350,000				350,000
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds	28,617,000											28,617,000
Other												0
												0
Total Project Funding	28,617,000	0	0	0	0	0	0	350,000	0	0	0	28,967,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction	28,617,000							350,000				28,967,000
Equipment/Furnishings												0
Other												0
Contingency												0
												0
Total	28,617,000	0	0	0	0	0	0	350,000	0	0	0	28,967,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Central Elementary Renovation*

Project Description: *Temperature monitor for freezers and coolers; electrical services upgrade for technology lab; air handler unit replacement; cooling tower; enclose special area breezeway; building renovation*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax		100,000		52,000				135,291	109,037	109,037		505,365
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds	90,000											90,000
2001 Bond Funds												0
Other						400,000	750,000	664,709	690,963	690,963		3,196,635
												0
Total Project Funding	90,000	100,000	0	52,000	0	400,000	750,000	800,000	800,000	800,000	0	3,792,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin						75,000	50,000					125,000
Land/Assoc Fees												0
Construction	50,000	100,000		52,000		325,000	700,000	800,000	650,000	650,000		3,327,000
Equipment/Furnishings	40,000								150,000	150,000		340,000
Other												0
Contingency												0
												0
Total	90,000	100,000	0	52,000	0	400,000	750,000	800,000	800,000	800,000	0	3,792,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	Completed during 2001 by adding portable stage floor to gym; replacing old carpet with environmentally sensitive tile flooring material
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Central Office Addition*

Project Description: *Add on to the Central Office in order to relocate existing staff*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax												0
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other											1,650,000	1,650,000
												0
Total Project Funding	0	0	0	0	0	0	0	0	0	0	1,650,000	1,650,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction											1,650,000	1,650,000
Equipment/Furnishings												0
Other												0
Contingency												0
												0
Total	0	0	0	0	0	0	0	0	0	0	1,650,000	1,650,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *C.W. Stanford Renovation*

Project Description: *Roof replacement; temperature monitor for freezers and coolers; air handler unit replacement; track repair and resurfacing*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax	1,640,000		40,000			85,000	85,000	85,000	85,000			2,020,000
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds	200,000											200,000
2001 Bond Funds												0
Other												0
												0
Total Project Funding	1,840,000	0	40,000	0	0	85,000	85,000	85,000	85,000	0	0	2,220,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin	20,000											20,000
Land/Assoc Fees												0
Construction	1,705,000		40,000									1,745,000
Equipment/Furnishings	100,000					85,000	85,000	85,000	85,000			440,000
Other	15,000											15,000
Contingency												0
												0
Total	1,840,000	0	40,000	0	0	85,000	85,000	85,000	85,000	0	0	2,220,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Efland Cheeks Renovation*

Project Description: *Replace windows throughout school; HVAC for kitchen; building renovation; temperature monitor for freezers and coolers; HVAC replacement/cooling tower*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax	365,000	67,000				68,467						500,467
Long Range Capital								800,000	800,000	800,000	800,000	3,200,000
PSBF												0
1992 Bond Funds												0
1997 Bond Funds	85,000											85,000
2001 Bond Funds												0
Other						331,533	750,000					1,081,533
												0
Total Project Funding	450,000	67,000	0	0	0	400,000	750,000	800,000	800,000	800,000	800,000	4,867,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin	20,000					75,000	50,000					145,000
Land/Assoc Fees												0
Construction	420,000	67,000				325,000	700,000	800,000	650,000	650,000	650,000	4,262,000
Equipment/Furnishings	10,000								150,000	150,000	150,000	460,000
Other												0
Contingency												0
												0
Total	450,000	67,000	0	0	0	400,000	750,000	800,000	800,000	800,000	800,000	4,867,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	Complete project by renovating media center and addition to gym and air conditioning the gym.
FY 2004/05	
FY 2005/06	Replace windows throughout the school.
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Electrical Service Upgrade*

Project Description: *Engineering review of all sites main electrical service as well as internal branch serivce. As the system adds electrical requirements, such as the technology improvements program, upgrades and improvements are required, especially at older facilities.*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax	140,000	45,000					10,000					195,000
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds	435,000											435,000
2001 Bond Funds												0
Other												0
												0
Total Project Funding	575,000	45,000	0	0	0	0	10,000	0	0	0	0	630,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction	575,000	45,000										620,000
Equipment/Furnishings							10,000					10,000
Other												0
Contingency												0
												0
Total	575,000	45,000	0	0	0	0	10,000	0	0	0	0	630,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	Ongoing project to address electrical needs.
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Energy Management Systems*

Project Description: *Install computer controlled energy management direct digital systems to heating and air conditioning units. Installation will be phased in as new boilers and other systems are replaced at most of the system's facilities.*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax		52,800										52,800
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds	500,000											500,000
2001 Bond Funds												0
Other												0
												0
Total Project Funding	500,000	52,800	0	0	0	0	0	0	0	0	0	552,800

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction												0
Equipment/Furnishings	500,000	52,800										552,800
Other												0
Contingency												0
												0
Total	500,000	52,800	0	0	0	0	0	0	0	0	0	552,800

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Environmental Testing*

Project Description: *Conduct tests and surveys to ensure compliance with changing Environmental Protection Agency regulations. Issues involved include underground storage tanks, radon gas, lead in water supplies and asbestos removal.*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax	142,604											142,604
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other												0
												0
Total Project Funding	142,604	0	0	0	0	0	0	0	0	0	0	142,604

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction												0
Equipment/Furnishings												0
Other	142,604											142,604
Contingency												0
												0
Total	142,604	0	0	0	0	0	0	0	0	0	0	142,604

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	Ongoing program
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Fire Extinguisher Certification*

Project Description: *Mandated verification of all fire extinguishers district-wide.*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax						10,000						10,000
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other												0
												0
Total Project Funding	0	0	0	0	0	10,000	0	0	0	0	0	10,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction												0
Equipment/Furnishings												0
Other						10,000						10,000
Contingency												0
												0
Total	0	0	0	0	0	10,000	0	0	0	0	0	10,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Flooring Replacement*

Project Description: *Removal of worn carpet, replacing with environmentally sensitive flooring material.*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax	379,000	30,000	42,000	109,000	36,000	53,000			50,000	50,000		749,000
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other												0
												0
Total Project Funding	379,000	30,000	42,000	109,000	36,000	53,000	0	0	50,000	50,000	0	749,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction												0
Equipment/Furnishings	379,000	30,000	42,000	109,000	36,000	53,000			50,000	50,000		749,000
Other												0
Contingency												0
												0
Total	379,000	30,000	42,000	109,000	36,000	53,000	0	0	50,000	50,000	0	749,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	Ongoing
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Grady Brown Renovation*

Project Description: *Sidewalk to Cedar Ridge and crosswalk; make campus more handicapped accessible and to add automatic door openers. The gymnasium floor needs replacing and additional work needs to be done for playground safety.*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax		16,000					100,000	630,000	780,000	780,000		2,306,000
Long Range Capital								170,000	20,000	20,000		210,000
PSBF												0
1992 Bond Funds												0
1997 Bond Funds	100,000											100,000
2001 Bond Funds												0
Other												0
												0
Total Project Funding	100,000	16,000	0	0	0	0	100,000	800,000	800,000	800,000	0	2,616,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin							75,000	50,000				125,000
Land/Assoc Fees												0
Construction	100,000	16,000					25,000	750,000	650,000	650,000		2,191,000
Equipment/Furnishings									150,000	150,000		300,000
Other												0
Contingency												0
												0
Total	100,000	16,000	0	0	0	0	100,000	800,000	800,000	800,000	0	2,616,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Handicapped Accessibility*

Project Description: *Includes modification and additions to improve handicapped accessibility throughout all building, playing fields, and parking lots on seven campuses. This will bring facilities into compliance with the requirements under the NC Handicapped Code for buildings and grounds and the Americans with Disabilities Act.*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax	670,000						69,526	100,000	50,000	50,000		939,526
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other												0
												0
Total Project Funding	670,000	0	0	0	0	0	69,526	100,000	50,000	50,000	0	939,526

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction	670,000						69,526	100,000	50,000	50,000		939,526
Equipment/Furnishings												0
Other												0
Contingency												0
												0
Total	670,000	0	0	0	0	0	69,526	100,000	50,000	50,000	0	939,526

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	Ongoing
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Hillsborough Elementary Renovation 1996-97 (old school)*

Project Description: *Major work and equipment in the cafeteria building, addition of carpet in the classroom building; wiring to accommodate technology; purchase technology equipment; acquire media collection.*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax	400,000		21,000	42,000								463,000
Long Range Capital	761,250											761,250
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other												0
												0
Total Project Funding	1,161,250	0	21,000	42,000	0	0	0	0	0	0	0	1,224,250

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction	1,161,250		21,000	42,000								1,224,250
Equipment/Furnishings												0
Other												0
Contingency												0
												0
Total	1,161,250	0	21,000	42,000	0	0	0	0	0	0	0	1,224,250

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	Completed
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Hillsborough Elementary Renovations (2002-2006)*

Project Description: *Renovate existing space for new classrooms in support services wing. Indoor air quality upgrades throughout the entire building, and renovation and enlargement of existing bathrooms. FY 05/06 - Complete unfunded "alternates" and build addition to cafeteria.*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax												0
Long Range Capital	500,000											500,000
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds	900,000											900,000
Other			857,500									857,500
												0
Total Project Funding	1,400,000	0	857,500	0	0	0	0	0	0	0	0	2,257,500

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin	82,600											82,600
Land/Assoc Fees												0
Construction	1,317,400		857,500									2,174,900
Equipment/Furnishings												0
Other												0
Contingency												0
												0
Total	1,400,000	0	857,500	0	0	0	0	0	0	0	0	2,257,500

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	
FY 2005/06	
FY 2006/07	Cafeteria addition
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *HVAC*

Project Description: *Maintain HVAC Systems*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax	107,902	164,493	195,436									467,831
Long Range Capital									150,000	160,000		310,000
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other				90,598	451,000	120,381	85,000	85,000				831,979
												0
Total Project Funding	107,902	164,493	195,436	90,598	451,000	120,381	85,000	85,000	150,000	160,000	0	1,609,810

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction												0
Equipment/Furnishings												0
Other	107,902	164,493	195,436	90,598	451,000	120,381	85,000	85,000	150,000	160,000		1,609,810
Contingency												0
												0
Total	107,902	164,493	195,436	90,598	451,000	120,381	85,000	85,000	150,000	160,000	0	1,609,810

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	Ongoing upkeep of HVAC to correspond with OCS approved Strategic Plan
FY 2004/05	
FY 2005/06	
FY 2006/07	Ongoing upkeep of HVAC to correspond with OCS approved Strategic Plan
FY 2007/08	Ongoing upkeep of HVAC to correspond with OCS approved Strategic Plan
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Indoor Air Quality Improvements*

Project Description: *Improve air quality in all facilities beginning 2005-2006*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax		14,000										14,000
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other												0
												0
Total Project Funding	0	14,000	0	0	0	0	0	0	0	0	0	14,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction												0
Equipment/Furnishings												0
Other		14,000										14,000
Contingency												0
												0
Total	0	14,000	0	0	0	0	0	0	0	0	0	14,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	Ongoing
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Kitchen Projects*

Project Description: *Convert all cafeterias to washing/serving dishes operation. Purchase dishwashers and support equipment for Cameron Park, C.W. Stanford, G.A. Brown, Hillsborough Elementrary and Orange High School; purchase food service cooking and preparation equipment including convection ovens and steamers.*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax	405,000											405,000
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other												0
												0
Total Project Funding	405,000	0	0	0	0	0	0	0	0	0	0	405,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction												0
Equipment/Furnishings	405,000											405,000
Other												0
Contingency												0
												0
Total	405,000	0	0	0	0	0	0	0	0	0	0	405,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	Completed
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Maintenance Shop*

Project Description: *Renovate and construct an addition to the current Maintenance Shop, shed, storage and office space.*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax						155,000						155,000
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other												0
												0
Total Project Funding	0	0	0	0	0	155,000	0	0	0	0	0	155,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction						155,000						155,000
Equipment/Furnishings												0
Other												0
Contingency												0
												0
Total	0	0	0	0	0	155,000	0	0	0	0	0	155,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *New Middle School*

Project Description: *New 700 student Middle School*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax												0
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds	10,000,000	9,500,000										19,500,000
Other			3,500,000									3,500,000
												0
Total Project Funding	10,000,000	9,500,000	3,500,000	0	0	0	0	0	0	0	0	23,000,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin	1,000,000											1,000,000
Land/Assoc Fees												0
Construction	9,000,000	9,500,000	745,470									19,245,470
Equipment/Furnishings			1,713,827									1,713,827
Other			350,000									350,000
Contingency			690,703									690,703
												0
Total	10,000,000	9,500,000	3,500,000	0	0	0	0	0	0	0	0	23,000,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	Construction
FY 2005/06	Construction complete July 2006
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Orange High School Renovations*

Project Description: *Phase I: renovate science laboratores; reconstruct trennis courts; replace synthetic floor in main gymnasium*
Phase II: Athletic stadium improvements including replacing restrooms, concession stand and press box on the home side of the fields; add locker room to the D-wing. Construct an athletic field house; renovations to auditorium and acoustical enhancements in the main building area; track repair and resurfacing.

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax		30,000		80,000			156,737					266,737
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other	1,898,000						32,263	489,000	800,000	885,000	860,000	4,964,263
												0
Total Project Funding	1,898,000	30,000	0	80,000	0	0	189,000	489,000	800,000	885,000	860,000	5,231,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin	50,000											50,000
Land/Assoc Fees												0
Construction	723,000	30,000		80,000			189,000	489,000	800,000	885,000	860,000	4,056,000
Equipment/Furnishings	175,000											175,000
Other	950,000											950,000
Contingency												0
												0
Total	1,898,000	30,000	0	80,000	0	0	189,000	489,000	800,000	885,000	860,000	5,231,000

Impact on Future Operating Budget

Personnel		
Operating		
Capital Outlay		
Less: Savings		
Less: Offsetting Revenue		
Total Impact	0	

Project Timetable

Completed to Date	Tennis courts and gym floors; Field House, D Wing and Science Laboratories completed; design and renovation of auditorium	
FY 2004/05	Renovation to Media Center, new fire alarm system, ceiling enhancements throughout the school, new intercom system, replace external doors, enhance lighting through the school, and floor replacement, media center carpeting complete.	
FY 2005/06		
FY 2006/07		
FY 2007/08		
FY 2008/09		

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Pathways Elementary School Project*

Project Description: *Emergency Electrical Power for New 560 student Elementary School opened in 2000-2001.*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax												0
Long Range Capital	1,053,543		23,000									1,076,543
PSBF												0
1992 Bond Funds												0
1997 Bond Funds	4,639,017											4,639,017
2001 Bond Funds	5,980,160											5,980,160
Other												0
												0
Total Project Funding	11,672,720	0	23,000	0	0	0	0	0	0	0	0	11,695,720

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin	750,000											750,000
Land/Assoc Fees	1,950,000											1,950,000
Construction	8,000,000		23,000									8,023,000
Equipment/Furnishings	1,200,000											1,200,000
Other	-1,065,000											-1,065,000
Contingency	837,720											837,720
												0
Total	11,672,720	0	23,000	0	0	0	0	0	0	0	0	11,695,720

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Playground Surfacing*

Project Description: *Provide a protective surface under and around playground equipment at all playgrounds. Install timber edging to hold material in place. A common cushioning material will be utilized at all sites for maximum protection and economy.*

Project Funding

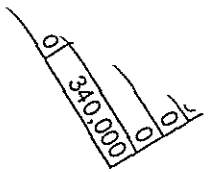
	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax	140,000											140,000
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds												0
2001 Bond Funds												0
Other						200,000						200,000
												0
Total Project Funding	140,000	0	0	0	0	200,000	0	0	0	0	0	340,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin												0
Land/Assoc Fees												0
Construction	140,000					200,000						340,000
Equipment/Furnishings												0
Other												0
Contingency												0
												0
Total	140,000	0	0	0	0	200,000	0	0	0	0	0	340,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0



Project Timetable

Completed to Date	
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Roofing Projects*

Project Description: *This project includes major upgrades to roofing systems that commence in 2002 and conclude in 2013. Project descriptions outlined in the Orange County Schools Strategic Roofing Plan.*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax	456,635											456,635
Long Range Capital												0
PSBF												0
1992 Bond Funds												0
1997 Bond Funds	200,000											200,000
2001 Bond Funds												0
Other		355,655	280,000	698,671	879,393	217,860	354,870	371,783	34,527	34,527	50,000	3,277,286
												0
Total Project Funding	656,635	355,655	280,000	698,671	879,393	217,860	354,870	371,783	34,527	34,527	50,000	3,933,921

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin	150,000											150,000
Land/Assoc Fees												0
Construction	506,635	355,655	280,000	698,671	879,393	217,860	354,870	371,783	34,527	34,527	50,000	3,783,921
Equipment/Furnishings												0
Other												0
Contingency												0
												0
Total	656,635	355,655	280,000	698,671	879,393	217,860	354,870	371,783	34,527	34,527	50,000	3,933,921

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	Developed strategic roofing plan to maintain roofs over the next 15 years.
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

Capital Investment Plan
Orange County Schools
FY 2005-2015
OCB022 - Project Description Form

Project Title: *Technology Applications*

Project Description: *Purchase equipment including computers, file servers, telecommunication equipment, video equipment and retrofit facilities. Six technology systems are planned for each school: computer networks; hardware work stations; software; multimedia; telecommunications; and electronic systems management.*

Project Funding

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Sales Tax	5,200,000	500,000	398,945	264,691	412,068	625,000	625,000	625,000	625,000	625,000		9,900,704
Long Range Capital												0
PSBF												0
1992 Bond Funds	2,000,000											2,000,000
1997 Bond Funds	1,000,000											1,000,000
2001 Bond Funds												0
Other	400,000		226,055	360,309	212,932							1,199,296
												0
Total Project Funding	8,600,000	500,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	0	14,100,000

Cost Elements

	Prior Years	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total Project
Planning/Arch/Engin	700,000											700,000
Land/Assoc Fees												0
Construction	1,000,000											1,000,000
Equipment/Furnishings	6,900,000	500,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000		12,400,000
Other												0
Contingency												0
												0
Total	8,600,000	500,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	0	14,100,000

Impact on Future Operating Budget

Personnel	
Operating	
Capital Outlay	
Less: Savings	
Less: Offsetting Revenue	
Total Impact	0

Project Timetable

Completed to Date	Ongoing
FY 2004/05	
FY 2005/06	
FY 2006/07	
FY 2007/08	
FY 2008/09	

CHAPEL HILL - CARRBORO CITY SCHOOLS													
CAPITAL INVESTMENTS PLAN 2005 - 2015													
	PRIOR	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TEN YEAR	PROJECT
PROJECT TITLE	YEARS	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	TOTAL	TOTAL
ADA Requirements	288,150	50,000	50,000	50,000	50,000	50,000	75,000	75,000	75,000	75,000	100,000	650,000	938,150
Abatement Projects	200,000	60,000	60,000	60,000		50,000	70,000	80,000	90,000	100,000	100,000	670,000	870,000
Phillips: Replace Floor Tile						100,000						100,000	100,000
CHHS: Replace Floor Tile						100,000						100,000	100,000
Athletic Facilities Improvements	1,357,387										100,000	100,000	1,457,387
Culbreth: Track Resurface, Bleachers, Gym Floor							100,000					100,000	100,000
McDougle Middle: Tennis Courts, Gymnasium			485,000				200,000					685,000	685,000
Phillips: Gym Acoustics, Bleachers and Floor			75,000				150,000					225,000	225,000
CHHS: Tennis Courts, Weight Rm Fl, Fields, Gym	-	210,000	75,000		350,000					100,000	100,000	835,000	835,000
ECHHS and Scroggs: Athletic Field Improvements								300,000				300,000	300,000
Classroom/Building Improvements	120,000												120,000
Ephesus, FPG, other Bathroom Improvements						200,000	200,000	200,000	200,000			800,000	800,000
FP Graham: Primary Bld. Casework, Reno. Bathroom		425,000										425,000	425,000
Phillips: Support Area Improvements		200,000											
CHHS: Cultural Arts Building-Lobby, Restroom Imp.					300,000			250,000				550,000	550,000
Doors/Hardware/Canopies	315,000											-	315,000
Estes Hills: Campus Canopies, Doors, Hardware		45,000						50,000				95,000	95,000
Culbreth: Doors and Hardware				120,000	50,000							170,000	170,000
Phillips: Doors and Hardware			120,000					25,000				145,000	145,000
CHHS: Doors/Hardware and Canopy		75,000			75,000			75,000				225,000	225,000
Electrical Systems	125,000											-	125,000
Elementary Schools: Increase Electrical Distribution			149,387						180,000		150,000	479,387	479,387
Phillips: Increase Electrical Distribution					150,000							150,000	150,000
CHHS: Electrical Upgrades and Increased Dist					200,000							200,000	200,000
Energy Efficiency/Lighting Improvements													
Carrboro: Replace Light Fixtures	251,316											-	251,316
Ephesus: Replace Light Fixtures							-		210,000			210,000	210,000
FP Graham: Replace Light Fixtures							200,000					200,000	200,000
Seawell: Replace Light Fixtures							420,000					420,000	420,000
Culbreth: Replace Light Fixtures							-	430,000				430,000	430,000
Phillips: Replace Light Fixtures							320,000					320,000	320,000
CHHS: Replace Light Fixtures						587,000						587,000	587,000
Fire/Safety/Security	1,186,900							125,000				125,000	1,311,900
Carrboro: Intercom, bell/clock systems		35,000	10,000									45,000	45,000
Ephesus Elementary: Update Fire Panel				110,000								110,000	110,000
McDougle Campus: security system upgrades			10,000										
Access Control Systems			155,000	171,961									
Indoor Air Quality	190,000	40,000	40,000	40,000	40,000	40,000	40,000	75,000	75,000	100,000	100,000	590,000	780,000
Duct Cleaning, Seal Leaks, Preserve Façade						25,000	25,000	40,000	70,000			160,000	160,000
Carpet Removal: Elementary Schools				185,000	175,000	185,000	175,000					720,000	720,000

	PRIOR	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TEN YEAR	PROJECT
PROJECT TITLE	YEARS	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	TOTAL	TOTAL
Mechanical Systems	2,290,490											-	2,290,490
Carrboro: 400 Wing Chiller			50,000										
Ephesus: New Wing Chiller			50,000										
FP Graham: Replace Boiler Media/Intermediate Bld		40,000											
Estes Hills: CoolingTower and heaters							175,000					175,000	175,000
Seawell: Bathroom Heat and Hot Waters		25,000											
Culbreth: HVAC Duct Replacement								350,000				350,000	350,000
McDougle Campus: Convert Controls to Digital/EMS											350,000	350,000	350,000
Phillips: HVAC System Replacement, Cooling Tower		650,000											
CHHS: Chiller C.A Bld., replace elect. heat D Bld.								594,550	235,000			829,550	829,550
Kitchen AC Systems: 5 remaining schools		475,000											
Mobile Classrooms/Rental Space	1,170,000											-	1,170,000
High School Units, District Staff Space		260,000	110,000	110,000	110,000	150,000	-	-	-	240,000	-	1,000,000	1,000,000
												-	
Paving/Parking Lots	961,590											-	961,590
Ephesus: Repair/Pave Driveway and Lots					57,541			100,000				157,541	157,541
Seawell: Repair/Pave Driveways and Lots					50,000							50,000	50,000
McDougle Campus: Repair/Pave Driveways & Lots							313,504					313,504	313,504
Phillips: Repair/Pave Driveways and Lots			75,000						235,000			310,000	310,000
CHHS: Repair/Pave Student and Teacher Lots		65,000			150,000							215,000	215,000
Planning for Future Projects	1,039,747							175,000		200,000		375,000	1,414,747
Roofing Projects	2,277,126											-	2,277,126
Estes Hills Elementary School			550,000	-								550,000	550,000
Glenwood Elementary - Primary Building						357,000						357,000	357,000
FP Graham Elementary School		590,000										590,000	590,000
Seawell Elementary School				-					150,000			150,000	150,000
McDougle Middle - Seal and Repairs										210,000		210,000	210,000
Phillips: New Wing Roof					350,000							350,000	350,000
CHHS: Roof Replacements - CA Bld			520,000						300,000			820,000	820,000
ECHHS: Seal and Repairs						338,856						338,856	338,856
Lincoln Center: Warehouse Roof			450,000									450,000	450,000
Technology	10,017,502											-	10,017,502
Infrastructure-Maint./Upg.		148,000	200,000	230,000	260,000	150,000	235,000	200,000	395,000	260,000	260,000	2,338,000	2,338,000
Thin Client Projects		112,000	90,000	90,000	90,000	130,000	110,000	110,000	140,000	130,000	130,000	1,132,000	1,132,000
Video Projects		50,000	40,000	5,000	5,000	5,000	5,000	10,000	10,000	20,000	10,000	170,000	170,000
Computer/AV Hardware		425,000	300,000	300,000	300,000	520,000	430,000	605,000	400,000	600,000	760,000	4,640,000	4,640,000
Contracted Services		91,000	110,000	80,000	85,000	110,000	120,000	120,000	120,000	140,000	130,000	1,106,000	1,106,000
Phone Systems		34,000	100,000	100,000	10,000	10,000	10,000	10,000	10,000	40,000	10,000	334,000	334,000
Home Access		20,000	20,000	20,000	40,000	60,000	80,000	100,000	160,000	175,000	200,000	875,000	875,000
E-Learning		100,000	150,000	175,000	200,000	225,000	250,000	250,000	250,000	250,000	250,000	2,100,000	2,100,000
Window Replacements	870,000											-	870,000
Ephesus: Replace Windows in Original Building			100,000									100,000	100,000
Seawell: Replace Classroom and General Areas							100,000	50,000				150,000	150,000
Culbreth: Replace Classroom and General Areas									200,000			200,000	200,000
Phillips: Replace Classroom and General Areas		350,000										350,000	350,000
CHHS: Window Replacements			350,000							100,000	200,000	650,000	650,000

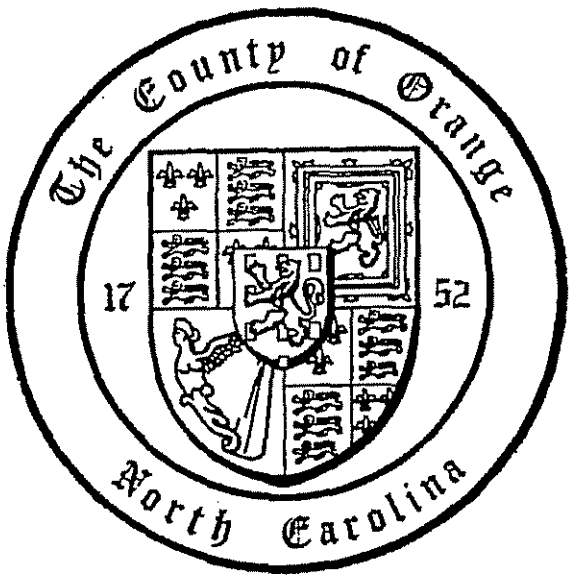
	PRIOR	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TEN YEAR	PROJECT
PROJECT TITLE	YEARS	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	TOTAL	TOTAL
Building Additions:													
McDougle Middle School Auditorium										1,250,000	2,227,878	3,477,878	3,477,878
Culbreth Middle School Science Labs									1,339,321	1,107,396		2,446,717	2,446,717
New Facilities:													
High School #3 - opens 2007/08	4,891,697	11,792,133	15,952,667	3,305,503								31,050,303	35,942,000
TOTAL EXPENDITURES	27,551,905	16,597,133	20,447,054	5,152,464	3,097,541	3,392,856	3,803,504	4,399,550	4,844,321	5,097,396	5,177,878	72,009,697	99,561,602
CIP REVENUE													
HIGH SCHOOL #3 FUNDING:													
Accumulated Impact Fees (6.1M + 3.2M)	4,891,697	4,408,303										4,408,303	9,300,000
Alternative Financing:													
High School #3	-	2,500,000										2,500,000	2,500,000
High School #3 (Smart Growth initiatives)	-	2,200,000										2,200,000	2,200,000
Portion of Elementary #10 Financing	-	1,236,508	3,063,492									4,300,000	4,300,000
2001 Bond Funds:													
High School #3 (originally for Elem. #10)	-		11,441,841	1,358,159								12,800,000	12,800,000
Sales Tax Refunds/Rebates				500,000								500,000	
Long Range Pay-As-You-Go Funds-HS#3		1,447,322	1,447,334	1,447,344								4,342,000	4,342,000
Alternative Financing-Older Schools	1,633,686	3,519,218	3,077,096	370,000								6,966,314	8,600,000
Long Range Pay-As-You-Go Funds-Projects	-	1,285,782	1,417,291	1,476,961	3,097,541	3,392,856	3,803,504	4,399,550	4,844,321	5,097,396	5,177,878	33,993,080	33,993,080
TOTAL CIP FUNDS AVAILABLE	6,525,383	16,597,133	20,447,054	5,152,464	3,097,541	3,392,856	3,803,504	4,399,550	4,844,321	5,097,396	5,177,878	72,009,697	78,535,080
UNFUNDED PROJECTS:													
Elementary School #10-opens 2009-10			451,767	4,969,463	14,908,309	2,258,835						22,588,374	22,588,374
Elem. #10 Site-Utilities and Connector Road					2,620,000							2,620,000	2,620,000
First School Opens 2009-10			184,278	2,027,058	6,081,174	921,390						9,213,900	9,213,900
New Central Office-opens 2010-11				204,894	2,253,838	6,761,515	1,024,473					10,244,720	10,244,720
Lincoln Center to Educational Facility-2011-12					219,768	2,417,446	7,252,339	1,098,839				10,988,392	10,988,392
Middle School #5 - opens 2014-15								797,024	8,767,265	26,301,794	3,985,120	39,851,203	39,851,203

CHAPEL HILL - CARRBORO CITY SCHOOLS
CAPITAL INVESTMENT PLAN
MAJOR CAPITAL PROJECTS - PRIORITY ORDER

Capital project priority list reviewed by CHCCS Board of Education on March 3, 2005 and forwarded to Orange County for CIP funding considerations.

Year	Capital Project	Status in 2005-15 CIP
2005-06	Phillips: HVAC Replacements and EMS	maintained in CIP 2005-06
	Seawell: Bathroom Heat and Hot Water	maintained in CIP 2005-06
	FP Graham: Roof Replacement	maintained in CIP 2005-06
	Kitchen AC Systems: 5 remaining schools	maintained in CIP 2005-06
	Mobile Classrooms/Rental Space	maintained in CIP 2005-06
	Security/Communications System Enhancements	maintained in CIP 2005-06
	Elementary School Playgrounds: 4 schools	moved to Recurring Capital Account 2005-06
	FP Graham: Boiler Replacement	maintained in CIP 2005-06
	FP Graham: Classroom Casework	maintained in CIP 2005-06
	Phillips: Support Area Improvements	maintained in CIP 2005-06
	Estes Hills: Campus Canopies, Doors, Hardware	maintained in CIP 2005-06
	Seawell: Replace Windows-Classroom and General Areas	moved in CIP 2010-11
	Phillips: Replace Windows-Classroom and General Areas	maintained in CIP 2005-06
	CHHS: Doors/Hardware Replacements	maintained in CIP 2005-06
	CHHS: Window Replacements	moved in CIP 2006-07
	Lincoln Center: Warehouse Roof	moved in CIP 2006-07
	CHHS: Renvate Tennis Courts	maintained in CIP 2005-06
2006-07	CHHS: Roof Replacements - CA Bld	maintained in CIP 2006-07
	Ephesus: Update Fire Panel	moved in CIP 2007/08
	CHHS: Electrical Upgrades and Increased Dist.	moved in CIP 2008-09
	Phillips: Increase Electrical Distribution	moved in CIP 2008-09
	Culbreth: Replace Windows-Classroom and General Areas	moved in CIP 2012-13
	FP Graham: Bathroom renovations	moved in CIP 2009-10
	Culbreth: Furniture Replacement	moved to Recurring Capital Account 2005-06
	Phillips: Doors and Hardware	maintained in CIP 2006-07
	CHHS: Repair/Pave Student and Teacher Lots	maintained in CIP 2006-07
	McDougle Middle: Tennis Courts, Basketball Goals	maintained in CIP 2006-07
2007-08	Phillips: Roof replacement - New Wing/Auditorium	moved in CIP 2008-09
	CHHS: C.A Bld. replace electric heat	moved in CIP 2011-12
	CHHS: Cultural Arts Building-Lobby, Restroom Imp.	moved in CIP 2008-09
	Seawell: Repair/Pave Driveways and Lots	moved in CIP 2008-09
	CHHS: Field Imp., Bleachers, Gym Floor, Field Lights	moved in CIP 2008-09
	Culbreth:Track Resurface, Bleachers, Gym Floor	moved in CIP 2010-11
2008-09	Estes Hills: Roof Replacement	moved in CIP 2006-07
	McDougle Middle: Roof Seals and Repairs	moved in CIP 2013-14
	Ephesus: Repair/Pave Driveway and Lots	maintained in CIP 2008-09
	Phillips/Smith: Gym Acoustical Improvements	moved in CIP 2006-07
	CHHS: Dance and Weight Room Floor Replacements	maintained in CIP 2008-09
2009-10	Glenwood: Roof Replacement Primary Building	maintained in CIP 2009-10
	ECHHS: Roof Seals and Repairs	maintained in CIP 2009-10
	CHHS: Replace Light Fixtures	maintained in CIP 2009-10
	Culbreth: Doors and Hardware	moved in CIP 2007-08
	ECHHS: Field Improvements	moved in CIP 2011-12

2010-11	Phillips: Replace Light Fixtures	maintained in CIP 2010-11
	Seawell: Replace Light Fixtures	maintained in CIP 2011-12
	FP Graham: Replace Light Fixtures	maintained in CIP 2010-11
	Phillips: Gymnasium Bleachers and Floor	maintained in CIP 2010-11
	McDougle Campus: Repair/Pave Driveways & Lots	maintained in CIP 2010-11
	McDougle Middle: Auditorium Addition	moved in CIP 2013-14 w/increased budget
2011-12	Culbreth: Replace Light Fixtures	maintained in CIP 2011-12
	Scroggs: Field Improvements	maintained in CIP 2011-12
2012-13	Seawell: Roof Replacements	maintained in CIP 2012-13
	Ephesus: Replace Light Fixtures	maintained in CIP 2012-13
	Culbreth: Science Lab Renovation/Addition	maintained in CIP 2012-13 w/increased budget
2013-14	Field Bathrooms: Culbreth, McDougle, Phillips	not included in CIP
2014-15	Smith/CHHS: Field Bathroom/Concession	not included in CIP



This page left intentionally blank

Solid Waste/Landfill Operations

Summary

	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12 Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
By Program *(Enterprise Fund)*						
Administration	$747,116	$877,997	$994,027	$912,335	$1,012,974	$1,012,974
Landfill Operations	$2,197,992	$2,638,794	$2,655,648	$2,547,135	$2,989,407	$2,989,407
Recycling Operations	$2,009,294	$2,378,196	$2,822,743	$2,607,489	$2,623,919	$2,623,919
Sanitation Operations	$0	$0	$0	$0	$1,878,192	$0
Total Expenditures	**$4,954,402**	**$5,894,987**	**$6,472,418**	**$6,066,959**	**$8,504,492**	**$6,626,300**
Equipment Reserve Allocation*	$0	$0	$1,539,534	$1,010,013	$1,240,067	$1,240,067
Total Expenditures and Allocations	**$4,954,402**	**$5,894,987**	**$8,011,952**	**$7,076,972**	**$9,744,559**	**$7,866,367**
Offsetting Revenue	*$4,954,402*	*$5,894,987*	*$9,551,486*	*$7,076,972*	*$7,866,367*	*$7,866,367*
County Costs (net)	**$0**	**$0**	**$0**	**$0**	**$1,878,192**	**$0**
Total Expenditures	**$4,954,402**	**$5,894,987**	**$8,011,952**	**$7,076,972**	**$9,744,559**	**$7,866,367**

* these funds are earmarked for specific purchases of equipment and vehicles, as well as costs of construction projects to be expensed in FY 2006-07 and future years to continue necessary solid waste, recycling and reduction programs.

Budget Overview

The FY 2005-06 Solid Waste/Landfill Operations budget reflects a continuation of existing programs/services in landfill and recycling operations. The Manager Recommended Budget included the transfer of sanitation operations from the Public Works Department to the Solid Waste Enterprise Fund, effective July 1, 2005. During budget deliberations, the Board of Commissioners approved the continuation of sanitation operations within the Public Works Department for FY 2005-06.

The FY 2005-06 budget includes a $1.00/ton fee increase (to $46.00/ton) for mixed solid waste (MSW), while all other fees, including the Waste Reduction, Reuse, and Recycling (3R) fee, remain the same. This 3R fee has provided an additional source of revenue for the continuation of recycling and reduction programs, helped maintain a sufficient amount of undesignated fund balance that could help to stabilize the fee rate for a period of years, and generate adequate funds to underwrite the Fund's CIP. The FY 2005-06 approved budget includes estimated fee revenues of $2,507,160 from this 3R fee.

In recent years, the Fund has been unable to set aside funds for future capital needs as tighter budgets have permitted equipment replacement only year-to-year, to the extent revenue has

been available to do so. The FY 2005-06 budget would allocate about $1.2 million in current revenue to cover a portion of the equipment and vehicle needs for the next ten years, with additional allocations to be made in future years. This initiative represents an effort to put the Solid Waste Fund on a similar capital planning footing with the rest of Orange County government. It is important to demonstrate that a ten-year Capital Investment Plan is in place to provide for the timely acquisition of new and replacement equipment and vehicles necessary to carry out the ten-year Solid Waste Management Plan. Since the Enterprise Fund is self-supporting, the revenue to cover these necessary capital expenditures must come from within the Fund. The department, upon consultation with the Finance and Budget Directors', will recommend utilization of debt financing for larger purchases if market rates are deemed advantageous to the Fund.

Although not considered expansion/addition items, the FY 2005-06 budget also includes continued purchases and/or debt financing of replacement equipment and vehicles, $155,000 for the construction of a sewer line from the landfill leachate basin to the sewer pump station, $120,000 for construction of the Hampton Pointe Recycling Center, and the full year funding of the Rural Curbside Recycling Program.

With regard to revenues, a combination of tip fee revenue, non-tip fee revenues, WRRR fee revenues, and fund balance will be utilized in order to meet the estimated revenue needs of the Solid Waste Fund for FY 2005-06. Due to rising fuel costs and its impact on increased operational costs, the recommended budget includes an increase of $1.00/ton in the mixed solid waste (MSW) tip fee to $46/ton; all other fees will remain unchanged in FY 2005-06. The budget includes continued authorization for the Manager to determine fees for the sale of recyclable material based on total market conditions.

The approved fee schedule is outlined below, as well as estimated revenues from these fees for FY 2005-06:

Material	Cost/ton	Tons	Total Revenue
Mixed Waste	$46.00/ton	56,800	$2,612,800
Construction & Demolition Waste	$41.00/ton	16,600	$680,600
Vegetative Waste	$15.00/ton	9,000	$135,000
Clean Wood Waste	$15.00/ton	1,700	$25,500
WRRR Fee*			$2,507,160
Total			**$5,961,060**

**The Waste Reduction, Reuse, and Recycling (WRRR) fee includes the following: Basic Fee ($27.00), Urban Curbside ($39.00 added to Basic Fee, for a total of $66.00), Rural Curbside ($16.00 added to Basic Fee, for a total of $43.00), and Multifamily ($14.00 added to Basic Fee, for a total of $41.00).*

For comparison, the FY 2004-05 estimated tonnage and fee revenue are provided:

Material	Cost/ton	Tons	Total Revenue
Mixed Waste	$45.00/ton	56,800	$2,556,000
Construction & Demolition Waste	$41.00/ton	16,500	$676,500
Vegetative Waste	$15.00/ton	9,000	$135,000
Clean Wood Waste	$15.00/ton	1,600	$24,000
3R Fee			$2,458,000
Total			**$5,849,500**

Total FY 2005-06 budgeted expenditures of $7,866,387 would be funded as follows:

Tip Fee Revenue	3,523,900
Non-Tip Fee Revenue	667,808
WRRR Fee Revenue	2,507,160
Contribution from CIP Allocation	246,590
Appropriated Fund Balance	920,909
TOTAL REVENUE	**$7,866,367**

Staff estimates that the Fund Balance at June 30, 2005 will be $2,269,308. The recommended appropriation of Fund Balance for FY 2005-06 to balance the fund would leave an estimated Undesignated Fund Balance of $484,332 at June 30, 2006, and a Designated Fund Balance (earmarked to underwrite the Fund's CIP) of $1,857,543 on June 30, 2006.

Solid Waste Administration

Fund: 50-Solid Waste/Landfill Operations	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved *Account: 50-3500*
Personnel Services	$385,120	$478,689	$431,189	$421,490	$434,934	$434,934
Operations	$361,515	$394,120	$558,238	$488,125	$557,713	$557,713
Capital Outlay	$481	$5,188	$4,600	$2,720	$20,327	$20,327
CIP Allocation	$0	$0	$15,541	$15,541	$15,592	$15,592
Total Expenditures	**$747,116**	**$877,997**	**$1,009,568**	**$927,876**	**$1,028,566**	**$1,028,566**
Offsetting Revenue	$747,116	$877,997	$1,009,568	$927,876	$1,028,566	$1,028,566
County Costs (net)	**$0**	**($0)**	**$0**	**$0**	**$0**	**$0**
Total Solid Waste Adminstration Expenditures	**$747,116**	**$877,997**	**$1,009,568**	**$927,876**	**$1,028,566**	**$1,028,566**

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 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 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.

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, 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 teacher training in solid waste management at public schools in the County where appropriate. Staff all major local festivals and similar events with solid waste information table.
- Provide at least 75 outreach presentations and landfill tours.
- Place at least 600 print and radio advertisements.
- Produce at least 42 newspaper articles.
- Conduct door-to-door outreach at a minimum of ten underperforming apartment complexes

- Produce at least two series of radio Advertisements.
- Manage implementation of new WRRRF.

Measures

Outreach and Education	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Number of ads placed	570	500*	500	CHH 200 CHN;N&O 180 DTH 20 News of O 45 Other 55	600
Number of presentations and tours	105	50**	50	80 (Muriel) 10 (Blair)	80
Number of Apartment Complexes Surveyed			10	15	15
Number of news articles and radio broadcasts	24	42	42	42	42

* We expect the same number of ads next year.

**This aspect of the Department's work was not widely advertised and there was less demand for the service. Service requests have increased via repeat customers and "word of mouth"

recommendations for educational services.

Budget Highlights:

- The increase in Capital Outlay for FY 2005-06 is for the replacement of a vehicle ($16,127) for the Administration division. Staff will consider a CNG or other type of alternative fuel vehicle when purchasing this vehicle.
- Funding for the new Operations Center is assumed to be debt financed and no funds for this purpose are requested in the FY 2005-06 approved budget.

Landfill Operations

Fund: 50-Solid Waste/Landfill Operations	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Personnel Services	$981,692	$1,073,176	$1,083,592	$1,120,168	$1,091,483	$1,091,483
Operations	$849,996	$1,018,953	$1,180,680	$1,168,638	$1,349,785	$1,349,785
Capital Outlay	$366,304	$546,665	$391,376	$258,329	$548,139	$548,139
CIP Allocation	$0	$0	$1,103,966	$766,115	$834,819	$834,819
Total Expenditures	**$2,197,992**	**$2,638,794**	**$3,759,614**	**$3,313,250**	**$3,824,226**	**$3,824,226**
Offsetting Revenue	*$2,197,992*	*$2,638,794*	*$3,759,614*	*$3,313,250*	*$3,824,226*	*$3,824,226*
County Costs (net)	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Landfill Operations Expenditures	**$2,197,992**	**$2,638,794**	**$3,759,614**	**$3,313,250**	**$3,824,226**	**$3,824,226**

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
- Help facilitate the addition of the Towns of Carrboro and Hillsborough and Orange County's Planning Departments into 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.
- 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.

Measures

Program Collections (tons)	2002-03 Actual	2003-04 Actual	2003-04 Budget	2004-05 Estimate	2005-06 Projected
MSW	56,924	56,500	57,300	56,800	56800
C&D	27,881	19,900	18,200	16,500	16600
Yard Waste	6,385	40,000	11,400	9,000	9000
White Goods	450	399	750	750	750
Tires	1100	1059	1074	1060	1089
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	2002-03 Actual	2003-04 Actual	2004-05 Estimate	2004-05 Projected	2005-06 Estimate
Solid Waste Mgmt Plan/Development Review	100	110	100	115	100
Pre-construction meetings	150	175	175	170	175

- 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.

Budget Highlights

- The budget includes the debt payment requirement for equipment that has been financed. This $377,963 is for the payments for the Trommel screen, Crawler Loader, Horizontal Grinder, Compactor, and two (2) Dozers. There was one additional item that was added to this year due to the replacement of a small dozer in the Construction and Demolition area.
- The increases in some of the Operations in FY 2005-06 are due to additional supplies and maintenance requirements, as well as road construction and repairs necessary due to the continued operation of the Regulated Recyclable Materials Ordinance and improving drainage. Other increases are due to equipment purchases necessary to operate this program. Partial paving of the new access road and associated areas relating to the new Construction and Demolition landfill plus the Construction of the Leachate Line which is scheduled for construction and completion is noted under Land Improvements.
- Purchase of equipment includes a replacement Wheel Loader for the MSW Landfill, which is scheduled during FY 2005-06 for an estimated cost of $118,879. Replacement of a Trash Compactor is also scheduled. This purchase is anticipated to be financed and will be added to the debt payment line in the coming years. Anticipated cost for the compactor is $414,060.
- The replacement of seven small vehicles including three pickups, two trailer chassis, and two small service trucks are anticipated. The cost for these replacements is expected to be $116,585.

Recycling Operations

Solid Waste/Landfill Operations	2002-03 Actual Expenditures	2003-04 Actual Expenditures	2004-05 Original Budget	2004-05 12-Month Estimate	2005-06 Department Requested	2005-06 Commissioner Approved
Personnel Services	$415,353	$521,530	$634,576	$629,017	$762,744	$762,744
Operations	$1,430,080	$1,514,063	$1,711,539	$1,792,541	$1,694,782	$1,694,782
Capital Outlay	$163,861	$342,603	$476,628	$185,931	$166,393	$166,393
CIP Allocation	$0	$0	$420,027	$228,357	$389,656	$389,656
Total Expenditures	**$2,009,294**	**$2,378,196**	**$3,242,770**	**$2,835,846**	**$3,013,575**	**$3,013,575**
Offsetting Revenue	*$2,009,294*	*$2,378,196*	*$3,242,770*	*$2,835,846*	*$3,013,575*	*$3,013,575*
County Costs (net)	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Recycling Operations Expenditures	**$2,009,294**	**$2,378,196**	**$3,242,770**	**$2,835,846**	**$3,013,575**	**$3,013,575**

Major Services

- Urban Curbside recycling: provide weekly contracted curbside collection to an average of 17,675 households and adjoining businesses in Carrboro, Chapel Hill and Hillsborough.
- Rural Curbside recycling: provide, through County performed operations, biweekly curbside recycling collection to an average of 11,700 households in unincorporated area of County.
- Multifamily recycling: perform collection service and associated maintenance to a minimum of 225 multifamily recycling sites throughout Orange County; continue to expand program to eligible properties, including those in Hillsborough and in unincorporated 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, expand dry cell battery recycling to local businesses interested in acting as public drop-off points.
- 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, increase program operational hours to include Monday and Tuesday.
- Electronics Recycling: manage collection, processing, and marketing of electronics materials received by the Orange County Electronics Recycling Program.
- Drop-off site recycling at six 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. Open site at Hampton Pointe to replace the closed Hillsborough Commons (old Wal-Mart) site and service the Hillsborough community.
- Operate collection, service, maintenance, and clean-up for additional paper / fiber route not associated with drop-off program located throughout Orange County.
- Operate collection, service, maintenance, and clean up for commercial glass, metals, and plastics collection program located throughout Orange County that services over 100 businesses, primarily bars and restaurants.
- Process and market materials from county-operated programs to ensure quality and the best possible revenue for materials.
- Government Building Recycling Program. operate collection services and maintenance for county-wide government buildings recycling program.
- Oversee commercial food waste and animal-bedding collection program.

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 the 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, food waste, 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 glass collection, and rural recycling curbside recycling collection.

Outcomes

- Urban residential curbside recycling: Implement new contract after evaluating vendor proposals, facilitate smooth transition between vendors. Provide recycling services to the new homes anticipated in this sector next year, including those formerly unincorporated households that have been annexed.
- Rural residential curbside recycling. Increase collection efficiency by collecting two-stream. Expand rural curbside services to 1,000 new homes over the course of the year; provide recycling services to the 360 new infill homes within the serviced sector next year.
- Multifamily recycling: continue effort to reach apartment complexes in Hillsborough, expand multifamily recycling to eligible units. Add ten new multifamily sites.

- Drop-off site recycling at six unstaffed sites and six staffed Orange County Convenience Centers: Maintain high level of service at drop-off sites and continue to keep contamination low by site visits.
- Hazardous Household Waste collection: Continue and build upon success of full-time program, increase number of days open to public to include Monday and Tuesday, revitalize reuse program, and work to encourage Conditionally Exempt Small Quantity Generators of Commercial Hazardous Waste to use the program by appointment for fee-based service (disposal fees to be paid directly to contractor).
- Commercial glass program: Continue to service and collect over 700 tons of glass, metal, and plastics from over 100 businesses while keeping quality of marketable product high.
- Electronic Recycling – continue to seek significant increase in diversion with tonnage increasing by 36 tons, increase quality of materials received from Solid Waste Convenience Centers.
- Government office recycling program: Continue every other week collection from governmental office buildings. Add additional buildings as need arises. Expand service to all staffed fire departments and other unserved facilities to program.
- Food Waste Program: maintain collection of animal bedding, service Rams Head Cafeteria, and expand amount of material diverted overall by 100 Tons.

***Measures* (all values given in Tons)**

	2002-03 Actual	2003-04 Actual	2004-05 Budget	2004-05 Estimate	2005-06 Projected
Curbside Recycling					
• Urban	3,315	3,325	3,442	3,400	3,500
• Rural	1,201	1,176	1,284	1,205	1,330
Multifamily Recycling	1,157	966	925	970	999
Drop off programs for					
• Oil	109	121	144	110	115
• Oil filters	8.2	9.1	9.0	9.0	9.2
• Lead-Acid Batteries	67	74.2	71	66	70
• Dry-Cell Batteries	3.3	5.5	14	7.5	8.0
• Antifreeze	n/a	0.6	56	3.0	6.0
• Propane Tanks	2.5	3.3	5	4.7	5.0
Household Hazardous Waste	80	101	107	121	150
Electronics Recycling	29.5	169.7	200	225	261
Government Office Recycling	81	78	80	87	105
Glass	518	701	520	725	760
Drop-Off	968	1063	1000	980	1,030
OCC	1155	1260	1250	1,100	1,150
Newspapers	1857	2385	2400	2,454	2,525
Magazines	318	148	0	0	0
Mixed Paper	1024	974	980	950	997
Food Waste	789	1,332	1,390	1,807	1,907
Total	12,683	13,892	13,877	14,224	14,927

Types of Measures: Workload Measures

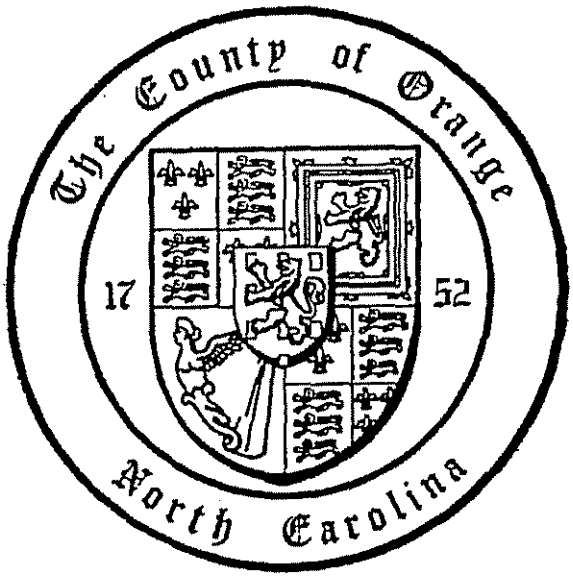
- Urban residential curbside recycling: Program is scheduled to expand to serve 660 new homes in FY 2005-06. Provide bins and weekly collection; respond to all complaint calls by 5pm of working day following receipt of call.
- Rural residential curbside recycling: Serve 1,360 new homes biweekly. Respond to all complaint calls by 5pm of working day following receipt of call. Maintain overall per-home diversion and increase overall diversion by 125 Tons.
- Multifamily recycling: Serve new apartment complexes as they are occupied, expand to at least two additional sites in Hillsborough, with over-all program expansion of ten sites.
- Drop-off site recycling at six unstaffed sites and six staffed Orange County Convenience Centers: Provide 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 at intervals to prevent spills or overflows. Maintain salvage sheds in working order at four solid waste convenience center locations.
- Hazardous Household Waste collection, latex paint exchange and product reuse shelf: Continue full-time program, expand to be open on Mondays and Tuesdays, increase the amount of hazardous materials collected and diverted from Orange County Landfill by at least 20%.
- Electronics Recycling Program: Increase tonnage by 36 tons.
- Commercial glass program: Increase tonnage and number of sites serviced by a minimum of 4.0% while maintaining our outstanding level of service.
- Government office recycling program: Maintain service levels and expand program to include additional governmental buildings.
- Food Waste Program: Increase number of sites served and increase amount diverted by 100 Tons.

Budget Highlights

- The increase in Personnel Services for FY 2005-06 is due to full year funding of five (5) positions related to the implementation of the Rural Curbside Recycling Program conversion to an in-house operation. Four (4) positions were approved by the Board of County Commissioners and budgeted in FY 2004-05 effective February 1, 2005, and one (1) position budgeted effective March 1, 2005.
- The decrease in Operations for FY 2005-06 is due to a recent re-bidding of the Urban Curbside Recycling Program, which generated a lower bid than previous contracts.
- The Capital Outlay for FY 2005-06 includes construction of Hampton Pointe Recycling Center ($120,000), replacement of a pick-up truck ($25,193), and miscellaneous equipment items ($21,200).

Appendix Table of Contents

Employee Pay and Benefits A-1
Employee Benefits Survey B-1
Living Wage C-1
Housing Wage D-1
Debt Management Policy E-1
Budget Administration F-1
Budget Ordinance G-1
Policy on Planning and Funding School Capitol Projects H-1
Demographics I-1
Fee Schedule J-1
Department Organizational Charts K-1
Glossary L-1



This page left intentionally blank

Employee Pay and Benefits

Sustainability

At its November 2004 work session and again in the February 2005 employee pay and benefits work session, the Board discussed the issue of sustainability. Sustainability includes the ability to "retain a stable, qualified, competent and flexible work force."

The County's stable and well-qualified employees are fundamental to accomplishing the County's mission of serving the citizens. An essential part of the infrastructure to maintain the needed work force is the pay and benefits plan. Maintaining the County's pay and benefits plan is a fundamental part of day-to-day business.

The Classification and Pay Study Consultant recognized this when he advised the County of the necessity to keep the new pay plan current including:

- An annual market adjustment applied as an increase to the salary schedule and as a general percentage increase to all employees when market conditions dictate.

- Salary increases linked to employee service and/or performance to provide a means for employees to progress in the salary range.

Because of fiscal issues in 2004-05, it was not possible to address the sustainability needs. Thus these needs are even more critical in 2005-06 and include the need at this point for "catch up" to address the salary progression issues and increases in the cost of living. For 2005-06, it is critical that the County move forward significantly to maintain the pay plan.

Past Pay and Benefits Actions

Following a comprehensive review of employee pay and benefits in 1998-99, the Board reached consensus at the time on several pay and benefits plan elements including:

- A cost of living element in the plan to recognize increases in the cost of living and changes in the labor market.

- An in-range salary increase element in the plan for employees whose work performance is proficient or higher to provide a means for employees to progress in the salary range as additional knowledge, experience and competence is gained. Through this the Board sought to address the issue of salary compression by providing a means for employees to advance in the salary range in relation to new hires and in relation to salaries in the market for employees with greater levels of experience.

- Meritorious Service Awards to recognize through lump sum awards the superior and exceptional accomplishments of top performing employees.

- Addition of a County paid supplemental retirement [401(k)] plan contribution for general government employees.

As an additional element, the Board decided in 2000-01 to engage a consultant to conduct a comprehensive classification and pay study of permanent positions. It had been 12 years since

the last such study. The Board undertook the study to assure that the County maintains a job classification and pay plan that is both externally competitive and internally equitable.

During 2001-02 the consultant initiated the study and provided a preliminary report to the Board in March 2002. Given the fiscal situation the County faced at the beginning of 2002-03, the Board decided to place the study on hold. In February 2003 the Board authorized completion of the study and in May 2003 authorized study implementation on a phase in basis.

To provide funding for Classification and Pay Study implementation, the Board:

- In 2002-03 and 2003-04 did not provide funding for the other pay elements (cost of living increase, in-range increase and meritorious service awards) of the plan.
- For 2004-05, approved a two percent cost of living increase effective October 11, 2004 and did not provide funding for in-range salary increases or meritorious service awards.

Attachment 1 shows the Board approved pay actions over the past five years, including Classification and Pay Study implementation. Attachment 2 shows the associated costs for the pay plan actions over these same five years.

Recommended Employee Pay and Benefits for 2005-06

The Manager's Recommended Budget includes the following recommended pay and benefits elements for 2005-06:

- 2.5 percent Cost of Living Increase effective July 1, 2005.
- Reinstatement of In-Range Salary Increases at the 2.5 percent level for employees whose work performance is "Proficient" or higher effective with the employee's performance review date.
- Reinstatement of Meritorious Service Awards with two levels of lump sum awards: $750 for Superior accomplishments and $1,500 for Exceptional accomplishments.
- Increase in the County 401(k) Plan contribution for non-sworn law enforcement officers by $5 a pay period from the present $20 per pay period to $25 per pay period effective July 1, 2005.
- Funds to address a projected employee health insurance cost increase of up to 15.9 percent effective January 1, 2006.

1. Cost of Living Increase

The Manager recommends a 2.5 percent Cost of Living Increase effective July 1, 2005. This recommendation is based on both cost of living and market factors.

- For 2004, the consumer price index as reported by the U. S. Bureau of Labor Statistics increased ***3.3 percent*** led by increases in the costs for transportation (6.5 percent) and medical care (4.2 percent). For the first three months of 2005, the consumer price index

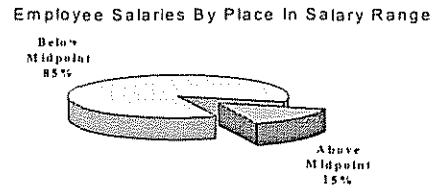
is increasing at a seasonally adjusted annual rate of ***4.3 percent***.

- As noted, the County faces not only the need to keep pace with increases in the cost of living but to maintain its position in the labor market. For 2004-05, the County granted a 2.0 percent cost of living increase and no other salary adjustment. Most area local government employers granted larger increases. For example, the Town of Chapel Hill in 2004-05 granted an average increase of 3.78 percent.

2. In-Range Salary Increase

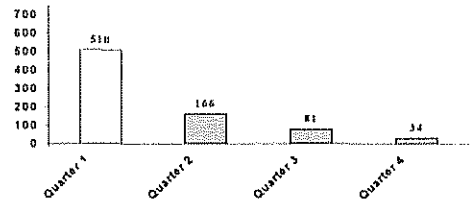
For 2005-06, the Manager recommends the reinstatement of In-Range Salary Increases of 2.5 percent for employees whose work performance is "Proficient" or higher effective with the employee's performance review date. The purpose of the In-Range Increase is to provide for the employee's advancement in the salary range in relation to new hires and in relation to the labor market as the employee gains additional experience and proficiency. As discussed in the February Budget work session, salary compression is an urgent issue.

Employee salaries are concentrated in the lower, hiring area of the salary range. As shown in the charts at the right:



- *669 or 85 percent* of permanent employees currently are at salaries below the middle (midpoint) of the salary range.

- *510 or 65* percent of employees are at salaries in the first quarter (lowest 25 percent) of the salary range.



For example, based on the County's pay plans in effect for 2002-03, 2003-04 and 2004-05:

- An employee hired April 15, 2003 and after continues to be at the same place in the salary range at which he or she was hired. If an In-Range Increase is approved for 2005-06 and the employee was hired in May 2003, he or she next would be able to progress in the salary range by the In-Range Increase amount in May 2006 (if the Board provides for In-Range Increases in 2005-06).

- An employee hired in May 1999, would have received the 2.5 percent Phase 1 increase along with a move to the salary range minimum if applicable. He or she would have received no other progression in the salary range and next would be able to progress in the salary range by the In-Range Increase amount in May 2006 (if the Board provides for In-Range Increases in 2005-06).

Meanwhile, the County is continuously hiring new employees who may be coming in at the same or even higher salaries than the employees who have been here. The issue of employee salaries being congregated in the lower portion of the salary range is applicable to all levels of the pay plan whether lower salaried or higher salaried employees.

3. Meritorious Service Awards

Funds are included in the recommended budget to reinstate Meritorious Service Awards in 2005-06. These are one-time lump sum awards to recognize Superior or Exceptional accomplishments. Attachment 3 provides additional information.

4. Employee Benefits

In the Board's February pay and benefits work session, the Board received information on and discussed the need for enhancement of the County's 401(k) Plan contribution from its present level of $20 per pay period for non-sworn law enforcement officer employees. As part of its consideration of this, the Board asked Personnel to conduct a current benefits survey of area employers. This survey is provided in Budget Appendix B, "2005 Employee Benefits Survey."

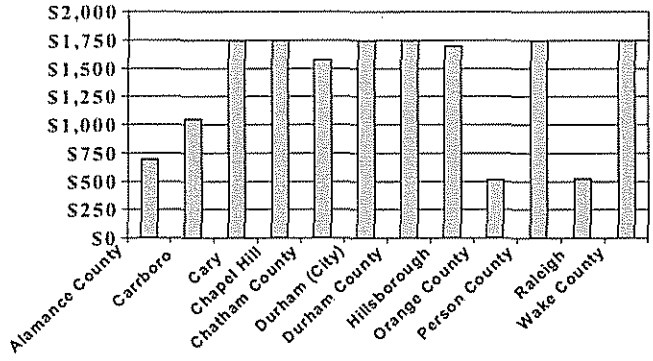
5. 401(k) Plan Enhancement

The Manager's Recommended Budget includes funding to enhance the County 401(k) Plan contribution for non-sworn law enforcement officers by increasing it $5 per pay period; that is, from $20 per pay period ($520 annually) to $25 ($650 annually). As required by State law, the County contributes five percent of salary for each sworn law enforcement officer.

Chart 11 of Appendix B shows the supplemental retirement contributions made by area governmental employers. An employer contribution to the 401(k) Plan supports the County in recruitment and retention of employees as it competes with other local government and private employers.

The contributions of other area local government employers are significantly stronger as shown in the Appendix B survey. This is demonstrated in the example below showing contributions for an employee with a $35,000 annual salary.

$35,000 Salary
Additional Supplemental Retirement Dollars



6. Employee Health Insurance

The Manager's Recommended Budget includes funds to address up to a 15.9 percent increase in the County's health insurance cost effective January 1, 2006. The actual amount of the County's health insurance increase will be determined in September 2005 through the annual renewal process.

7. Housing Wage

In follow up to the February 2005 employee pay and benefits work session, the Board had requested updated information on the housing wage. This is provided in Budget Appendix D, "Housing Wage Update."

8. Hiring Delays

To achieve the needed cost savings in 2004-05 to address the Board's $400,000 budget reduction, the County implemented three month hiring delays in filling vacant positions for 2004-05. This has yielded cost savings in the $900,000 to $1,000,000 range. These significant savings were achieved without significant service reductions through the extra effort and dedication of the County's employees and department heads.

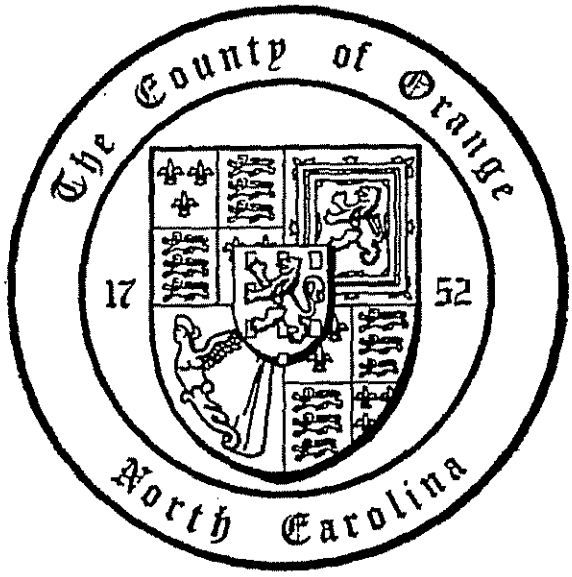
To achieve further cost savings in 2005-06, the Manager recommends the three-month hiring delays in filling vacant positions also be implemented in 2005-06. This provides for a projected cost savings of about $900,000 that is included in the recommended budget. This again places significant additional demands on the County's work force to achieve this cost savings while serving the County's citizens.

Board of Commissioners' Action as to the Pay and Benefits Elements of the Manager's Recommended Budget

With budget adoption for 2005-06, the Board approved:

- *A 4.0 percent In-Range Salary Increase for permanent employees effective with the employee's annual performance review.*
- *Increasing the County contribution for non-sworn law enforcement employees by $5 from $20 to $25 per pay period effective July 1, 2005.*
- *Funding for the projected 15.9 percent health insurance increase effective January 1, 2006. However, the Board also reduced by $300,000 the total amount available for Medicaid, employee health insurance, and fuel/utility costs with the specific areas of reduction to be determined later.*
- *Funding in the amount of $51,000 to eliminate the lowest salary grade (grade 7) and increase those employees to salary grade 8.*

Funding was not provided for the recommended Cost of Living Increases or Meritorious Service Awards.



This page left intentionally blank

2005 Employee Benefits Survey

Overview

In the February 2005 employee pay and benefits budget work session, the Board asked Personnel to survey employee benefits among area local government employers. This Budget Appendix reports the results of this survey. These are summarized below. Charts detailing the survey results for each benefit follow.

In conducting the 2005 Benefits Survey, Personnel contacted 11 area local government employers. Those are: Alamance County, Carrboro, Chapel Hill, Chatham County, Durham City, Durham County, Hillsborough, Orange Water and Sewer Authority, Person County, Raleigh and Wake County.

Benefits examined in the survey included:

- Vacation/Sick Leave
- Holidays
- Funeral Leave
- Longevity Pay
- Health Insurance
- Retiree Health Insurance
- Dental Insurance
- Life Insurance
- Disability Insurance
- Tuition Assistance
- 401(k) Plan

1. Vacation/Sick Leave – Chart 1

Of the 11 surveyed, 10 offer 12 Vacation Leave days each year as the starting tier, as does Orange County. Of the 11, the maximum number of days offered ranges from 20 days to 27 days. Orange County's maximum is slightly higher at 28.8.

All 11 offered 12 days Sick Leave each year, as does Orange County.

2. Holidays – Chart 2

All 11 surveyed offered 11 to 12 paid holidays annually, with the 12th holiday contingent upon whether Christmas falls on a weekend or weekday. Orange County offers 11.

3. Funeral Leave – Chart 3

Funeral Leave ranged from none to five days. Of the 11, seven provide specific paid leave for funerals, as does Orange County, and four require the use of earned Sick and/or Vacation Leave. Of the 11, nine restrict Funeral Leave to immediate family, as does Orange County. Of the 11, five provide Funeral Leave per occurrence, as does Orange County, and four provide a set amount per year.

4. Longevity Pay – Chart 4

Longevity Pay is an annual lump-sum payment given to employees to reward continued service. Of the 11 surveyed, 10 provide Longevity Pay. Two of these, Durham County and Wake County limit it to employees hired before a certain date. Of the 10 who provide Longevity Pay, two begin Longevity Pay prior to five years service, six begin Longevity Pay at five years and two begin such pay at 10 years, as does Orange County.

As to the Longevity Pay amount, six provide this as a percentage of salary, three provide it as a flat dollar amount and one provides both. At 10 years service, the percentage amounts range from 1.5 percent to 4.5 percent. Orange County provides 1.5 percent. For employees with 25 years or more service, percentage amounts range from two percent to 7.5 percent. Orange County provides 4.5 percent.

5. Health Insurance – Chart 5

Of the 11 surveyed, 10 pay 100 percent of the health insurance premium for employee only coverage, as does Orange County. Of the 11, six provide a subsidy for dependent coverage, as does Orange County. The subsidy percentages range from 50 percent to 70 percent. Orange County provides a 52 percent subsidy.

6. Retiree Health Insurance – Chart 6

All 11 surveyed provide retiree health insurance based on employee service, as does Orange County. Service eligibility requirements range from five years to 20 years. Employer contributions toward the cost of retiree premiums range from 25 percent to 100 percent based on service.

7. Dental Insurance – Chart 7

All 11 surveyed provide dental insurance for employees. Of the 11, eight pay 100 percent of the cost of employee only coverage, as does Orange County. Two offer coverage with the employee responsible for the full cost. Of the 11, two provide a subsidy for dependent coverage. Orange County does not provide a dependent dental subsidy.

8. Life Insurance – Chart 8

All 11 employers surveyed provide paid employee life insurance coverage, as does Orange County. The insurance amounts range from $10,000 to 1- 3 times annual salary up to $500,000. Orange County's amount of one times annual salary up to $50,000 is generally comparable.

9. Disability Insurance – Chart 9

Of the 11 surveyed, five provide employer paid short-term disability coverage of some type and six do not, as does Orange County. Of the 11, four provide employer paid long term disability coverage and seven do not, as does Orange County.

Of the 11, eight offer optional supplemental disability plans with the full cost of premiums paid by the employee, as does Orange County.

10. Tuition Assistance – Chart 10

Of the 11 surveyed, nine offer some type of tuition assistance benefit, as does Orange County. Annual amounts provided range from $300 to $2,000 and two have no cap. Orange County's tuition amount of $600 falls in the mid range.

11. 401(k) Plan – Chart 11

Of the 11 surveyed, all make an employer 401(k) Plan or 457 Plan contribution. All 11 provide a higher employer contribution than Orange County.

12. North Carolina Local Government Employees' Retirement System: Pension Examples – Chart 12

In addition to the Benefits Survey, the Board requested examples of the pension amount an employee could expect to receive on retirement. This is the pension provided through the North Carolina Local Government Employees Retirement System. It is the same without regard to the local government from which the employee retires and is based on age, years of retirement service, and average final compensation. Chart 12 has these examples.

Summary

The grid below provides a simplified summary of the survey results. It ranks the Orange County benefit in comparison to the survey results. Higher means Orange County's benefit is generally stronger. Lower means Orange County's benefit is generally weaker.

Higher	Similar	Lower
Retiree Health Insurance	Vacation/Sick	401(k) Plan Contribution
	Holidays	
	Funeral Leave	
	Longevity Pay	
	Health Insurance	
	Dental Insurance	
	Life Insurance	
	Disability Insurance	
	Tuition Assistance	

Vacation/Sick Leave

Employer	Vacation Leave Days Earned Per Year*	Sick Leave Days Earned Per Year**
Alamance County	10 - 20 days	12 days
Carrboro	12 - 26 days	12 days
Chapel Hill	12 - 26 days	12 days
Chatham County	12 - 25 days	12 days
Durham City	12 - 23 days	12 days
Durham County	12 - 26 days	12 days
Hillsborough	12 - 26 days	12 days
Orange Water and Sewer Authority	12 - 27 days	12 days
Person County	0 - 14 years service = 12 days 15 + years service = 18.4 days	12 days
Raleigh	12 - 24 days	12 days***
Wake County	12 -26 days	12 days
Orange County	12 - 29 (28.8) days	12 days

*All are based on years of service.
**All provide that sick leave may be earned without limit.
***At 8, 15, & 25 years of service the employee receives an additional one-time amount of 3, 3 and 6 months leave respectively added to Sick Leave balance.

Holidays

Employer	Paid Holidays Per Year
Alamance County	11 or 12*
Carrboro	11
Chapel Hill	11
Chatham County	11 or 12*
Durham City	11 or 12*
Durham County	11 or 12*
Hillsborough	12*
Orange Water and Sewer Authority	11
Person County	11
Raleigh	11
Wake County	11 or 12*
Orange County	11

*Depending on the day that Christmas falls.

Funeral Leave

Employer	Funeral Leave
Alamance County	None (1)
Carrboro	5 days per year for immediate family
Chapel Hill	3 days per year (2)
Chatham County	3 days per occurrence for immediate family
Durham City	5 days per year for immediate family
Durham County	3 days per year for immediate family
Hillsborough	3 days per occurrence for immediate family
Orange Water and Sewer Authority	3 days per occurrence for immediate family
Person County	None (3)
Raleigh	5 days per occurrence for immediate family (4)
Wake County	3 days per occurrence for immediate family (5)
Orange County	3 days per occurrence for immediate family

(1) May use vacation or sick leave for immediate family.
(2) May be used for family or non-family.
(3) Annual leave may be used as needed.
(4) Must use earned sick leave.
(5) Must use earned sick or vacation leave.

Longevity Pay

Employer	<1yr	<2 yrs	2 yrs	2-3 yrs	3<5 yrs	5<10 yrs	10<15 yrs	15<20 yrs	20<25 yrs	25+ yrs
Alamance County						2.5%	4%	5%	6%	6%
Carrboro						$225	$415	$600	$790	$790
Chapel Hill						$500	$650	$800	$1,000	$1,200
Chatham County	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Durham City*						2.5%	4.5%	6.0%	7.5%	7.5%
Durham County						$400	$500	$600	$700	$800
Hillsborough	.75% pro-rated	1%	1%		1.5%	2.5%	3.15%	3.15%	5%	5%
Orange Water and Sewer Authority							1.5%	2.25%	3.25%	5%
Person County		$58	$58	$100	$100	1%	2%	3.25%	4.5%	5.75%
Raleigh						1%	2%	2%	2%	2%
Wake County**							1.5%	2.25%	3.25%	4.5%
Orange County							1.5%	2.25%	3.25%	4.5%

*If hired prior to 1998. If hired after 1998 employee is not eligible.
**If hired prior to 6/16/95. If hired after 6/16/95 employee is not eligible.

Health Insurance

Employer	Percent Paid for Employee Coverage	Percent Paid for Dependent Coverage
Alamance County	100%	None
Carrboro	100%	50%
Chapel Hill	100%	50%
Chatham County	100%	None
Durham City	94% (low plan) and 83% (high plan)	70%
Durham County	100% ($200 semi-monthly flex dollars to apply to selected benefits)	Contingent upon elections
Hillsborough	100%	None
Orange Water and Sewer Authority	100%	50%
Person County	100%	None
Raleigh	100%	70%
Wake County	100%	None
Orange County	100%	52%

Retiree Health Insurance

Employer*	5 < 10 yrs	10 < 15 yrs	15 < 20 yrs	20 < 25 yrs	25 < 30 yrs	30 + yrs
Alamance County	100% (1)	100%	100%	100%	100%	100%
Carrboro		50%	75%	100%	100%	100%
Chapel Hill	25%	50%	75%	100%	100%	100%
Chatham County				50%	75%	100%
Durham City		50%	75%	100%	100%	100%
Durham County				100%	100%	100%
Hillsborough				100%	100%	100%
Orange Water and Sewer Authority		100% (2)	100%	100%	100%	100%
Person County					75%	100%
Raleigh			100%	100%	100%	100%
Wake County (hired before 5/15/94)		100%	100%	100%	100%	100%
Wake County (hired 5/16/94 to 4/15/97)		50%	50%	100%	100%	100%
Wake County (hired 4/16/97 and after)				100%	100%	100%
Orange County		100%(3)	100%	100%	100%	100%

*All employers require employee to retire directly from the specific employer.

(1) Employee must have completed at least 5 years of service with the County. Effective for employees hired on or after July 1, 2005, the County will pay a percentage amount of their premium based on years of service.

(2) Employee must have completed at least 10 years service and be age 60 or have 30 years service at any age.

(3) At age 65 with 5 but less than 10 years service or for a disability retirement with less than 10 years service, Orange County pay 50%.

Dental Insurance

Employer	Percent Paid for Employee Coverage	Percent Paid for Dependent Coverage
Alamance County	100%	None
Carrboro	None*	None**
Chapel Hill	None*	None**
Chatham County	100%	None**
Durham City	100%	None**
Durham County	Optional Coverage - Flex dollars may be applied to cover cost of coverage.	None**
Hillsborough	100%	None**
Orange Water and Sewer Authority	100%	40%
Person County	100%	None**
Raleigh	100%	70%
Wake County	100%	None**
Orange County	100%	None**

*Employee coverage is available and paid by employee.

**Dependent coverage is available and paid by employee.

Life Insurance

Employer	Life Insurance
Alamance County	1 times annual salary up to $70,000
Carrboro	$15,000*
Chapel Hill	$20,000*
Chatham County	$10,000*
Durham City	1 times annual salary *
Durham County	1 to 3 times annual salary up to $500,000**
Hillsborough	1 times annual salary up to $50,000*
Orange Water and Sewer Authority	2 times annual salary up to $100,000
Person County	$10,000*
Raleigh	1 times annual salary up to $250,000*
Wake County	1 times annual salary*
Orange County	1 times annual salary up to $50,000*

*Employee has option to purchase additional insurance.
**Flex dollars may be used to purchase coverage over 1 times annual salary.

Disability Insurance

Employer	Employer Paid Plans Short Term	Employer Paid Plans Long Term	Optional - Employee Paid Plans
Alamance County	No	No	Yes
Carrboro	$250/Month*	No	Yes
Chapel Hill	100%	100%	Yes
Chatham County	No	No	Yes
Durham City	Temporary disability leave = 6 weeks of pay for maternity, paralysis, surgery or terminal illness**	No	Yes
Durham County	Option of 50%, 60% or 66.6% of salary***	Option of 50%, 60% or 66.6% of salary***	No
Hillsborough	Yes - 60% of salary up to 26 weeks	No	No
Orange Water and Sewer Authority	No	60% of salary	No
Person County	No	No	No
Raleigh	No	No	Yes
Wake County	No	60% of salary capped at $1500 per month	Yes
Orange County	No	No	Yes

*This is not considered short-term or long-term disability.

**May use once every two years.

***This is a cafeteria plan where employees are given flex dollars to purchase disability insurance. The flex dollar amount may or may not be enough to purchase the disability insurance. If not, employee can pay for the disability insurance.

Tuition Assistance

Employer	Tuition Assistance
Alamance County	None
Carrboro	$300 per fiscal year*
Chapel Hill	$500 per fiscal year
Chatham County	None
Durham City	$400 per fiscal year
Durham County	$500 per fiscal year
Hillsborough	Yes. No cap**
Orange Water and Sewer Authority	$1,000 per fiscal year
Person County	Yes. No cap**
Raleigh	$2,000 per fiscal year
Wake County	$1,200 per calendar year
Orange County	$600 per fiscal year

*It is budgeted to allow approval for about 10 employees.

**Considered on a case by case basis.

Supplemental Retirement (401(k) and 457)

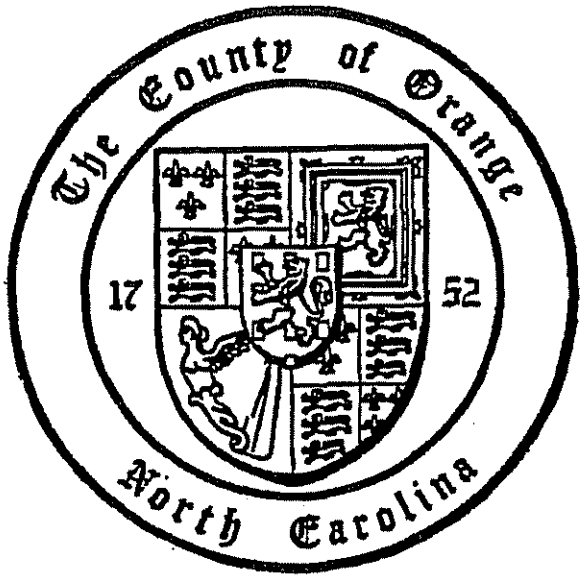
Employer	Amount	Match?
Alamance County	2%	No
Carrboro	3%	No
Chapel Hill	5%	No
Chatham County	4.5%	No
Durham City	5%	No
Durham County	5%*	No
Hillsborough	4.85%	No
Orange Water and Sewer Authority**	Yrs Ser / Per year Amt 0 / $0 4 / $1,040 10 -14 / $1,560 15 -20 / $2,080 20+ / $2,600	N/A
Person County	5%, or a minimum of $1,200 annually	No
Raleigh**	200% of employee contribution up to 1.5% of salary	Yes
Wake County	5%	No
Orange County	$20 per pay period ($520 Annually)	No

* Employee has option to direct funds to 457 Plan.
** Contribution to 457 Plan.

Examples of Retirement Pension Benefit from North Carolina Local Government Employees' Retirement Plan

	Employee Jones	Employee Smith	Employee Brown
Annual Salary	$35,000	$35,000	$35,000
Age at Retirement	60	65	60
Years Service at Retirement	30	5	25
Monthly Benefit	$1,619	$270	$1,349
Annual Benefit	$19,425	$3,238	$16,188

Note: Benefit is reduced if the retiree elects to provide for a survivor benefit.



This page left intentionally blank

Living Wage

Background

The Board of County Commissioners has established a living wage for County employees. When the Board established the Living Wage in 1998, it set the amount of that wage at $8.00 per hour. Since that date the Living Wage has been updated as follows:

Date	Living Wage	Date	Living Wage
July 1998	$8.00 an hour	July 2000	$8.45 an hour
November 1999	$8.20 an hour	July 2001	$9.11 an hour

The Board considers Living Wage updates annually in the budget process.

Living Wage Update Recommendation

The Board has based its determination of the Living Wage on the Federal poverty level for a family of four as adjusted for the Raleigh-Durham Region based on the American Chamber of Commerce Research Association's cost of living index. **Based on that formula updated to 2005, the Manager recommends the Living Wage increase from $9.11 an hour to $9.34.** The Federal Health and Human Services Poverty Level Wage for a family of four increased from $9.06 an hour to $9.31 an hour in 2005, the Raleigh-Durham Region cost of living relative to the national average increased from 97.0 to 100.3 percent in 2005.

The increase in the Living Wage from $9.11 to $9.34 an hour would affect about 60 temporary employees who work in about six departments. The estimated cost is about $15,000. This cost would be covered from existing temporary wages with no additional appropriation related to the Living Wage increase. The change does not impact Permanent employees since the lowest rate for a permanent employee currently is $10.87 an hour.

Method for Establishing the Living Wage

As noted above, the Board has based the living wage on the Federal poverty level for a family of four as adjusted for the Raleigh-Durham Region based on the American Chamber of Commerce Research Association's cost of living index.

For information, Chart 1 below shows the unadjusted Federal poverty guidelines. These establish the annual earnings needed for a family of a specific size to meet the threshold, assuming a single wage earner and 2,080 working hours (40 hour work schedule) annually,

Chart 1 - Health and Human Services Poverty Guidelines
Minimum Hourly Wage

Number in Family	1997	1999	2000	2001	2002	2003	2004	2005
1	$ 3.79	$ 3.96	$4.01	$4.13	4.26	$4.32	$4.48	$4.60
2	$ 5.10	$ 5.32	$5.41	$5.58	5.74	$5.83	$6.00	$6.17
3	$ 6.41	$ 6.67	$6.80	$7.03	7.22	$7.34	$7.68	$7.74
4	$ 7.71	$ 8.03	$8.20	$8.49	8.70	$8.85	$9.06	$9.31
5	$ 9.02	$ 9.39	$9.89	$9.94	10.18	$10.36	$10.59	$10.87

Living Wage - *Continued*

Chart 2 below shows the Raleigh-Durham region cost of living. For past years, the index for the Raleigh-Durham region included Chapel Hill. For 2004 and 2005, the cost of living for Raleigh-Durham was split into two indexes: Raleigh-Cary and Durham which includes Chapel Hill. Data was obtained for each city from these two indexes: Chapel Hill (111.8), Durham (96.3) and Raleigh (92.7). The index shown below for 2005 is the average of the three cities.

Year	RDU Cost of Living	Year	RDU Cost of Living
1997	103.0%	2002	104.6%
1999	101.8%	2003	102.2%
2000	103.1%	2004	97.0%
2001	107.3%	2005	100.3%

Chart 3 below shows the Federal poverty levels, adjusted for the Raleigh-Durham region cost of living in 1997 and for 1999 through 2005.

Chart 3 - Health and Human Services Poverty Guidelines
Adjusted for Raleigh-Durham Region Cost of Living (Wage per Hour)

Number in Family	1997	1999	2000	2001	2002	2003	2004	2005
1	$ 3.90	$ 4.03	$4.14	$4.43	$4.46	$4.42	$4.35	$4.61
2	$ 5.25	$ 5.41	$5.58	$5.99	$6.00	$5.96	$5.82	$6.19
3	$ 6.60	$ 6.79	$7.01	$7.55	$7.55	$7.50	$7.45	$7.76
4	$ 7.94	$ 8.17	$8.45	$9.11	$9.10	$9.04	$8.79	$9.34
5	$ 9.29	$ 9.56	$9.89	$10.67	$10.65	$10.59	$10.27	$10.90

Board of Commissioners' Action as to the Living Wage

The Board decided to increase the Living Wage from $9.11 an hour to $9.34 an hour effective July 1, 2005.

Housing Wage Update

Background

In follow up to the February 2005 employee pay and benefits work session, the Commissioners requested an update of the housing wage information considered in prior years. This Budget Appendix discusses the Housing Wage and provides an analysis of the current housing wage in relation to current employee salaries.

In 2002-03 and 2003-04, the Board had received information on the housing wage and considered the costs, options and impacts of a possible goal of working toward establishing a specific Housing Wage as the minimum wage for permanent County employees.

Objectives

In the Board's discussion of the Housing Wage, the Board noted its recognition of the cost of living in Orange County as compared to other areas and the Board's interest in making it affordable for employees to live in Orange County. The tool discussed to accomplish this objective was establishing a Housing Wage as a minimum salary for permanent County employees.

Housing Costs

Chart 1 below compares housing costs in Orange County to Alamance, Durham, Chatham and Wake Counties based on 2000 census data.

Chart 1 – Orange County Housing Costs Compared

Median Value	Alamance	Durham	Chatham	Orange	Wake
Owner Occupied Housing	$107,200	$127,200	$129,000	$179,000	$162,900
Monthly Mortgage Payment	$961	$1,041	$1,118	$1,333	$1,273
Monthly Rent	$557	$579	$658	$684	$727

Source: 2000 Census

As shown, the median cost for owner occupied housing and the median mortgage payment are higher in Orange County. The median monthly rent is significantly higher in Orange County than in Alamance and Durham Counties and slightly below Wake County.

Housing Wage

Fair Market Rent - The Federal Department of Housing and Urban Development (HUD) establishes in October of each year a "fair market rent" amount for various areas of the United States. This rent amount is used in various HUD programs. For example, housing assistance payments are limited by the fair market rent established for the specific area.

In general, the fair market rent for an area is the amount that would be needed to pay the gross rent (shelter plus utilities) for privately owned, safe, and sanitary rental housing of a modest (non-luxury) nature with suitable amenities. The current HUD definition used is the 40th percentile rent for most areas.

Housing Wage - *Continued*

Fair market rents are calculated separately for each bedroom size category. The Attachment 1 chart shows the fair market rent for rental housing in various bedroom size categories in North Carolina, the Raleigh/Durham/Chapel Hill area and Orange County.

Housing Wage - The National Low Income Housing Coalition examines housing data each year to determine the affordability of rental housing. To do this, the Housing Coalition calculates the amount of money a household must earn in order to afford a rental unit in a range of bedroom sizes at the area's fair market rent. This is based on the affordability standard of paying no more than 30 percent of income for housing costs.

The "Housing Wage," in concept, is the income required for an individual or family to be able to afford the area fair market rent for housing. Based on this concept, the Attachment 1 chart shows the annual family income needed to afford the fair market rent for this area. For example, the annual income needed to afford the fair market rent ($779 monthly) for a two-bedroom apartment in the Raleigh, Durham, Chapel Hill area is $31,160. The annual income needed to afford the fair market rent ($701 monthly) for a one-bedroom apartment in the Raleigh, Durham, Chapel Hill area is $28,040.

Chart 2 below compares present Orange County employee salaries to the Housing Wage data using the data for Orange County. For example, the chart shows that 71 percent of County employees are at salaries below the Fair Market Rent for a four-bedroom apartment, 58 percent are at salaries below the rent for three bedroom apartment and so forth.

Chart 2 – Employee Salaries Compared to Housing Wage

		Present Salaries	
Bedroom Size	**Housing Wage**	**Number Below**	**Percent Below**
Efficiency	$22,960	8	1%
1	$28,040	109	14%
2	$31,160	212	27%
3	$39,800	461	58%
4	$43,040	560	71%

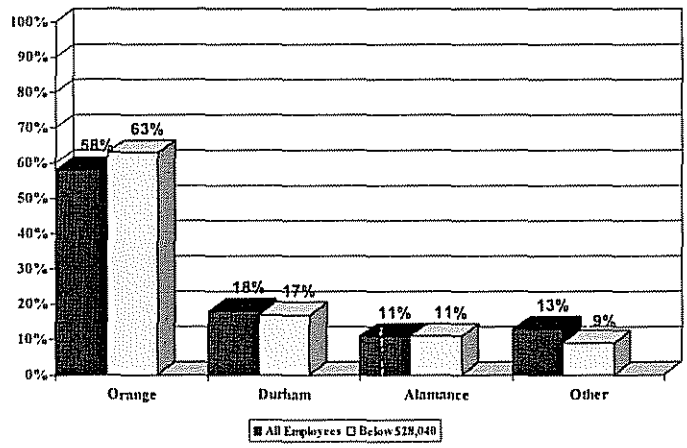
*Numbers are cumulative. Does not include vacant positions.

Orange County Employee Residence

In follow up to the Board's interest in making it affordable for employees to live in the County, staff compiled the Attachment 2 report showing employee residence by County. This information is summarized in Chart 3 to the right.

In this staff also looked at the residence of employees at salaries below $28,040 as compared to all County employees.

Chart 3 - Orange County Employees By County of Residence



As shown, about 58 percent of all permanent County employees live in Orange County. Among employees at salaries below $28,040, about 63 percent, a slightly higher percentage, live in Orange County.

Within Orange County, salary appears to be a more significant factor in indicating where employees live. As shown in the Attachment 3 chart, lower salaried employees tend to live in areas of the County outside of Chapel Hill and Carrboro.

Employees At Salaries Below $28,040

In the past, the Board had specifically expressed interest in the possibility of a minimum housing wage that would target bringing employees up to the Housing Wage based on the Fair Market Rent in Orange County for a one-bedroom apartment.

For information, Attachment 4 shows - by department – the number of employees at salaries below $28,040 and the position titles involved. In total there presently are 109 employees in 13 departments at annual salaries below $28,040.

There are five salary grades in use in the Classification and Pay Plan that include values below $28,040 in the salary range. These are salary grades 7 through 11 as shown below:

Chart 4 – Salary Ranges for Grades 7 - 11

Salary Grade	Minimum	Midpoint	Maximum
7	22,604	29,370	36,135
8	23,748	30,857	37,965
9	24,951	32,419	39,887
10	26,213	34,060	41,906
11	27,540	35,784	44,028

Attachment 4 shows for each of the above salary grades the number of employees with salaries above or below $28,040 by class. For the five salary grades, there are 109 employees with salaries below $28,040 and 67 employees with salaries above $28,040. For example, in the class of Office Assistant II, there are 10 employees below $28,040 and seven above.

Housing Wage as Minimum Salary

As the Board had considered in the past, staff looked at estimated costs for implementing a Housing Wage as the minimum salary for permanent County employees. Specifically, staff considered use of the Housing Wage for the Fair Market Rent for a one-bedroom apartment in Orange County. As shown in Attachment 1, this is an annual salary of $28,040.

As noted, there presently are 109 employees at salaries below $28,040. The total estimated general fund cost to bring those employee salaries up to $28,040 is $270,000. In addition, there would be significant associated costs to address the serious resulting salary compression issues.

Impacts

Some possible impacts of a "Housing Wage" approach to compensation include:

- Pursues the goal of making housing more affordable for the lowest salaried employees to the extent wage increases are spent on housing.
- Potentially raises the standard of living for the lowest salaried employees.
- Does not address the housing affordability issues experienced by the majority of employees.
- Tends to target the salaries of employees with lesser service since they tend to be at lower salaries than longer service employees.
- By singling out a relatively narrow group for additional salary progression, result in severe salary compression and may create employee relations issues among other segments of the work force, particularly since it offers additional increases to newer employees. Some employee concerns already exist from the Housing Wage discussion to date.

Staff Note

Given the County's present pay plan status and the need for "catch up" with cost of living and salary compression issues generally, staff recommends the Board focus available resources on the Pay and Benefits Plan in general. Through a stronger pay plan the Board supports housing affordability for all employees.

Fair Market Rent and Housing Wage

2004 Monthly Fair Market Rent By Number of Bedrooms					
Location	**Efficiency**	**One**	**Two**	**Three**	**Four**
Orange County	$ 574	$ 701	$ 779	$ 995	$ 1,076
Raleigh-Durham-Chapel Hill	$ 574	$ 701	$ 779	$ 995	$ 1,076
North Carolina	$ 485	$ 546	$ 623	$ 813	$ 905

Annual Income Needed To Afford Fair Market Rate By Number Of Bedrooms					
Location	**Efficiency**	**One**	**Two**	**Three**	**Four**
Orange County	$ 22,960	$ 28,040	$ 31,160	$ 39,800	$ 43,040
Raleigh-Durham-Chapel Hill	$ 22,960	$ 28,040	$ 31,160	$ 39,800	$ 43,040
North Carolina	$ 19,411	$ 21,837	$ 24,911	$ 32,511	$ 36,200

Hourly Wage At 40 Hours Per Week Needed To Afford Fair Market Rent By Number Of Bedrooms					
Location	**Efficiency**	**One**	**Two**	**Three**	**Four**
Orange County	$ 11.04	$ 13.48	$ 14.98	$ 19.13	$ 20.69
Raleigh-Durham-Chapel Hill	$ 11.04	$ 13.48	$ 14.98	$ 19.13	$ 20.69
North Carolina	$ 9.33	$ 10.50	$ 11.98	$ 15.63	$ 17.40

Note: Above data is from the National Low Income Housing Coalition (Out of Reach Report 2004). Income and Hourly Wage required to pay Fair Market Rent is based on spending 30 percent of income for housing.

Orange County Employees By County of Residence

	All Employees		Employees With Salaries Below $28,040	
County	Number	Percent	Number	Percent
Orange	461	58%	69	63%
Durham	141	18%	18	17%
Alamance	88	11%	12	11%
Wake	42	5%	4	4%
Person	15	2%	1	1%
Caswell	16	2%	2	2%
Chatham	8	1%	1	1%
Other*	19	2%	2	2%
Total	790	100%	109	100%

* Other includes Beaufort, Granville, Guilford, Iredell, Johnston, Lee, Randolph and Virginia.

Orange County Employees By Residence Within the County

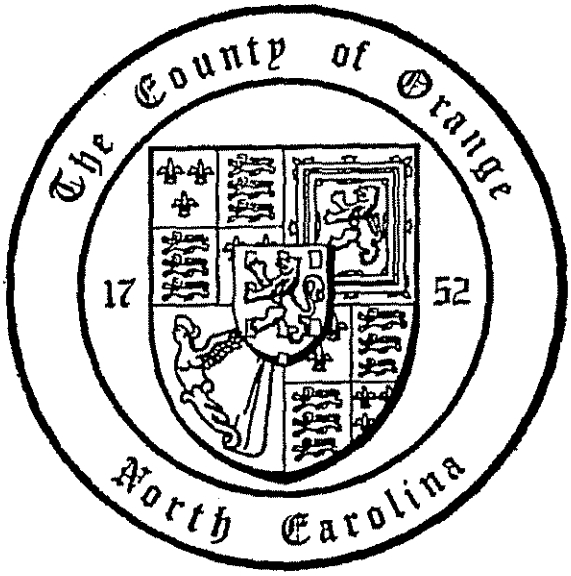
	All Employees In County			Employee With Salaries Below $28,040	
Area	**Number**	**Percent**	**Average Salary**	**Number**	**Percent**
Durham	1	0%	$27,540	1	1%
Hurdle Mills	2	0%	$32,095	0	0%
Mebane	36	8%	$35,815	8	12%
Timberlake	1	0%	$36,305	0	0%
Efland	50	11%	$36,936	9	13%
Rougemont	19	4%	$37,241	3	4%
Cedar Grove	23	5%	$37,821	3	4%
Hillsborough	182	39%	$39,599	29	42%
Carrboro	26	6%	$42,691	3	4%
Chapel Hill	121	26%	$43,999	13	19%
Total	461	100%	-	69	100%

Employees At Salaries Below $28,040
By Department

Department	Position	Number Below $28,040
Aging	Facility Operator	1
	Public Transportation Driver	3
Animal Services	Animal Care Technician	5
	Health Technician	2
	Office Assistant I	2
Child Support	Office Assistant II	1
Cooperative Extension	Office Assistant II	1
	Community Health Aide	3
Emergency Management	Emergency Medical Tech - Basic	19
Health	Medical Office Assistant	3
	Office Assistant II	2
	Community Health Aide	1
	Nursing Assistant	2
Library	Library Assistant II	2
	Library Assistant III	2
Planning	Office Assistant I	1
Public Works	Building Maintenance Technician	2
	Custodian	15
	Convenience Center Operator	8
	Office Assistant II	1
	Solid Waste Collector Driver	1
Purchasing	Central Service Clerk I	2
Recreation and Parks	Recreation Programs Assistant	1
Register of Deeds	Deputy Register of Deeds I	2
Revenue	Revenue Technician I	1
Sheriff	Custodian	2
	Jail Cook	4
Social Services	Community Social Services Assistant	2
	Comm Social Services Technician	1
	Office Assistant I	2
	Office Assistant II	4
Solid Waste	Recycling Materials Handler	7
	Solid Waste Collector Driver	3
Visitor Bureau	Office Assistant II	1
Total		**109**

Employees At Salaries Below $28,040
By Salary Grade and By Position Title

Salary Grade	Position Title	Below $28,040	Above $28,040
7	Animal Care Technician	5	
7	Custodian	17	1
7	Jail Cook	4	
8	Central Services Clerk I	2	
8	Convenience Center Operator	8	
9	Community Health Aide	4	
9	Community Social Services Assistant	2	
9	Dental Office Assistant		1
9	Health Technician	2	
9	Library Assistant II	2	1
9	Medical Office Assistant	3	2
9	Nursing Assistant	2	1
9	Office Assistant I	5	7
10	Building Maintenance Technician	2	
10	Central Services Clerk II		1
10	Community Social Services Technician	1	3
10	Deputy Register of Deeds I	2	1
10	Jail Cook Supervisor		1
10	Library Assistant III	2	
10	Office Assistant II	9	7
10	Permit Technician		1
10	Public Transportation Driver	3	5
10	Recreation Programs Assistant	1	
10	Recycling Materials Handler	7	
10	Weighmaster		2
11	Administrative Assistant I		5
11	Administrative Assistant to the Manager I		1
11	Dental Assistant		3
11	Deputy Register of Deeds II		5
11	Emergency Medical Tech - Basic	19	1
11	Facilities Supervisor		1
11	Facility Operator	1	2
11	Revenue Technician I	2	3
11	Solid Waste Collector Driver	4	8
11	Tax Clerk I		4
	Total	109	67



This page left intentionally blank

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 Aal (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.

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

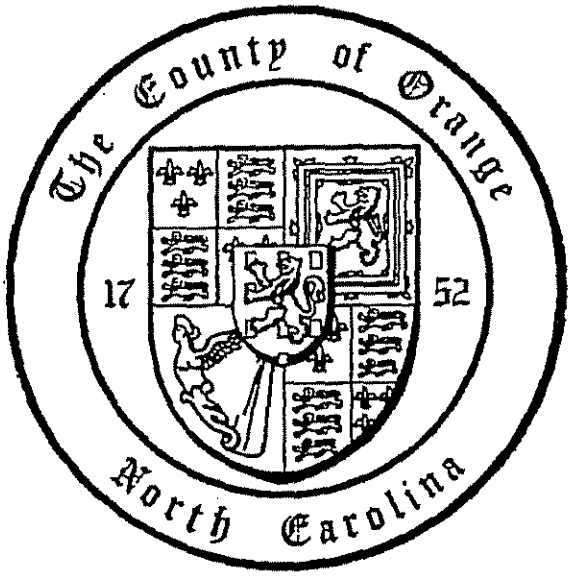
Requests for purchase orders originate at the department level for all purchases exceeding $100. Purchase orders are pre-audited by the Finance Director and approved and issued by the Purchasing and Central Services Department. For items costing $100 or less, payment requests are issued by each department.

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.



This page left intentionally blank

Fiscal Year 2005-06
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, 2005 and ending June 30, 2006, 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	$146,656,991	$3,199,883	$0	$149,856,874
Emergency Telephone Fund	$493,886	$0	$0	$493,886
Fire Districts Fund	$2,387,097	$0	$0	$2,387,097
Section 8 (Housing) Fund	$4,451,565	$0	$0	$4,451,565
Community Development Fund	$915,181	$270,360	$0	$1,185,541
Efland Sewer Operating Fund	$55,000	$85,000	$0	$140,000
Revaluation Fund	$0	$85,000	$73,396	$158,396
Visitors Bureau Fund	$557,640	$0	$53,320	$610,960
School Construction Impact Fees Fund	$2,570,000	$0	$0	$2,570,000
Solid Waste/Landfill Operations Fund	$6,698,868	$0	$1,167,499	$7,866,367

Section II. Appropriations

That for said fiscal year, there is hereby appropriated out the following:

Function	Appropriation
General Fund	
Governing and Management	$7,788,409
General Services	$9,564,580
Community and Environment	$3,471,261
Human Services	$32,123,721
Public Safety	$13,925,289
Culture and Recreation	$3,085,039
Education	$52,271,554
Debt Service	$19,711,775
Transfers to Other Funds	$7,915,246
Total General Fund	***$149,856,874***
Emergency Telephone System Fund	
Public Safety	$457,886
Transfers to Other Funds	$36,000
Total Emergency Telephone System Fund	***$493,886***
Fire Districts	
Cedar Grove	$154,887
Chapel Hill	$562
Damascus	$18,319
Efland	$181,628
Eno	$311,933
Little River	$148,012
New Hope	$344,613
Orange Grove	$190,317
Orange Rural	$487,997
South Orange	$365,880
Southern Triangle	$66,217
White Cross	$116,732
Total Fire Districts Fund	***$2,387,097***
Section 8 (Housing) Fund	
Human Services	$4,451,565
Total Section 8 Fund	***$4,451,565***
Community Development Fund (Affordable Housing Program)	
Human Services	$206,645
Total Community Development Fund (Affordable Housing Program)	***$206,645***
Community Development Fund (HOME Program)	
Human Services	$978,896
Total Community Development Fund	***$978,896***
Efland Sewer Operating Fund	
General Services	$140,000
Total Efland Sewer Operating Fund	***$140,000***
Revaluation Fund	
General Services	$158,396
Total Revaluation Fund	***$158,396***
Visitors Bureau Fund	
Community and Environment	$589,960
Transfers to Other Funds	$21,000
Total Visitors Bureau Fund	***$610,960***
School Construction Impact Fees	
Transfers to Other Funds	$2,570,000
Total School Construction Impact Fees Fund	***$2,570,000***
Solid Waste/Landfill Operations	
Solid Waste/Landfill Operations	$7,593,484
Transfers to Other Funds	$272,883
Total Solid Waste/Landfill Operations	***$7,866,367***

Section III. Revenues

The following fund revenues are estimated to be available during the fiscal year beginning July 1, 2005 and ending June 30, 2006, to meet the foregoing appropriations:

Function	Appropriation
General Fund	
Property Tax	$101,484,995
Sales Tax	$20,806,210
Licenses & Permits	$286,500
Intergovernmental	$14,192,353
Charges for Services	$8,885,675
Investment Earnings	$510,000
Miscellaneous	$491,258
Transfers from Other Funds	$3,199,883
Appropriated Fund Balance	$0
Total General Fund	***$149,856,874***
Emergency Telephone System Fund	
Charges for Services	$493,886
Total Emergency Telephone System Fund	***$493,886***
Fire Districts	
Property Tax	$2,382,673
Investment Earnings	$4,424
Total Fire Districts Fund	***$2,387,097***
Section 8 (Housing) Fund	
Intergovernmental	$4,451,565
Total Section 8 Fund	***$4,451,565***
Community Development Fund (Affordable Housing Program)	
Transfers from Other Funds	$206,645
Total Community Development Fund (Affordable Housing Program)	***$206,645***
Community Development Fund *(HOME Program)*	
Intergovernmental	$915,181
Transfer from General Fund	$63,715
Total Community Development Fund (HOME Program)	***$978,896***
Efland Sewer Operating Fund	
Charges for Services	$55,000
Transfers from Other Funds	$85,000
Total Efland Sewer Operating Fund	***$140,000***
Revaluation Fund	
Transfers from Other Funds	$85,000
Appropriated Fund Balance	$73,396
Total Revaluation Fund	***$158,396***
Visitors Bureau Fund	
Occupancy Tax	$479,640
Intergovernmental	$75,000
Investment Earnings	$3,000
Appropriated Fund Balance	$53,320
Total Visitors Bureau Fund	***$610,960***
School Construction Impact Fees Fund	
Impact Fees	$2,570,000
Total School Construction Impact Fees Fund	***$2,570,000***
Solid Waste/Landfill Operations	
Sales & Fees	$6,443,143
Intergovernmental	$140,000
Miscellaneous	$900
Licenses & Permits	$79,825
Interest on Investments	$35,000
Appropriated Reserves	$1,167,499
Total Solid Waste/Landfill Operations	***$7,866,367***

Section IV. Tax Rate Levy

There is hereby levied for the fiscal year 2005-06 a general county-wide tax rate of 84.3 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	2.60
Efland	3.475
Eno	5.70
Little River	4.60
New Hope	6.25
Orange Grove	3.40
Orange Rural	5.60
South Orange	9.20
Southern Triangle	2.60
White Cross	4.20
Chapel Hill-Carrboro School District	18.34

Section V. School Current Expense

The current expense allocation for both school districts is $49,981,296. Of that total, there is hereby allocated a lump sum of $30,372,967 for Chapel Hill-Carrboro City Schools and $19,608,329 for the Orange County Schools. This appropriation equates to $2,796 per student based on the March 2005 North Carolina Department of Public Instruction certified average daily membership of 10,863 for Chapel Hill-Carrboro City Schools and 7,013 for the Orange County Schools.

Section VI. School Recurring Capital Outlay

The recurring capital outlay for both school districts is $2,290,258. There is hereby appropriated $1,408,508 for Chapel Hill-Carrboro City Schools for recurring capital. There is hereby allocated $881,750 for Orange County Schools for recurring capital.

Section VII. 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 VIII. 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 $10 per animal.

Section IX. 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. This includes adjusting Commissioners' salaries effective

December 1, 2005 by the equivalent of the 4 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.

- Travel expense allowances for Commissioners will be established at $275 per month for the Board Chair and at $225 per month for the other four Commissioners.

Section X. 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 XI. Internal Service Fund - Dental Insurance Fund

The Dental Insurance Fund accounts for the receipt of premium payments from the County for it's 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 2005-2006 are $332,000.00 and projected expense for claims and administration for 2005-2006 is $400,500.00. An allocation of $68,500 will be made from reserves in the fund to balance.

Section XII. Encumbrances

Operating funds encumbered by the County as of June 30, 2005 are hereby re-appropriated to this budget.

This budget being duly adopted this 23rd day of June 2005.

Donna Baker, Clerk to the Board

Moses Carey, Jr., Chair

Barry Jacobs, Vice Chair

Valerie Foushee

Alice Gordon

Steve Halkiotis

ORANGE COUNTY

Policy on Planning and Funding School Capital Projects

(This document is intended to clarify the expectations of the Orange County Board of Commissioners in collaborating with the Boards of Education in planning for and implementing school capital projects)

1. Background

The County's ten-year capital investment plan is a planning document that is updated annually. Before the beginning of each fiscal year, the Board of County Commissioners approves the funding plan in concept. However, funding of individual projects is contingent upon the scope of work required to complete the project.

- **Level 1 Projects**: Level one projects are those projects that have a relatively small scope of work and can be accomplished using a single prime contractor, in-house staff or entail purchasing equipment and vehicles. Specific examples of Level 1 projects include roofing projects, parking lot paving and re-wiring of existing buildings. The Board approves the entire project ordinance at one time.

- **Level 2 Projects:** Level two projects are major projects that require several phases to complete. For these projects, the Board of County Commissioners approves a four-phase appropriation process to include:

- *Concept/Pre-Planning Phase* (includes preliminary programming and design work that would result in conceptual drawings and preliminary cost estimates.
- *Planning Phase* (including siting & infrastructure)
- *Design and Construction Approval Phase* (including final design, equipment, furnishings, non-recurring start up, technology, contingency)
    - Schools have the latitude to shift funds between major components without prior BOCC approval, providing that the actual cost of the project does not exceed budget.
    - Superintendents will provide the County Manager with written project updates at their regular monthly meetings. In turn, the County Manager will provide the Board of County Commissioners with written progress reports related to the project.
- *Final Accounting Phase*
    - Upon completion of the project, School and County staff will reconcile actual project expenditures with approved budget and provide the BOCC with a "final accounting" of project.

2. Site Standards

In accordance with North Carolina State Statutes, a local board of education cannot execute a contract nor expend funds to purchase a facility site without the consent of the local board of county commissioners. As each school system in Orange County plans for future school-related facilities, it is important that they adhere to the following guidelines related to the potential acquisition, either by purchase or donation, of a site, in addition to any siting criteria they may have established internally:

Potential Sites - The Board of Education is to notify the Orange County Board of Commissioners, in writing, whenever they have tentatively identified a potential school site for purchase, or if a potential donor indicates interest in donating a site to the system. The written correspondence should provide the following information for Commissioner consideration:

- Location, including tax map numbers, of the potential site;
- Opportunities for additional facilities to be co-located as a park site, as outlined in the "Memorandum of Agreement for Providing Coordinated Site and Facility Planning";
- The availability of public utilities within the urban services boundaries of the County;
- If a donated site:
    - Any knowledge of a donor's plans for adjacent development;
    - Special considerations or expectations the donor may have referenced in initial discussions pertaining to the donation;

Upon receipt of the Board of Education's notification, the Commissioners will appoint, by a majority vote of the Board, a representative to work directly with the Board of Education. As a partner with the school system, the Commissioner representative will receive information and provide input regarding talks and negotiations related to the potential site. The Commissioner representative will share information regarding the progress of talks and negotiations of the potential site with other members of the Board of Commissioners.

Environmental Factors – A school system is to pay particular attention to the physical environment surrounding the site and new facility.

- In order to avoid future flood hazards, a facility should not be located in close proximity to wetlands, stream buffers, or in a flood plain. Facility siting should also avoid other physical factors that create either additional construction or longer-term maintenance problems, or other unfavorable environmental impacts.

- Once a system acquires a site and before grading begins, each school system receives State approval of its erosion control plan and additional County review to ensure that unnecessary cutting of trees or clearing of land does not occur. Adequate natural buffers are to be left intact with existing trees, or replanted if the areas are disturbed during construction. Special attention should be paid to "specimen" trees as outlined in the County land development code.

Road and Utility Requirements – Major elements for a system to consider in siting a new facility relate to infrastructure requirements by a Town or other public utility. In some recent instances, the systems have been required to provide costly infrastructure such as sidewalks and road improvements. These elements greatly inflate construction costs of new facilities. As a system begins initial planning, there should be a joint meeting between elected Town, County and Education officials to discuss particular requirements that all parties expect of other project partners.

3. Building Design Standards

As a school system selects a particular facility design, it is important that the most cost-effective design alternative be pursued. Historically in Orange County, new school buildings have been designed uniquely for each particular project. The Board of Commissioners encourages systems to pursue non-traditional, or prototype, designs that can be replicated for use on more than one project. Should a system choose a unique design, it is to provide a detailed cost comparison analysis and justification in writing of why that particular approach was chosen over a prototype design.

4. Construction Standards

Over the past few years, the County has given special attention to defining construction standards for each school level – elementary, middle and high schools. The standards provide a minimum and maximum square footage and student capacity for each level. As a system undertakes construction of a new facility, it is critical that the system adheres to the most recent school construction standards (estimated project cost should include a reasonable allowance for inflation).

The Commissioners agree to provide funding for new school facilities that are designed within the adopted standards. They do not agree to fund projects that go beyond the adopted standards unless there is sufficient justification provided in writing by the Board of Education. One justification for going beyond the standards relates to co-location of facilities, in particular recreational facilities. In this case, the system must provide detailed explanations outlining the benefits to be offered to the community and citizens, in the context of the intergovernmental "Memorandum of Agreement for Providing Coordinated Site and Facility Planning" and the "Orange County Parklands Acquisition and Evaluation Criteria" adopted by the Board of Commissioners on December 7, 1999.

5. Project Approval

A project's inclusion in the ten-year plan does not give the Schools or the County legal authority to expend funds. The legal authority to expend funds lies in County Commissioner approved capital project ordinances. Therefore, the schools should not incur any expenses for any capital project until the Board of County Commissioners approves the capital project ordinance.

In order to provide timely flow of the approval process and ensure that all elements are addressed, the following steps should be followed:

- Details included in each system's ten-year Capital Investment Plans regarding the scope and timing of various phases of individual capital projects is limited. To that end, as individual Boards of Education begin discussions related to new capital projects (new construction, site acquisitions, major renovations, etc), they will be expected, in writing, to notify the Board of County Commissioners of the substance of those discussions. The memorandum from the School Board will:

  - Provide the Commissioners with an overview of the project concept along with other project specifics that the Board of Education has defined to that point;
  - Justify the need based on current school capacities and projected student enrollments consistent with the School Adequate Public Facility Ordinance (if the Ordinance is in effect at this time);
  - Provide a preliminary cost projection of the project based upon the adopted school construction standards and provisions of the Cost Effective Facilities Initiative (CEFI), which has derived from earlier discussions about "value engineering" (if this policy is in effect at this time);
  - Request that the Board of Commissioners approve a capital project ordinance to provide funding for the initial planning phase of the project;
  - Instruct the Superintendent to update the County Manager, in writing, of the project's progress at his/her monthly meetings with the County Manager.

- Upon receipt of the memorandum from the Board of Education, the Board of Commissioners will:

  - Act upon the project concept by either approving it or asking the Board of Education to amend the concept plan;
  - Instruct County staff to confirm the project's cost estimate and student capacity in accordance with the County's adopted School Construction Standards Reports along with student enrollment projections;
  - If the Board of Commissioners approves the project concept, the County Budget Director will prepare an agenda abstract and related capital project ordinance that provides funding for the concept and pre-planning phase of the project;

- Appoint, by majority vote of the Board, either a Commissioner representative (preferably the same representative that participated in the siting phase of the project) and one staff representative, or two staff representatives, to partner with the school system as the plans develop;
- Instruct the County Manager to update the Commissioners on a regular basis regarding the written information shared by the School Superintendent.

6. Expenditure of Project Funds

Funding for Project Planning - School systems will not expend or encumber for planning of any project until the Board of County Commissioners has approved the plan concept.

Background - For several years, the Board of Commissioners has approved a capital project ordinance entitled *Planning for Future Projects* for each school system. The creation of these ordinances enabled a system to expend a portion of their pay-as-you-go funds for planning during a project's conceptual stages. Once a project grew beyond the concept stages, systems requested the Commissioners to approve a "project specific" capital project ordinance allocating all funds anticipated to carry out the planned project. In turn, each district expended their monies up-front for planning, design, architect, construction, furniture and equipment. In return, the County reimbursed each District with all of the project-related expenditures up to the total project budget.

With the changes implemented by the County Commissioners in June 1999, this process has changed. It is important to note that unless a County approved capital project ordinance is in place (i.e. adopted by the County Commissioners), that the County is not legally or otherwise obligated to reimburse the school system for their expenditures. If the Board of County Commissioners approve the project concept and capital project ordinance as outlined in Item 5 above, the following steps occur:

- Following Board of Commissioner approval of final plans for the project, the school system advertises for construction bids;
- Once the system receives the bids, the School Superintendent notifies the County Manager, in writing, of the result of all bids received.
- The County Manager informs the Board of Commissioners, in writing, of the construction bid results.

7. Submission Timelines

- While the Board of Education may receive the bids, it should not execute any contract until the Board of County Commissioners receives bid information and approves a capital project ordinance for the construction phase of the project;

- Generally, the Board of Commissioners conducts regular meetings on the first and third Tuesday of each month. To allow for timely preparation of the meeting agenda, the following timelines should be followed by staff:
- Twenty-one days prior to the Board of Commissioners meeting, the School Finance or Budget Director or the Director of Facilities provides the County Budget Director with:
  - Bid Tabulation of School Construction or Major Renovation Project (example included as Attachment 1 of this Memorandum)
  - Any other pertinent information regarding the project.
- Fourteen days prior to the meeting, the County Budget Director submits a draft agenda abstract including the bid tabulation and capital project ordinance to the County Manager's office for review. The Budget Director forwards (via e-mail or fax) a copy of the abstract and attachments to the School Finance or Budget Director and the Director of Facilities for review and comments.
- Ten days prior to the meeting, the School Finance or Budget Director and the Director of Facilities provide abstract revisions and comments to the County Budget Director.
- Seven days prior to the meeting the County Budget Director submits final agenda abstract and attachments to the County Manager's Office. A copy of the abstract and attachments are forwarded (via e-mail or fax) to the school system.

Upon adoption by the Board of Commissioners, the County Budget Director informs the School Finance and Budget Director and the County Finance Director of the abstract approval and the assigned account number(s). This is done via a standard memorandum that indicates purpose and account codes.

- All requests for payment from the School Finance Directors are forwarded to the County Finance Department for payment. The County Finance Department ensures that the requisition for payment falls within the purposes approved by the Board of Education.

8. Change Orders

The School Superintendent submits, in writing, to the County Manager all contract change orders for the project. Upon receipt of the information, the County Budget Director prepares an agenda abstract and an amended capital project ordinance for approval by the Board of Commissioners at their next scheduled meeting. If there are change orders that cause project expenditures to be over budget, the School district must receive approval from the Board of Commissioners prior to approving the change order.

Orange County - Demographics

(Based on 2000 Census)

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%
Total	118,227	100%
Urban		59%
Rural		41%

Population by Race/Origin		
White	92,272	78%
African American	16,298	14%
Asian/Pacific Islander	4,865	4%
Other	4,792	4%
Total	118,227	100%

Income	
Median Family Income	41,169
Percentage of Population below Poverty Level	15%

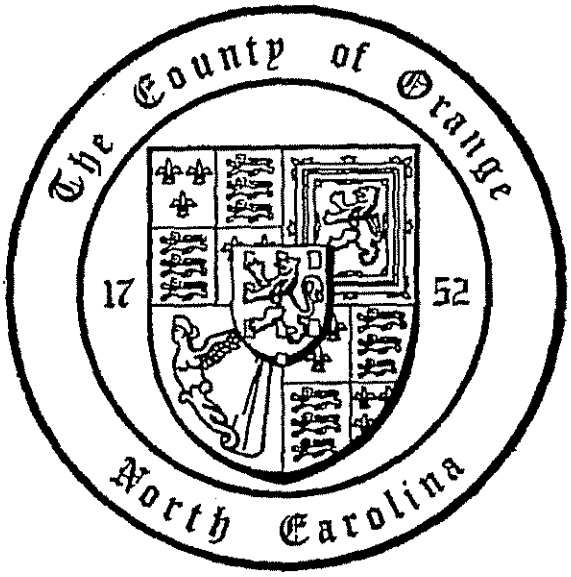
Age of Population	
Under 20 years of age	27%
20 to 44 years of age	44%
45 to 59 years of age	18%
60+ years of age	11%

Educational Attainment	
(persons 25 yrs and older)	
Less than High School Graduate	12%
High School Graduate	17%
Some College, No Degree	15%
Associate Degree	5%
Bachelors Degree	24%
Graduate of Professional Degree	27%

School Facilities*	
Elementary	15
Middle	6
High	4
Total	25

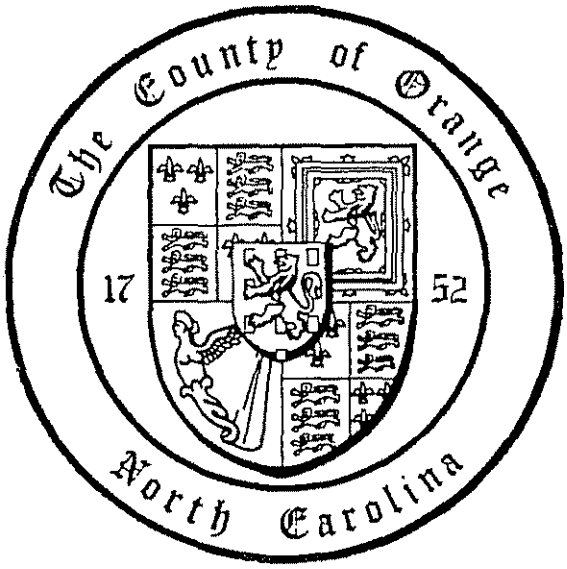
Workforce - Occupation			
Management, professional and related	47%	Farming, Foresty & Fishing	3%
Service	13%	Construction, extraction and maintenance	7%
Sales	23%	Precision Production, Craft & Repair	7%

*Based on actual facilities as of August 2002



This page left intentionally blank

Approved Fee Schedule 2005-2006



Orange County Adopted Fee Schedule - FY 2005-06

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
Information Systems				
Miscellaneous Charges	Listings	1 cent per item; $25 minimum		1986
	Labels	1.5 cents per label; $25 minimum		1986
	Copies of Data Diskete or Tape/Existing Program	$25.00 per file		1997
	Specialized Programing	$25.00 per file + $40.00/hr; $25.00 minimum		2000
Orange Public Transportation				
	Vehicle lease	40 cents per mile (van)		1999
		45 cents/mile Minibus		1999
		45 cents per mile (bus)		1999
	Driver lease	$14.00/hour Business hours; $17.00/hour for FY 00/01; $19.00/hour for FY 01-02		2001
		$28.50/hour After hours/Weekends/Holidays		1999
	Public Shuttle	50 cents/one way trip in town		1999
		$1.00 one way between towns		1999
	Medical trips	$2.00 door to door; $2.50 in FY 00-01; $3.00 in FY 01-02.		2001
Department on Aging				
Senior Programs	Classes	Instructor Cost + 10-15% Admin		Ongoing
Senior Center	Room rental (CH center only)	$15 to $65/3 hr during bus. hours		1991
		$10 higher after business hours		1991
		$250 entire facility after hours		1991

Orange County Adopted Fee Schedule - FY 2005-06

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
Board of Elections				
Filing Fees	State & County Offices	1% of Annual Salary		Mandated #
	Municipal Offices	CH - $5.00 Mayor and Council		1980
		Car - $15.00 Mayor $10.00 Co.		1980
		Hills - $10.00 Mayor and Council		1980
Municipal Elections	Precinct Officials	CH 50% and Car 50% of Cost		1980
		Hills - 100% of Cost		1980
	Ballots	All municipalities 100% of Cost		1980
	Advertisements	All municipalities 100% of Cost		1980
Other Charges	Computer print-outs	$25.00 flat fee		1994
	Special Select	$10.00		1994
	One-Precinct	$1.00		1994
	Computer labels	$25.00 flat fee/cost of labels >15,000 labels; .20 per page of 30 ($20.00 Deposit)		1994
	Computer Tapes/CD's	$25.00 per tape/existing; $1.00 per CD		1997
	Specialized Programming	$25.00 per tape		1997
Recreation and Parks				
Athletics	Youth Football	$40.00 per participant	75% Recovery Rate ($50.00)	1998
	Youth Basketball	$30.00 per participant	75% Recovery Rate ($35.00)	1998
	Girls Softball	$30.00 per participant	75% Recovery Rate ($35.00)	1998
	Youth Soccer	$30.00 per participant	75% Recovery Rate ($35.00)	1998
	Adult Athletics	N/a	100% Recovery Rate	
	Youth Athetics	N/a	75% Recovery Rate	
General Programs	Music/Piano	$40.00 per participant	Varies	1998
	Arts/Crafts	$20.00 per participant	Varies	1998
	Aerobics	$30.00 per participant	Varies	1998
	Summer Camp	$60.00/week 1st child; $50/wk 2nd child	$80/week 1st child; $70/wk 2nd child	1999
	Senior Games	$6.00 per participant		Mid 1980's
	Youth/Teen Programs	N/a	75% Recovery Rate	
	Adult Programs	N/a	100% Recovery Rate	

Orange County Adopted Fee Schedule - FY 2005-06

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
Special Populations Programs		N/a	5% Recovery Rate	
Senior Citizens Programs		N/a	5% Recovery Rate	
Sales	Trip Tickets	$6.00 per participant	100% Recovery Rate	1998
	Camp Shirts	$6.00 per shirt	N/a - included in program fee	1998
	Sports Shirts	$6.00 per shirt	N/a - included in program fee	1998
Contracted Programs	Tae Kwon Do	$35.00 per month per participant	N/a - included in Programs listed above	1998
	T'ai Chi	$65.00 per session	N/a - included in Programs listed above	1999
	Youth Self Defense	$5.00 per Class	N/a - included in Programs listed above	1998
	Jazz dance	$5.00 per Class	N/a - included in Programs listed above	1998
	Baton	$5.00 per Class	N/a - included in Programs listed above	1998
	Cheerleading	$5.00 per Class	N/a - included in Programs listed above	1998
	Sports Camps	$50.00	N/a - included in Programs listed above	1998
Other Programs	Concerts	N/a	No Charge	
	Afterschool Program	N/a	15% Recovery Rate ($15/month per child)	
Facility Rentals	Gyms - Group Rentals	$25.00 per session		1998
	Gyms- Open play individuals	$2.00 per participant		1992
	Meeting Rms/Rec Centers	$30.00 per hour		1998
	Ballfields for tournaments	$125.00 per weekend		1998
Equipment Rentals	Recreational equipment	varies		
Board of County Commissioners	Uncertified Copies	No charge		1998
	Certified Copies	No charge		1998
	Search fee	No charge		1998
	Second copies of any report	No charge		1998
	Mailed documents	No charge; cost of postage only		1998
	Cassette Tapes of BOCC Meetings	$4.00 per tape		1988

Orange County Adopted Fee Schedule - FY 2005-06

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
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		1994
	Computer Report Land Data	$.02 per item		1994
	Computer Labels - Owners	$.02 per item		1994
	Plot Land Description	$20.00 each		1994
Library	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		1989
		50 cents per page to receive		1989
	Printouts (from internet)	10 cents per page		1997

Orange County Adopted Fee Schedule - FY 2005-06

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
Register of Deeds	Deeds of trust with probate	$14 (1st pg); $3 each additional		Mandated #
	Deeds of trust w/o probate	$12 (1st pg); $3 each additional		Mandated #
	Deeds and other probate	$14 (1st pg); $3 each additional		Mandated #
	Deeds and other w/o probate	$12 (1st pg); $3 each additional		Mandated #
	Plats	$21.00 each		Mandated #
	UCCs	$30.00 (1-2 pgs); $45 (3-10 pgs); $2 addit		Mandated #
	Excise/Revenue Stamps	$2.00 (per $1000 purchase price)		Mandated #
	UCC searches	$15.00		Mandated #
	State Right of Way plans	21; $5 each additional		Mandated #
	Plat Copy	$5.00		Mandated #
	Conformed Copy	$5.00		Mandated #
	Marriage License	$50.00		Mandated #
	Marriage License Corrections	$10.00		Mandated #
	Delayed Marriages	$20.00		Mandated #
	Certified Copies	$10.00		Mandated #
	Amendments Births/Deaths	$10.00		Mandated #
	N.C. Vital Record Amendments	$7.50		Mandated #
	Legitimation	$10.00		Mandated #
	Delayed Birth Registration	$20.00		Mandated #
	Notary Public Qualification	$10.00		Mandated #
	Notarization per Signature	$3.00		Mandated #
	Notary Certification	$3.00 per document		Mandated #
	Copy Work	.25 per pg .50 assisted by staff		Early 1980s **
	Weekly/Monthly indexes	10 cents per line		Early 1980s **
	UCC printout	10 Cents per line		Early 1980s **
	Mylar plat copy	$5.00		Early 1980s **
	Issuance of Plat Copy Card	$1.00		Early 1980s **
	Duplicate Marriage License	$10.00		2000
	Historical Records	$1.00		Early 1980s **
	CRT print-out	25 cents per property		Early 1990's
	Computer tapes	$10.00 per tape		1997
Planning				
Current Planning fees	Comprehensive Plan Amendment			
	Text Change	$500		2001
	Land Use Change	$500 + $50/acre		2001
	Ordinance Amendments	$350.00		2001
	Zoning Amendments			
	Text Change	$350.00		2001
	Map Amendment:			
	Rezone to Residential	$500 +		2001
	-not including affordable housing	$50/acre		2001
	-including affordable housing	$25/acre		2001
	Rezone to Nonresidential	$2000 +		2001
	-Single tract	$100/acre		2001
	-Multiple tracts	$50/acre		2001
	Rezone to Planned Development	$1000 +		2001
	-not including affordable housing	$50/acre		2001
	-including affordable housing	$25/acre		2001

Orange County Adopted Fee Schedule - FY 2005-06

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
	Special Use			
	Class A	$1000 + $10/acre		2001
	Class B	$500 + $5/acre		2001
	Board of Adjustment			
	Residential Variance/Appeal	$300.00		2001
	Nonresidential Variance/Appeal	$500.00		2001
	Subdivision			
	Minor Subdivision			
	Concept Plan	$100.00		2001
	Final Plat	$100.00		2001
	Re-approval	$50.00		2001
	Major Subdivision			
	Concept Plan	$250 + $5/lot		2001
	Preliminary/Final	$500 + $5/lot		2001
	Re-approval	$250.00		2001
	Traffic Study Review	$250.00		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 +		
	Office	$20/1000 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

Orange County Adopted Fee Schedule - FY 2005-06

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
	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
	Signs	$25 + $2/sq. ft.		2001
	Vacation of rights-of-way/release of easements per vacation or release (includes advertising)	$250 + value of r-o-w		2001
	Revisions			2001
	Major(engineering modifications to the site plan, including major changes in site planning)	$500.00		2001
	Minor(additions to or deletions from the site plan modification)	$250.00		2001
	Administrative approvals, including one-year extensions to approved site plans	$250.00		2001
	Residential, per revision, per year for the first revisiion, 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	$500.00		2001
	Miscellaneous			
	Advertising costs	Cost + 15%		
	Effected parties research/public notice	$100 + $5/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	$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

Orange County Adopted Fee Schedule - FY 2005-06

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
Erosion Control fees	Erosion Control Plan			
	Intense urban	$507.00 per acre		2001
	Urban	$272.00 per acre		2001
	Rural	$158.00 per acre		2001
	Grading Permits			
	Intense Urban	$1,241.00 per acre		2001
	Urban	$646.00 per acre		2001
	Rural	$310.00 per acre		2001
	Private Roads	$155.00		1998
	Stormwater Management Plans	$139.00		2001
Inspection fees Building	*Schedule A*			
	New Residential (1&2 family)	$0.295 per square foot (all trades included)		2001
	Building	0.120		2001
	Electrical	0.055		2001
	Plumbing	0.055		2001
	Mechanical	0.065		2001
	Plan Review	.015 ($10 min per project); additional 10% Town of Hillsborough		2003
	Schedule B			
	Residential Renovations and Accessory Structures (1&2 family)	$.22 per square foot		2001
	Building	0.22 per square		2001
	Electrical	$50 per job		2001
	Plumbing	$50 per job		2001
	Mechanical	$50 per job		2001
	Plan Review	.015 ($10 min per project); additional 10% Town of Hillsborough		2001
	Schedule C			
	Mobile/Modular Homes			2001
	Singlewide			
	Building	$54		2001
	Electrical	$30		2001
	Plumbing	$22		2001
	Mechanical	$22		2001
	Doublewide			
	Building	$81		2001
	Electrical	$30		2001
	Plumbing	$22		2001
	Mechanical	$22		2001

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
	Triplewide			
	Building	$106		2001
	Electrical	$30		2001
	Plumbing	$22		2001
	Mechanical	$22		2001
	Quadwide			
	Building	$131		2001
	Electrical	$30		2001
	Plumbing	$22		2001
	Mechanical	$22		2001
	Schedule D			
	New Commercial	See Appendix A	See Appendix A	2004
	Plan Review	.025 per square foot per project <5000 sq ft ($75 minimum)		2003
		.020 per square foot 5000-20,000 sq ft		2003
		.015 per square foot 20,000-150,000 sq ft		2003
		.010 per square foot >150,000 sq ft		2003
		(Additional 10% Town of Hillsborough)		2003
	Commercial Renovations and Alterations	Building $100 + .25 per sf; Electrical $50; Plumbing $50; Mechanical $50		2003
	Schedule E			
	Miscellaneous Bldg Inspections			
	Mobile/Modular homes	54 (single wides)		1997
	Moving Building	$35.00	$54.00	2001
	Building Demolition	$54.00		1997
	Change of Occupancy/Use	$35.00	$54.00	2001
	Curtain Wall	$54.00		2001
	Radio/TV Tower	$35.00	$54.00	2001
	Swimming Pool	$35.00	$54.00	2001
	Woodstove/Fireplace	$35.00		2001
	Prefabricated Utility Blds	$35.00	$54.00	2001
	Signs- Business ID involv const	$54.00		1997
	Other signs	$35.00		2001

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
	Schedule F			
	Miscellaneous Electrical			
Electrical Inspections	Temporary Serv 60 amp	$35.00		2001
	Temporary Serv 60A-100A	$35.00		2001
	Mobile/Modular home	$30.00		1997
	Sign Inspections	$35.00		2001
	Gasoline Pumps	$35.00		2001
	Load Control Devices	$35.00		2001
	Miscellaneous Inspections	$35.00	$54.00	2001
	Unscheduled inspection (beyond scope of original permit)	$35.00	$54.00	2001
	Schedule G			
	Electrical Service Changes			
	Single Phase			
	30-50 amp	$35.00		2001
	60-100A	$50.00		2001
	125-200A	$60.00		2001
	400A	$70.00		2001
	Three Phase			
	20-50 Amp	$35.00		2001
	60-100 A	$60.00		2001
	150-200A	$70.00		2001
	400 A	$100.00		2001
	Schedule H			
	Electrical Service	Single Double		
	30-50 Amp	$35.00 $50.00		2001
	60 A	$35.00 $50.00		2001
	70 A	$60.00 $60.00		2001
	100A	$60.00 $60.00		2001
	125A	$70.00 $70.00		2001
	150A	$85.00 $123.00		2001
	200A	$100.00 $147.00		2001
	300A	$123.00 $172.00		2001
	400A	$147.00 $221.00		2001
	600A	$221.00 $245.00		2001
	800A	$245.00 $364.00		2001
	1000A	$364.00 $490.00		2001
	1200A	$490.00 $616.00		2001
	1400A	$553.00 $735.00		2001
	1600A	$616.00 $980.00		2001
	Over 1600A	$60/100a $100/100a		2001

Orange County Adopted Fee Schedule - FY 2005-06

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
Plumbing fees	*Schedule I*			
	New Const or Fixture Replacmt	Based on square footage (included in Schedule A and B)		2001
	# of Fixtures			
	1			
	2			
	3			
	4			
	5			
	6and over			
	Mobile/ Modular Home	$22.00		1997
	Water heater installation	N/a	$54.00	New
Mechanical Inspections	*Schedule J*			
	Residential Mechanical			
	Covered Ductwork/Compont	Delete (to be replaced by sq ft. - see Schedule A)		2001
	Exposed " Factory/Compont	Delete (to be replaced by sq ft. - see Schedule A)		2001
	installation ea addt'l system	$20.00		2001
	Replacement of one system	$75.00		2001
	Mobile/Modular Home	$22.00		1997
	Multi-Fam exposed ductwork	Delete (to be replaced by sq ft. - see Schedule B)		2001
	Multi-Fam covered ductwork	Delete (to be replaced by sq ft. - see Schedule B)		2001
	Schedule K			
	Non-residential/ Commercial			
	Commercial Cooling			
	First unit	$75.00		2001
	Each additional Unit	$20.00		2001
	Replacement of System	$75.00		2001
	Commercial Heating			
	First Unit	$75.00		2001
	Each additional Unit	$20.00		2001
	Replacement of System	$75.00		2001
	Commercial Heat/Cool Combin			
	First Unit	$75.00		2001
	Each additional Unit	$20.00		2001
	Replacement of System	$75.00		2001
	Commercial Ventilation/Exhaust			
	One System	$75.00		2001
	Each additional	$20.00		2001
	Hood fan comm. cooking equip	$38.00	$54.00	2001
	Comm. Range or Grill	$38.00	$54.00	2001
	Deep Fat Fryer	$38.00	$54.00	2001
	Oven	$38.00	$54.00	2001

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
Joint Planning Insp fees	Street and Storm drainage Imp	1% total construction costs		1989
	Water and Sewer Improvement	2% total construction costs		1989
General Miscellaneous	Refunds	$35.00		2001
	Issue Certificate of Occupancy	$10.00		2001
	Permit Renewal	$35.00		2001
	Day Care Permits (existing building new occupancy)	$35.00	$54.00	2001
	Day Care Reinspection	$35.00	$50.00	2001
	Sprinkler system	N/a	$150.00	New
	Temporary Electrical Final Inspection	$50.00		2001
	Temporary Mechanical Final Inspection	$50.00		2001
	Fire Alarm system	N/a	$150.00	New
	Archive research (per project)	$15.00		2001
	Grease trap installation	N/a	$54.00	New
	Reinspection fee (no charge for 1st rejection per trade)	$50.00		2001
	Temporary tents	N/a	$54.00	New
	Work started with no permits are charged double fees			1986
Emergency Management				
Emergency Medical	Emergency Response			
	Basis Life Support (Non-Emergency)	$275.00	$300	2003
	Basis Life Support (Emergency)	$325.00	$350	2003
	Advanced Life Support-1 (Non-Emergency)	$375.00	$400	2003
	Advanced Life Support-1 (Emergency)	$425.00	$450	2003
	Advanced Life Support -1 (Non-Transport)	$125.00	$150	2003
	Advanced Life Support -2 (Emergency)	$500.00	$525	2003
	Advanced Life Support -2 (Non-Transport)	$200.00	$225	2003
	Mileage	$6.00/mile	7.50/mile	2003
	Special Event Coverage			
	Additional EMT Standby	$24.00/hour (3 hour minimum)	$30.00/hour (3 hour minimum)	2003
	Paramedic Standby	$60.00/hour (3 hour minimum)	$75.00/hour (3 hour minimum)	2003
	Ambulance Standby w/ 2 EMTs	$70.00/hour (3 hour minimum)	$90.00/hour (3 hour minimum)	2003
	Telecommunicator Standby	N/a	$40.00/hour (3 hour minimum)	New
	Clerical Staff Standby	N/a	$20.00/hour (3 hour minimum)	New
	EM Senior Officer Standby	N/a	$40.00/hour (3 hour minimum)	New
	EMS Physician Standby	N/a	$85.00/hour (3 hour minimum)	New

Orange County Adopted Fee Schedule - FY 2005-06

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
Fire Marshal	Fire Inspections (by facility type)	See Appendix B		
	Assembly			1996
	Business			1996
	Church/Assembly			1996
	Daycare facility			1996
	Educational, private			1996
	Foster Care Home			1996
	Hazardous			1996
	Industrial			1996
	Institutional			1996
	Mercantile			1996
	Residential(Common Areas)			1996
	Storage			1996
Sheriff	Out of State Officer Fee	$50.00		1995
	Instate Officer	$5.00		
	Gun Permits	$5.00		1982
	Work Release	$14.50		
	Report and Records Copies	$2.00		1986
	Fingerprint Cards	$5.00 each		1983
	Laminating	$5.00		1986
	Concealed Weapons Permits	$90 ($60 state $30 county)		1986
	Federal Inmates	$49.96 per day		
	State Inmates	$14.50 per day		
	Commission on executions	5% 1st $500 and 2.5% on balance		1968
Efland Sewer	Tap Fees	$1,000 per acre + $600 per tap + cost of installing service(to county) + $2,000 acre to Town of Hillsborough		1999
	Use Fees	$15.20 1st 300 gal. $4.50 ea./addit.		1986

Orange County Adopted Fee Schedule - FY 2005-06

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
Health Department				
Animal Control	*Civil Penalties/Fines*			
	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
	Kennel Permits	$25.00 annually		1995
	Shelter Redemption fee	$10, $25, $50, $100, $150		1995
Animal Shelter	*Adoption Fees*			
	Cat Adoption Fees	$89.00		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 stray animals	$8.00/day		2004
	Bite Quarantines	$100.00		2004
	Rabies Shots	$5.00		2004
Environmental Health	*Soil Analysis/Improvement Permit*			
	Single Family Units <601 Gallons per day. Less than 2 acres	$310.00		2001
	Single Family >600 Gallons per day	$310 + $160 per 1000 GPD or fraction of additional WW flow>600 GPD		2001
	Authorization to Construct WW System:			
	Single Family Units <601 Gallons per day. Less than 2 acres	$160.00		2001
	Single Family Unit >600 Gallons per day	$160 + $325 per 1000 GPD or fraction of additional WW flow>600 GPD		2001
	Non-Domestic WW	Same		2001
	Other Misc. Activities			
	Improvement Permit(lot w/ existing home)	$310.00		2001
	Permit Site Revisit	$100.00		2001
	Existing System Inspections	$100.00		2001
	Mobile Home Park			
	1 to 25	$100.00		2001
	26 to 50	$145.00		2001
	51 and over	$195.00		2001
	MH Space Reinspection	$50.00		2001
	WTMP			
	Initial Inspection	$100.00		2001
	Follow-up inspections	$65.00		2001
	WELLS AND WATER SAMPLES			

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
	Well Permits	$230.00		2001
	Permit Site Revisit	$100.00		2001
	Bacteriological	$15.00		2001
	Inorganic Chemical Samples	$25.00		2001
	Pesticide/Petroleum	$50.00		2001
	TATOO PARLORS			
	Operator Permit Inspection	$325.00		2001
	Artist Permit	$160.00		2001
	SWIMMING POOLS			
	Swimming Pool Inspections	$100.00		2001
	Plan Review	$200.00		2001
Dental Health ***	Initial Oral Exam	$41.00		2004
	Periodic Oral Exam	$38.00		2004
	Emerg Oral Exam	$38.00		2000
	Comprehensive Oral Exam	$40.00	$45.00	2000
	Consultation	$47.00		2004
	Pan Xray	$60.00		1999
	1 Bitewing xray	$24.00		2004
	2 Bitewing xray	$25.00		1999
	4 Bitewing xray	$35.00		1999
	Full Mouth Series with Bitewing xrays	N/a	$76.00	New
	1st. intra xray	$23.00		2004
	Add intra xray	$21.00		2004
	Intraoral Occulusal Film	$24.00		2004
	Prophylaxis Child	$39.00		2004
	Prophylaxis/Flouride Child <13	$41.00		2000
	Prophylaxis Adult	$57.00		2004
	Prophylaxis/Flouride Adult >13	$60.00		1999
	Fluoride Treatment	$27.00		2004
	Am 1 sur prim	$70.00		2004
	Am 2 sur prim	$81.00		2000
	Am 3 sur prim	$102.00		2000
	Am 4 sur prim	$115.00		2000
	Am 1 sur perm	$60.00		1999
	Am 2 sur perm	$81.00		2000
	Am 3 sur perm	$102.00		2000
	Am 4 sur perm	$115.00		2000
	Am 5 sur perm	$100.00		1999
	Resin 1 sur ant	$65.00		1999
	Resin 2 sur ant	$83.00		2000
	Resin 3 sur ant	$102.00		2000
	Resin 4 sur ant	$115.00	$117.00	2000
	Resin One Surface Post Prim	$75.00		1999
	Resin Two Surface Post Prim	$100.00		1999
	Resin Three Surface Post Prim	$125.00		1999
	Resin One Surface Post Perm	$80.00		1999
	Resin Two Surface Post Perm	$115.00	$117.00	2000
	Resin Three Surface Post Perm	$150.00		2002

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
	Resin Four Surface Post Perm	$184.00		2002
	Sedative Filling	$64.00		2004
	Full mouth Debridement	$82.00		2004
	Alveoplasty extractions p/quad	$70.00		2004
	Treatment rest	$50.00		1999
	Pin per Tooth	$26.00		2004
	SSC Primary	$125.00	$145.00	1999
	SSC permanent	$173.00		2000
	Window	$150.00	$182.00	2000
	Pulpotomy	$92.00		2004
	Sealant Tooth	$32.00		2000
	Palliative Treatment	$53.00		2004
	Ext. Primary Tooth	$65.00		2000
	Ext. Permanent Tooth	$65.00		1999
	Ext. Additional Tooth	$60.00		2000
	Ext. Surgical	$100+		1999
	Perio Scale	$80.00		1999
	Perio Scale Root Plane 1-4 teeth per quad	$96.00		2004
	Perio Scale Root Plane 1-3 teeth per quad	N/a	$90.00	New
	Bandloop per Quadrant	$175.00	$209.00	1999
	Distal Shoe per Quadrant	$200.00		1999
	Lingual Arch	$275.00		1999
	Removeable Unilateral	$250.00		2000
	Removeable Bilateral	$250.00		1999
	Removeable Habit	$275.00		1999
	Fixed Habit	$275.00	$419.00	1999
	FMX no w/ bwx	$70.00		1999
	Bwx each add film	$18.00		2004
	Oral Hyg instruction	$20.00		1999
	Recement	$50.00		1999
	Study Models	$45.00		1999
	I&D Minor Surgery	$50.00	$153.00	1999
	Occ Equil	$75.00		1999
	Frac tooth tx	$60.00		1992
	Duplicate xrays	$20.00		1997
	Resin 1 sur pos prim	$75.00		1997
	Resin 2 sur pos prim	$100.00		1997
	Resin 3sur pos prim	$125.00		1997
	Resin 1 sur pos perm	$80.00		2000
	Resin 2 sur pos perm	$115.00		2000
	Resin 3 sur pos perm	$146.00		2000
	Composite resin crown ant. Primary	$72.00		2002
	Prefab resin crown	$150.00		1999
	Prefabricated SSC w. Resin Crown	$150.00		1999

Orange County Adopted Fee Schedule - FY 2005-06

	Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
		SSC permanent	$150.00		1997
		Pulp cap direct	$40.00		1992
		Pulp cap indirect	$40.00		1992
		Biopsy Oral Tissue	$130.00		2004
		Minimum Fee	$25.00		1999
	Maternal Health	Home Visit, Prenatal High Risk	$88.00		1998
		MCC Initial	$110.00		1998
	***	Parenting Class	$80.00		2001
	***	Childbirth Class	$25.00		2004
		Maternal MOW-Extended	$85.00		1998
		Home Visit, Newborn Screen	$80.00		2004
		Maternal MOW-Brief	$20.00		1998
		MCC Home Visit	$75.00		2001
		MCC Subsequent	$55.00		1998
	***	Home Visit, Newborn Assmt	$75.00		2004
	***	Home Visit, Postnatal Assmt	$75.00		2004
	****	HBI, Face to Face Psychosocial Counseling	$25/15 minute increments		2004
	***	Refresher Childbirth Class	$35.00		2001
		Maternal MOW-Std	$55.00		1998
		Medical Nutrition Therapy (initial & subsequent)	$18.00 per 15 minutes		2001
	Child Health	Child Serv Coord	$89.00		1998
		Child MOW Brief	$20.00		1998
		Child MOW Std	$55.00		1998
		Child MOW Extended	$85.00		1998
		Infant/Toddler Care Seat	$44.00		2001
		Toddler Car Seat	$42.00		2001
	Community Services	Education Classes	$30.00 per hour		1995
		Health Risk Appraisal	$12.00		2000
		Cholesterol (Cholestech)	$13.00		2000
		Cholesterol (Reflotron)	$5.00		1990
		Occult Blood in stools	$4.00		1995
		Blood Glucose	$5.00		1999
		Diet Analysis	$10.00		2000
		Hematocrit	$3.00		1995
		Blood Pressure	$2.00		2000
		Immunizations:			
		Adult Tetanus/Diphtheria	$5.00		2000
		Influenza (9ys - adult)	$15.00		2002
		Influenza (split 6-35 months)	$6.00		2000
		Influenza (split 3-8 yrs)	$6.00		2000
		Pneumonia	$20.00		2002
		Hepatitis A immunization Food Workers	$28.00		1999
		TB Skin Tests	$12.00		2002
		Consultant Services (Health Promotions)	1st hour free; thereafter, $20.00/hour		1990

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
Clinic Services ****	Office/Outpatient Visit, New	$65.00		2001
	Office/Outpatient Visit, New	$110.00		2001
	Office/Outpatient Visit, New	$142.00		2001
	Office/Outpatient Visit, New	$202.00		2001
	Office/Outpatient Visit, New	$243.00		2001
	Office/Outpatient Visit, Est	$36.00		2001
	Office/Outpatient Visit, Est	$63.00		2001
	Office/Outpatient Visit, Est	$90.00		2001
	Office/Outpatient Visit, Est	$129.00		2001
	Office/Outpatient Visit, Est	$188.00		2001
	Office/Outpatient Visit, Est	$210.00		2004
	Prev Visit, New Age 5-11	$156.00		2001
	Prev Visit, New Age 12-17	$186.00		2001
	Prev Visit, New Age 18-39	$180.00		2001
	Prev Visit, New Age 40-64	$206.00		2001
	Prev Visit, New, 65 & Over	$216.00		2001
	Prev Visit, Est, Age 5-11	$132.00		2001
	Prev Visit, Est, Age 12-17	$153.00		2001
	Prev Visit, Est, Age 18-39	$147.00		2001
	Prev Visit, Est, Age 40-64	$172.00		2001
	Prev Visit, Est, 65 & Over	$190.00		2004
	Prev Visit, New, Age 1-4	$115.00		2004
	Prev Visit, New Age 5-11 (Family Planning)	$185.00		2004
	Prev Visit, New Age 12-17 (Family Planning)	$205.00		2004
	Prev Visit, New Age 18-39 (Family Planning)	$200.00		2004
	Prev Visit, New Age 40-64 (Family Planning)	$240.00		2004
	Prev Visit, Est, <1 year	$115.00		2004
	Prev Visit, Est, 1-4 yrs	$115.00		2004
	Prev Visit, Est, Age 5-11 (Family Planning)	$150.00		2004
	Prev Visit, Est, Age 12-17 (Family Planning)	$175.00		2004
	Prev Visit, Est, Age 18-39 (Family Planning)	$170.00		2004
	Prev Visit, Est, Age 40-64 (Family Planning)	$190.00		2004
	Telephone Call (Clinician Only)	$15, $20, $25		2000
	Drainage of Skin Abscess	$85.00		2004
	Drainage of Skin Abscess	$150.00		2004
	Drainage of Pilonidal Cyst	$150.00		2004
	Incise External Hemorrhoids	$165.00		2004
	Test for Blood, feces	$10.00		2004
	Hemoglobin	$10.00		2004
	Vaccine Admin Fee	$20.00		2004
	Flu, live, Instranasal	$25.00		2004
	In-House Lab Services:			
	Venipuncture	$15.00		2000
	Hematocrit	$15.00		2000
	Cholesterol	$15.00		2000
	Glucose (random)	$15.00		2000
	O'Sullivan	$25.00		2000
	OGTT (3 hour)	$45.00		2000
	Gram Stain	$20.00		2000
	U/A (w/micro)	$25.00		2000

	Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
		U/A (dipstick only)	$15.00		2000
		Wet Mount	$15.00		2000
		Pregnancy Test	$10.00		2000
		GC Culture	$15.00		2000
		Stat RPR	$25.00		2000
	***	CBC with Platelets	$8.00		2002
	***	Drug Screen	$20.00		2002
	***	Liver Function	$11.00		2002
	***	Mono Screen	$7.00		2002
		Screening Test, Pure Tone, Air Only	$15.00		2004
	***	Strep, Prenatal culture	$8.00		2002
	***	Strep, Throat culture	$8.00		2002
	***	Urine culture	$15.00		2004
	***	24 hour Urine - total protein	$5.00		2002
	***	Sensitivity, 1 organism	$10.00		2002
		Capillary Puncture	$10.00		2004
		Neonatal Bilirubin	$9.00		2004
		Albumin Serum	$7.00		2004
		Total Bilirubin	$7.00		2004
		Direct Bilirubin	$7.00		2004
		GGT	$10.00		2004
		LDH	$8.00		2004
		Alk Phos	$5.00		2004
		SGOT, AST	$7.00		2004
		SGPT, ALT	$7.00		2004
		Uric Acid	$6.00		2004
		State Lab Tests:			
		Venipuncture	$15.00		2000
		Handling Fee	$10.00		2000
		LABCORP Tests:			
		Handling Fee	$10.00		2000
		Venipuncture	$15.00		2000
		UNC AFP Test:			
		Venipuncture	$15.00		2000
		Handling Fee	$10.00		2000
		Procedures:			
		Audiometry	$15.00		2000
		Denver II	$100.00		2001
		Vision	$10.00		2000
		Remove Ear Wax	$60.00		2001
		Mirena IUD Device	$475.00		2004
		IUD Removal/Insertion	$100.00		2001
		Diaphragm fit	$85.00		2004
		Insert Intrauterine Device	$90.00		2004
		Norplant (insert)	$525.00		2000
		Norplant (removal)	$200.00		2000
		Norplant (R&I)	$650.00		2000
		Fetal Non Stress	$45.00		2000

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
	Inhalation Tx	$35.00		2000
	Destroy lesions (m)	$135.00		2002
	Destroy lesions (f)	$132.00		2002
*****	Physicals - Sports/Camp	$40.00		2004
*****	Physicals - Kindergarten	$40.00		2002
	Immunizations:			
*****	Hep B (adult)	$70.00		2001
*****	Admin (1 vaccine)	$10.00		2000
*****	Admin (2+ vaccines)	$10.00		2000
	Immunization update (medicaid)	$20.00		1998
	Meningococcal vaccine	$90.00		2004
	Hepatitis A vaccine (adult)	$60.00	$83.00	2004
*****	Hepatitis A vaccine (Ped/Adol)	$30.00		2001
*****	Rabies vaccine, IM	$170.00		2001
	Rabies vaccine, ID	$190.00		2004
	Pneumococcal polysaccharide vaccine (23-valent)	$20.00		2004
	Injections:			
	B-12 injection	$5.00		2000
	Antibiotic injection	$25.00		2004
	Depo Provera	$55.00		2001
	RhoGam	$115.00		2000
	Supplies and Medications	$15.00		2000
	Fungal Direct Test (FDIR)	N/a	$7.00	New
	Iron Profile: IBC	N/a	$9.00	New
	Iron Profile: % Saturation	N/a	$17.00	New
	Lipid Panel (fasting)	N/a	$18.00	New
	Lipid Panel (non-fasting) cholesterol	N/a	$6.00	New
	Lipid Panel (non-fasting) HDL	N/a	$11.00	New
	Pulse Oxygen	N/a	$7.00	New
	Thyroxine, T4	N/a	$8.00	New
	Tranferrin	N/a	$17.00	New
	Antibody Screen	N/a	$13.00	New
	Antibody Identification	N/a	$21.00	New
	ABO Group	N/a	$4.00	New
	Rh type	N/a	$7.00	New
	Hepatitis C	N/a	$19.00	New
	Fecal culture	N/a	$13.00	New
	Parasitology Test: Cryptosporidium	N/a	$16.00	New
	Parasitology Test: Giardia	N/a	$16.00	New
	Pap Smear, thin prep	N/a	$10.69	New
	IV infusion up to 1 hour	N/a	$125.00	New
	IV infusion each additional hour up to 8 hrs	N/a	$36.00	New
	Special Supplies	N/a	$15.00	New

Orange County Adopted Fee Schedule - FY 2005-06

Department/Program	Description	Current Fee	Approved Fee Change for FY 2005-06	Last Revision
Miscellaneous				
	Massage License			
	Practitioner License	$50.00		1996
	Practitioner/Owner License	$75.00		1996
School Capital				
Impact Fees	Orange County School District	$3,000 Per Single Family Dwelling; $1,420 Per Multi-Family Dwelling		2001
	Chapel Hill-Carrboro 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	$27.00		2004
	Urban Curbside ($39.00 added to Basic Fee)	$39.00 + $27.00 = $66.00		2004
	Rural Curbside ($16.00 added to Basic Fee)	$16.00 + $27.00 = $43.00		2004
	Mulitfamily ($14.00 added to Basic Fee)	$14.00 + $27.00 = $41.00		2004
	Mixed Waste	$45.00/ton	$46.00/ton	2001
	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/car		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 Load Recyclables	$15.00/ton		2002
# Fees are mandated by North Carolina General Statute 161.10				
** Fees can be set by Register of Deeds.				
*** Self-pay fees are charged on a "sliding scale" (20%, 40%, 60%, 80% and 100% of fee) based on the patients ability to pay.				
**** Rate increases due to new Medicaid rates as of 1/1/05; Health Department rates must not be less than Medicaid rate.				
***** Flat Fee Only				
****** 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.				

Appendix A (FY 2005-06)

New Commercial Buildings and Additions Fee Restructuring

FY 2005-06 Approved Fee Per SF Building Area for New Commercial

Occupancy	Building	Electrical	Plumbing	Mechanical	Total FY 2005-06 Approved Fee	FY 2004-05 Current Fee
Multi-Family (Res.)	$0.173	$0.076	$0.076	$0.061	**$0.385**	**$0.321**
Storage	0.061	0.046	0.046	0.061	**$0.214**	**0.178**
Assembly	0.130	0.070	0.070	0.061	**$0.330**	**0.275**
Institutional	0.241	0.118	0.118	0.121	**$0.598**	**0.498**
Business	0.173	0.082	0.082	0.077	**$0.413**	**0.344**
Mercantile	0.118	0.058	0.058	0.053	**$0.286**	**0.238**
Hazardous	0.090	0.038	0.038	0.053	**$0.220**	**0.183**
Factory/Industrial	0.090	0.038	0.038	0.053	**$0.220**	**0.183**
Educational	0.173	0.082	0.082	0.077	**$0.413**	**0.344**

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

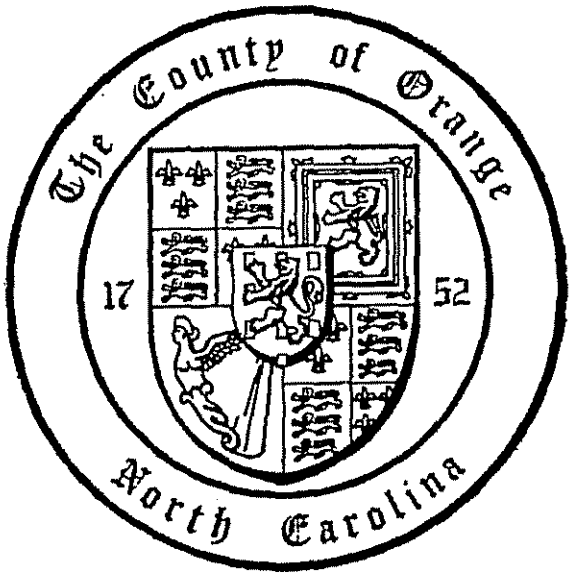
Hazardous (every year)
Industrial (every two years)

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

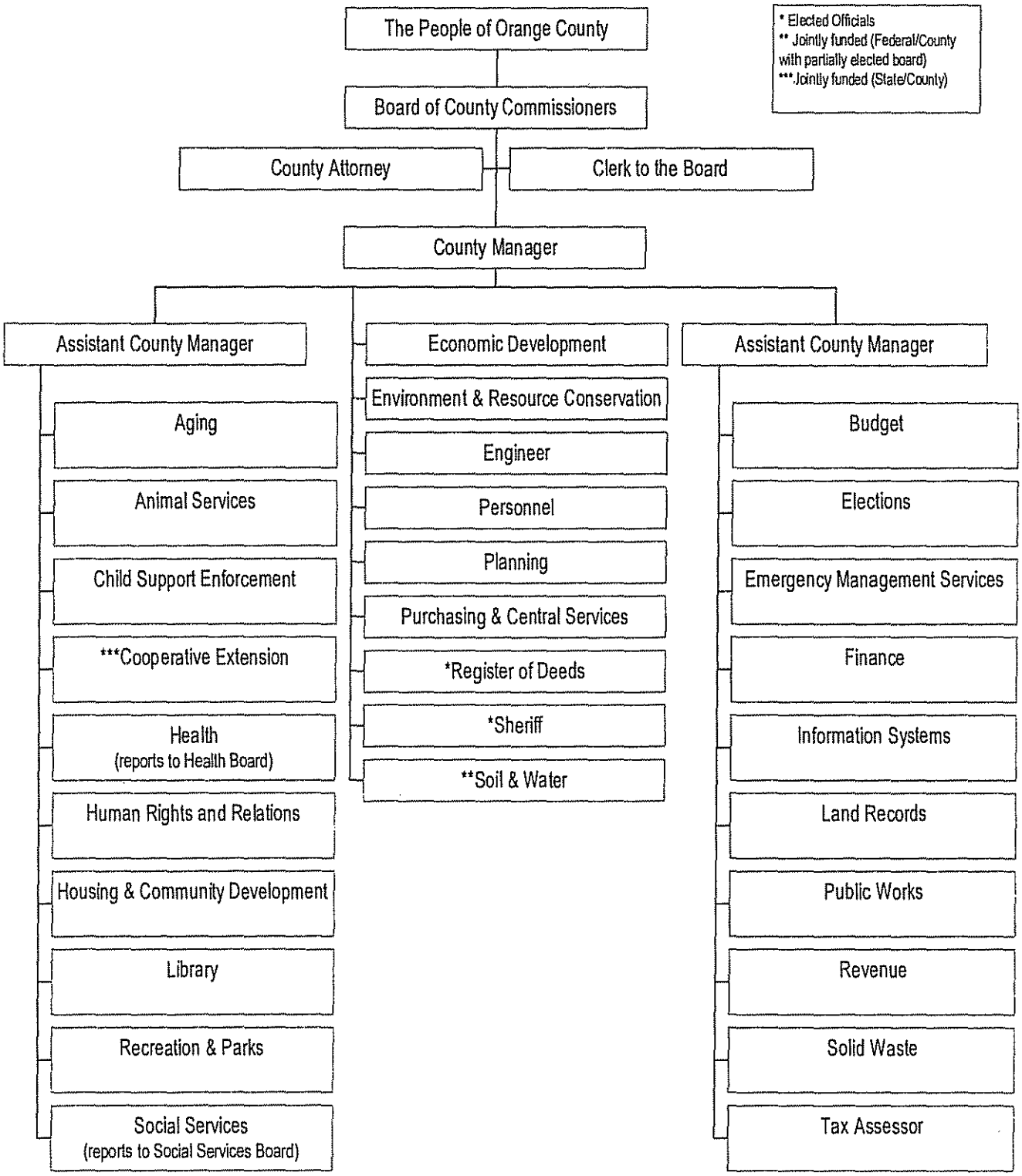
Business (every three years)
Storage (every three years)
Foster Care (every year)
Residential (e.g. group homes, common areas of multifamily complexes - every year)
Private Educational (every two years)

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

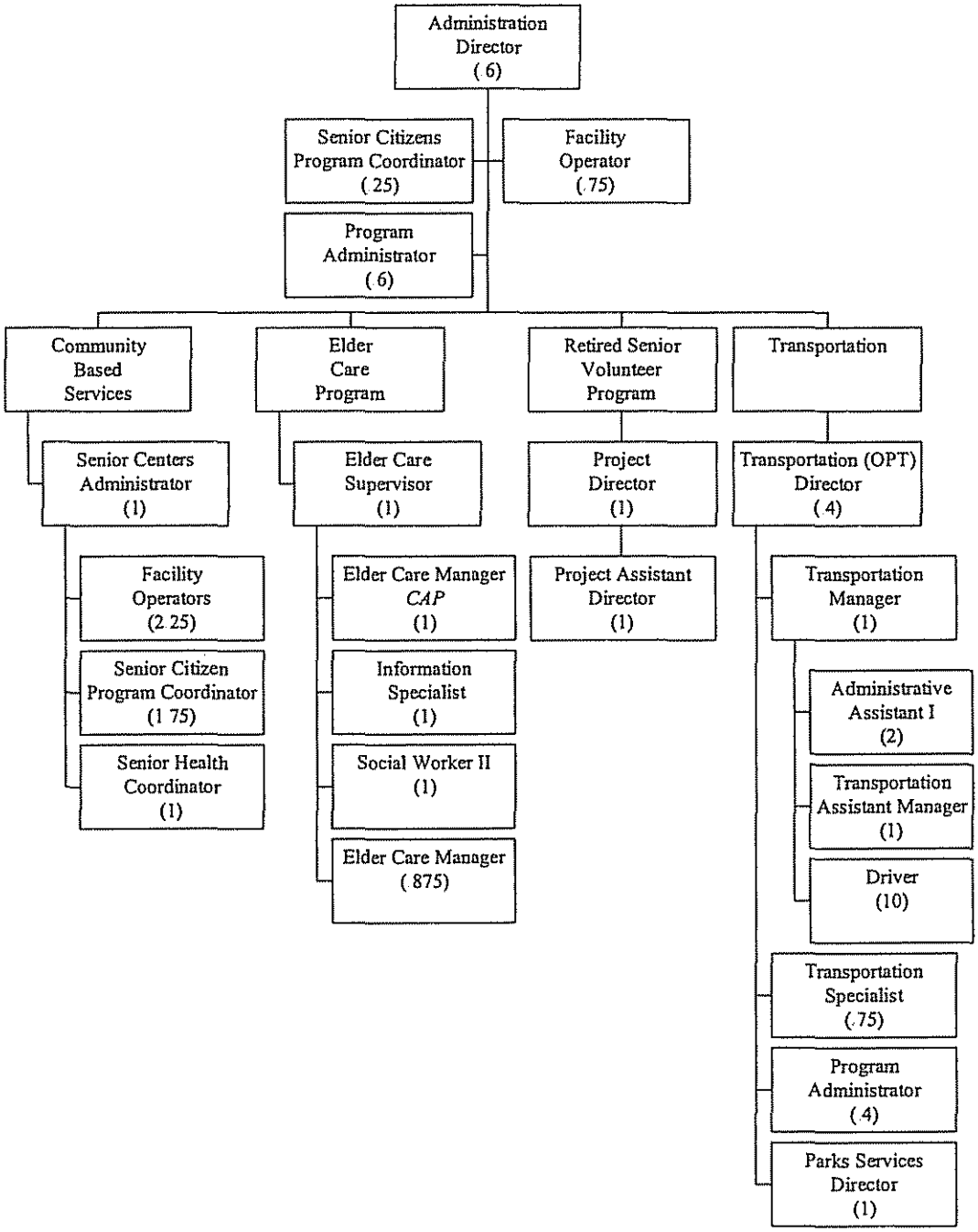


This page left intentionally blank

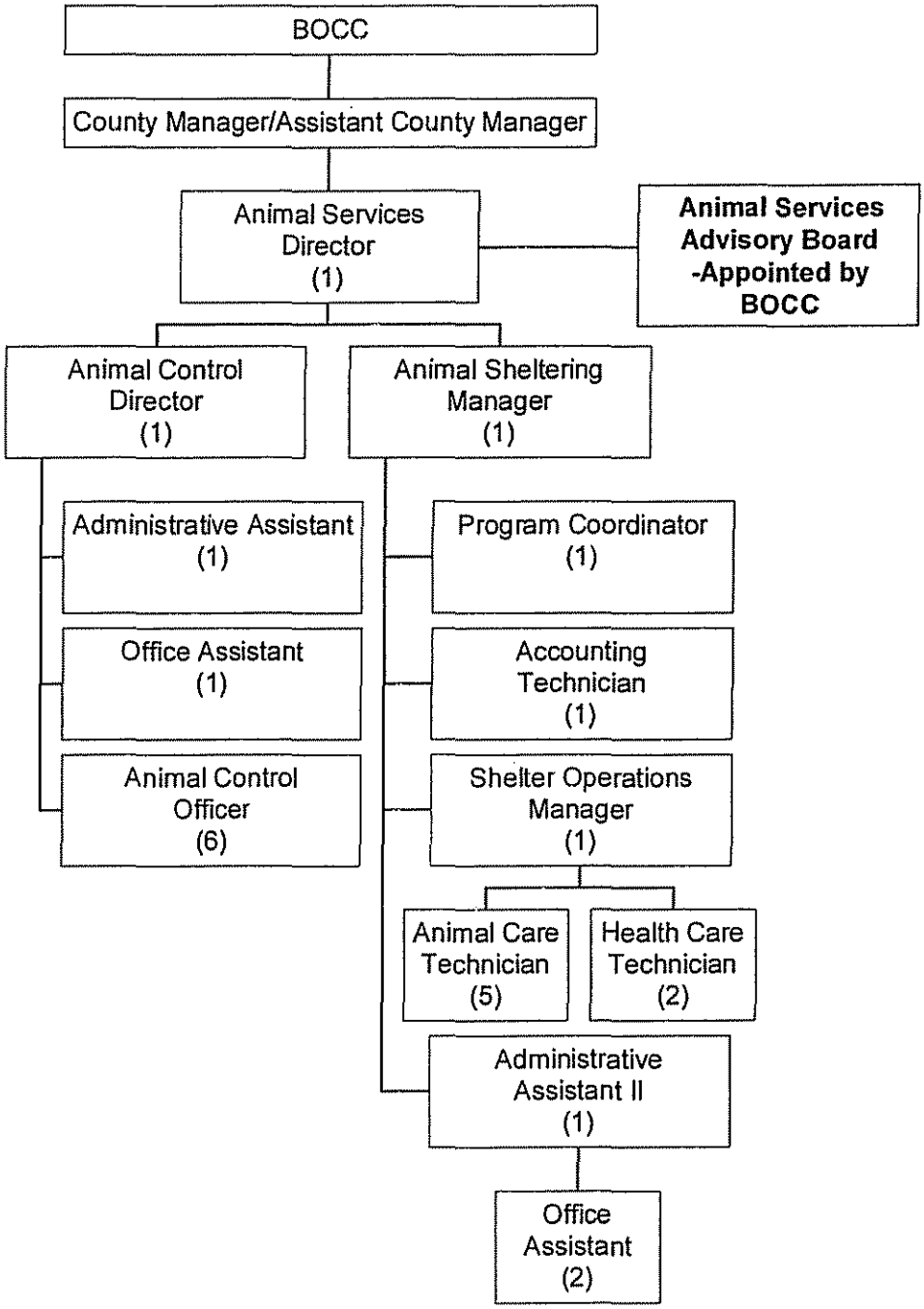
Orange County Government



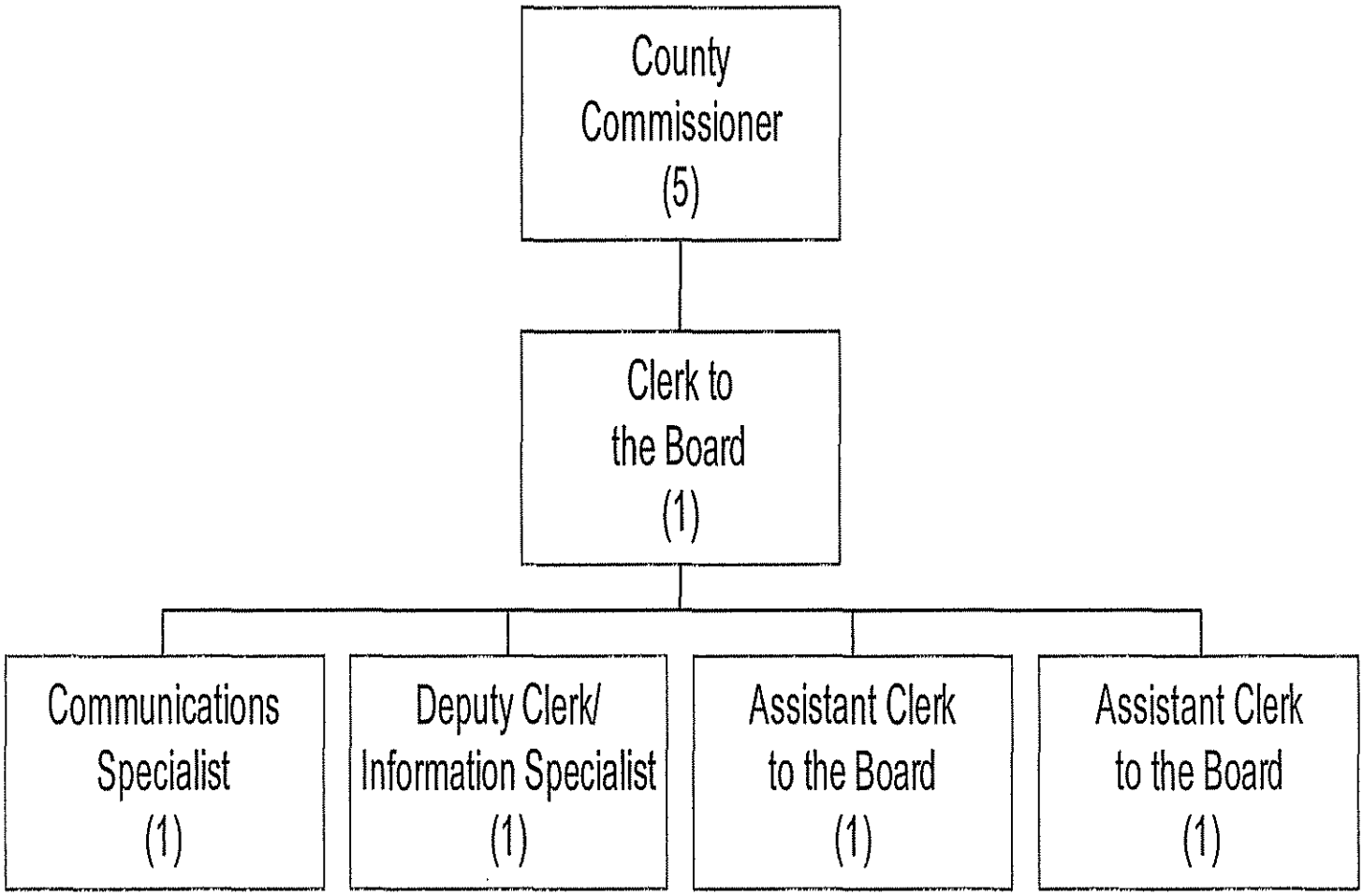
Department on Aging and Transportation



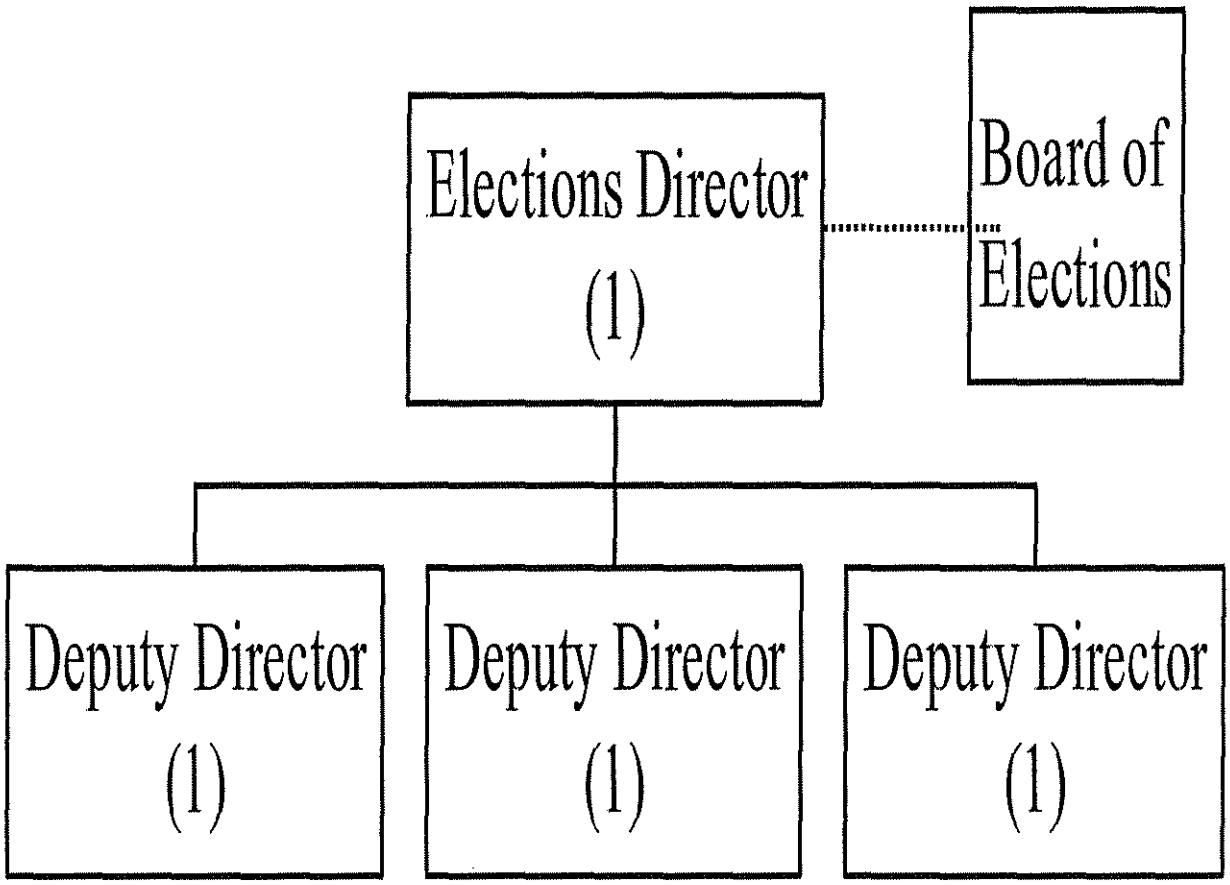
Animal Services Department



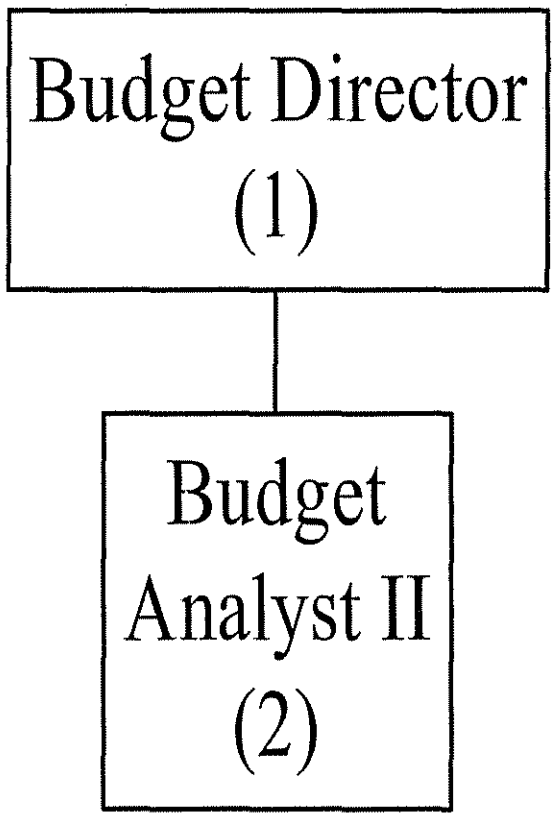
Board of County Commissioners Office



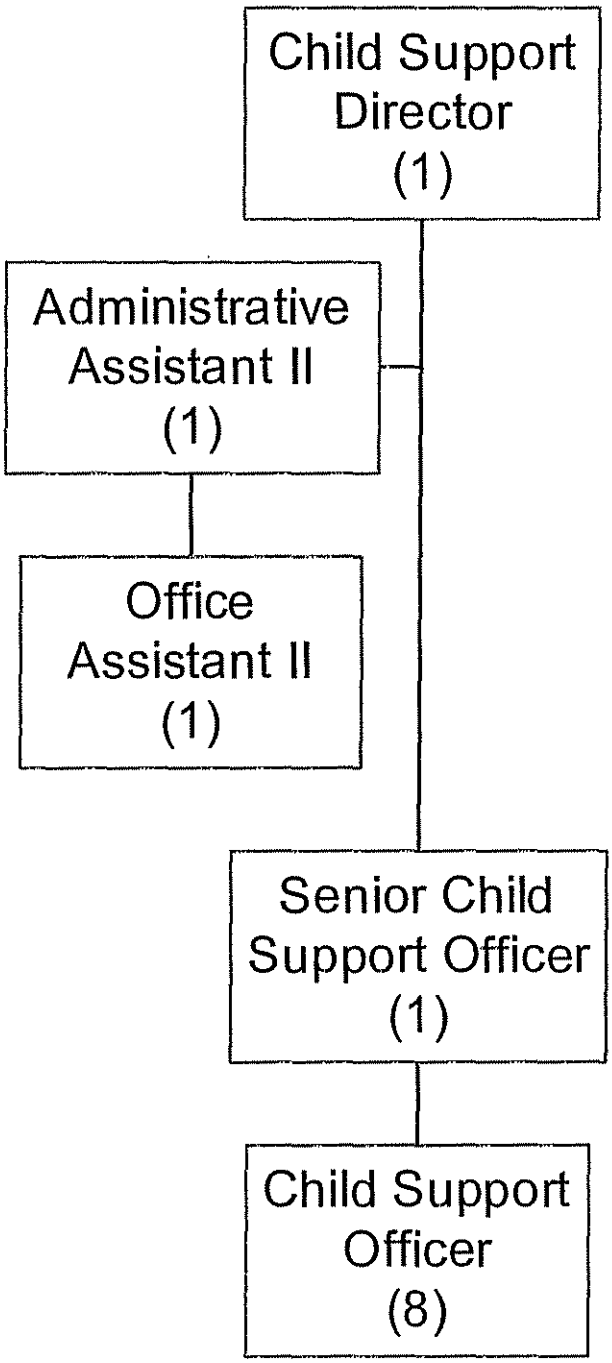
Board of Elections



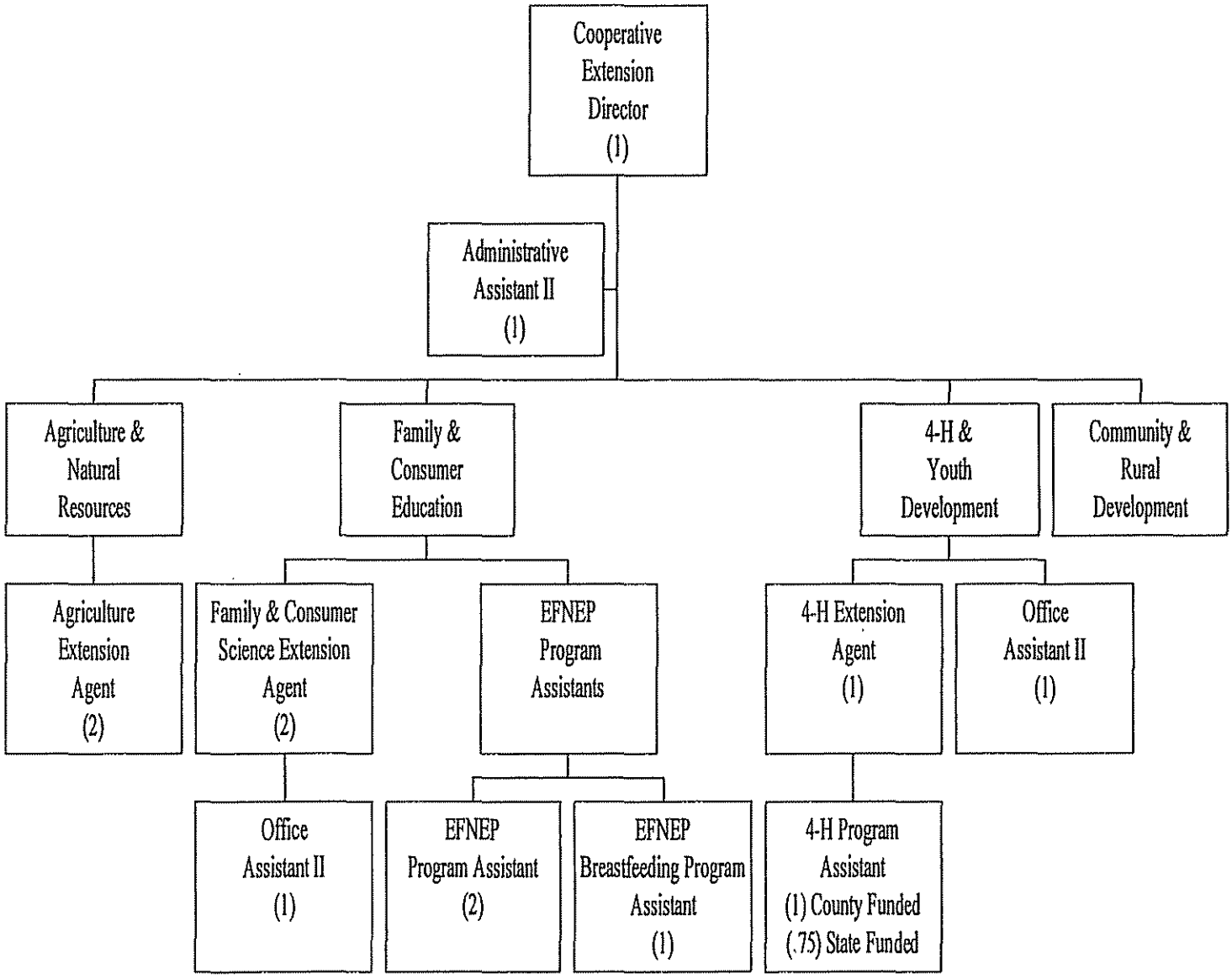
Budget Office



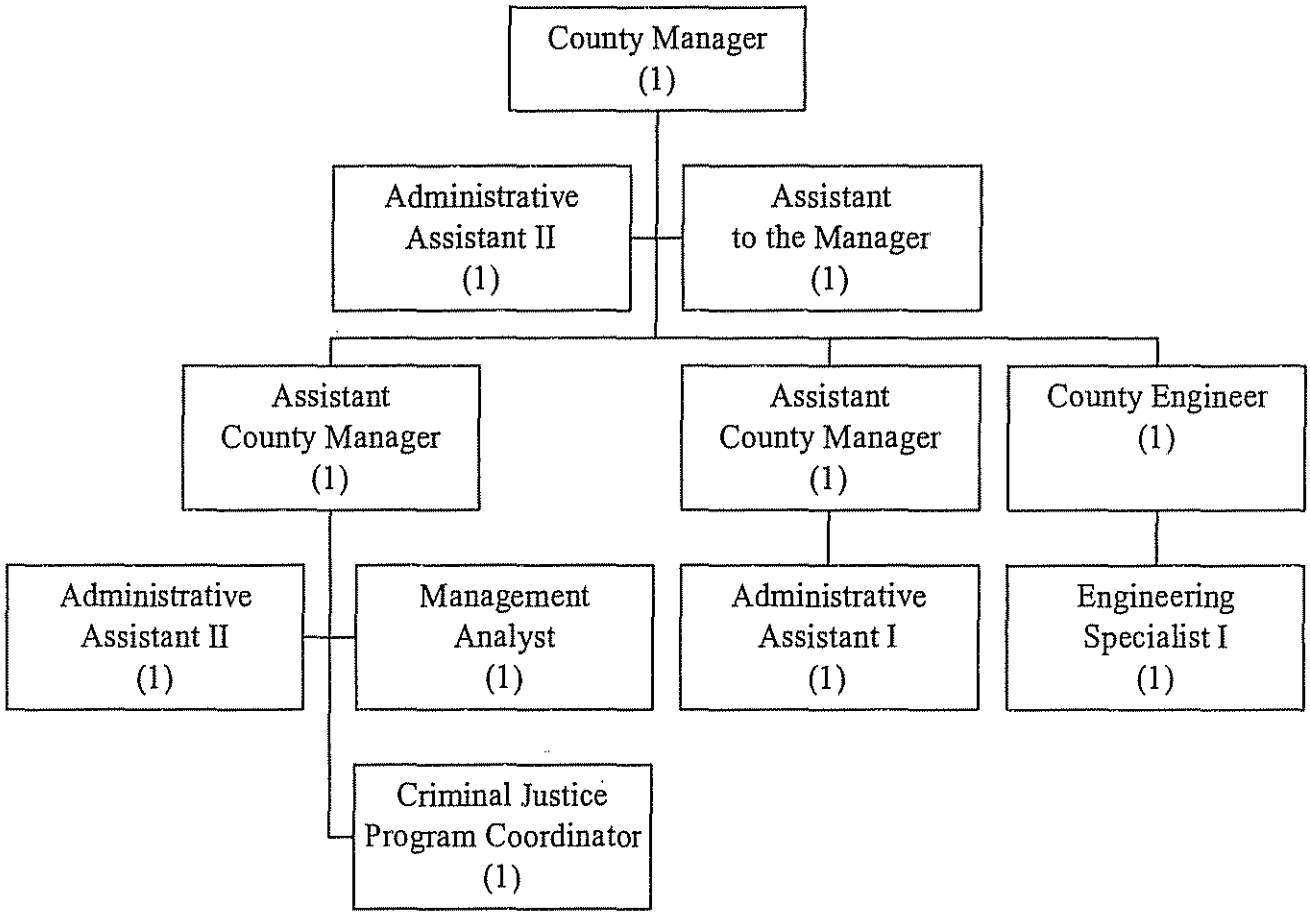
Child Support Enforcement



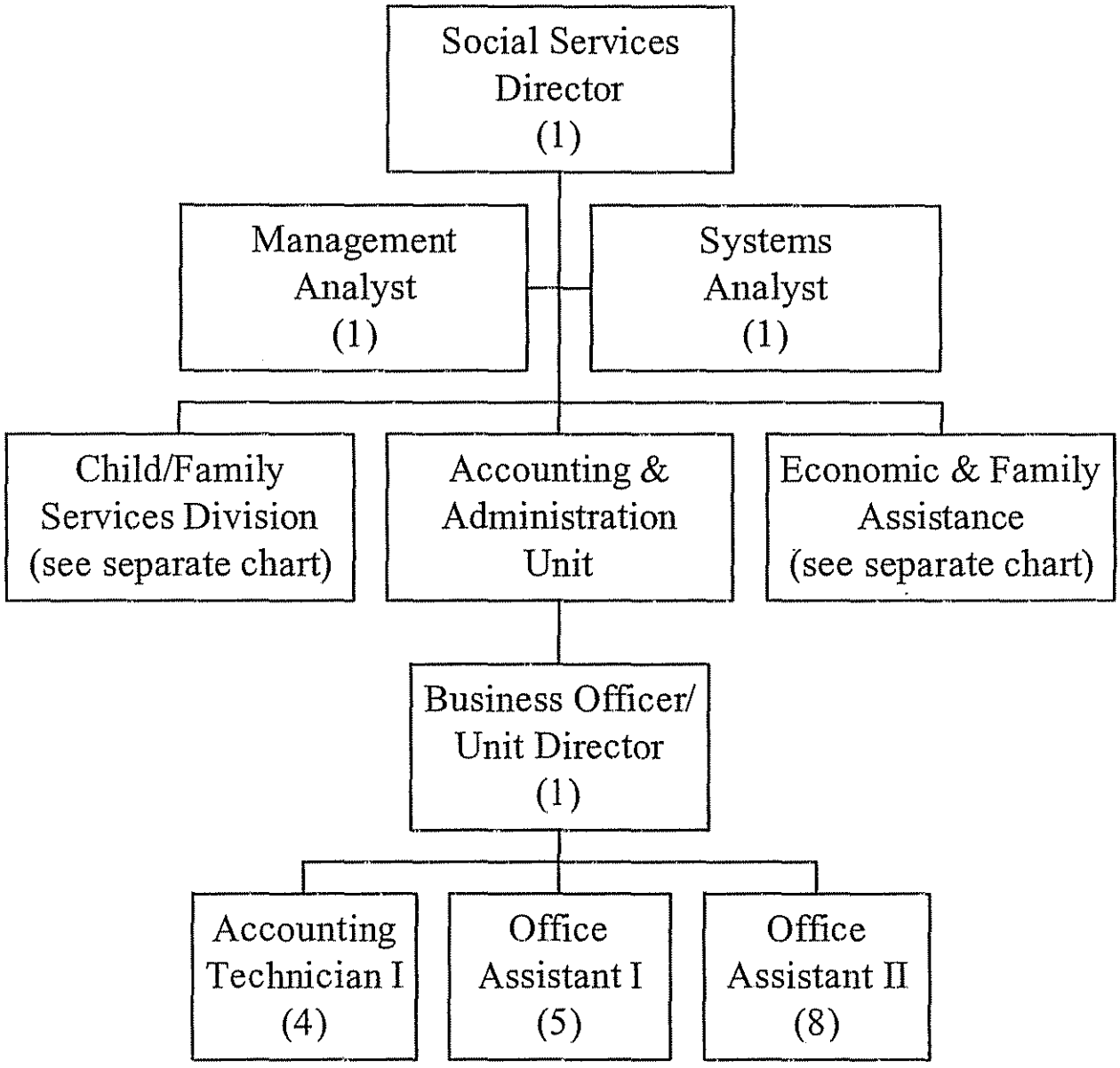
Cooperative Extension Service



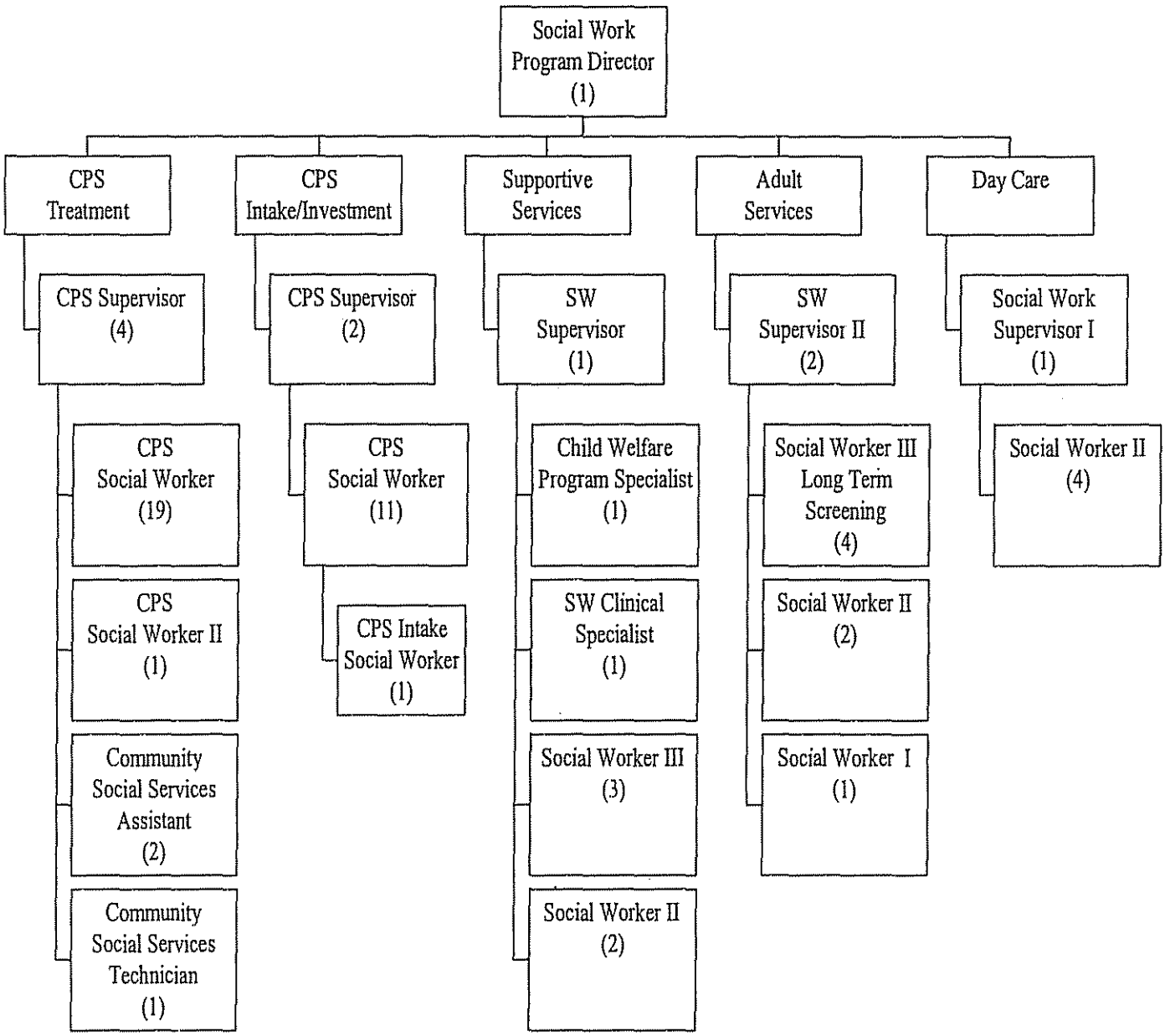
County Manager's Office



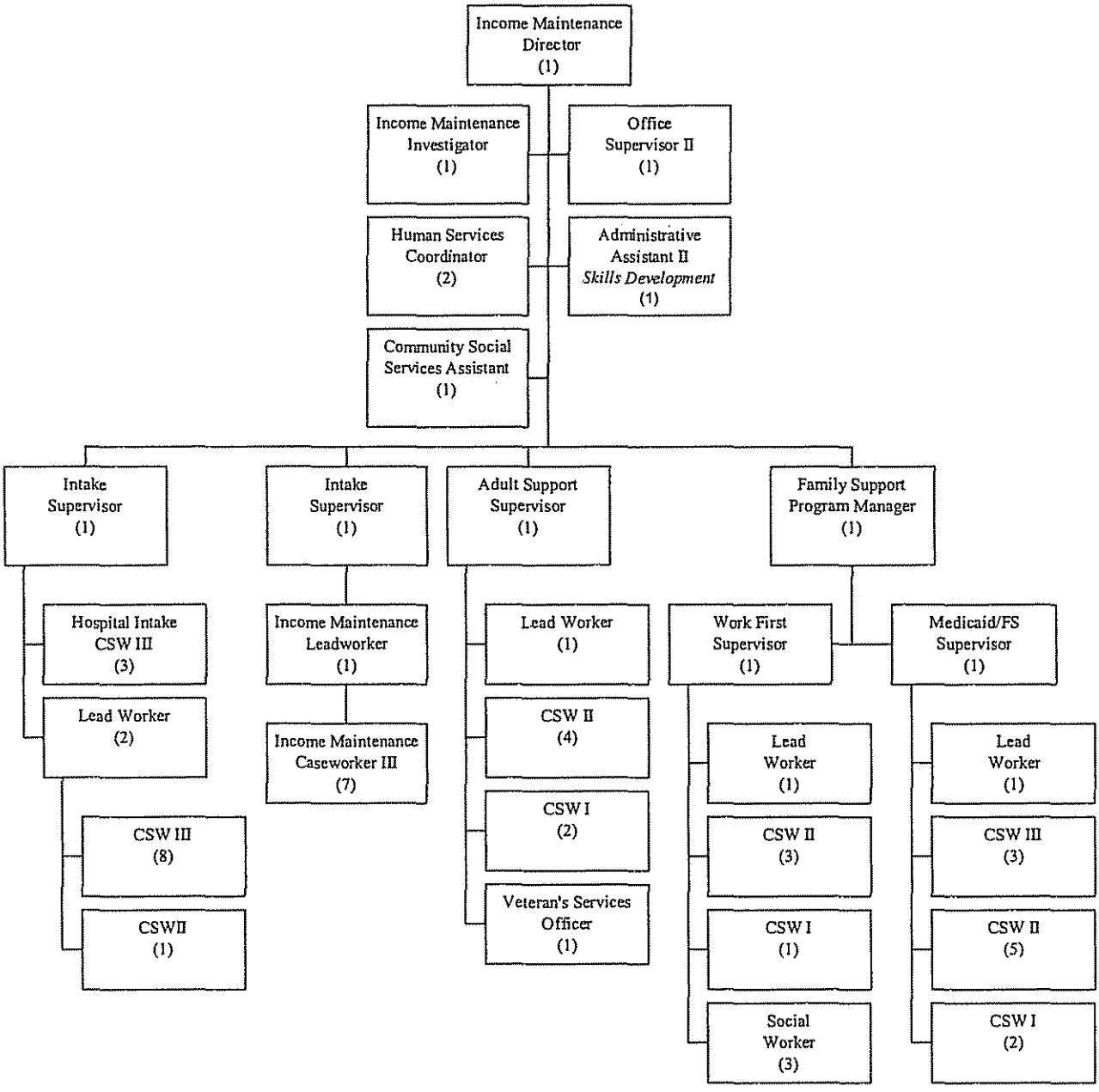
Department of Social Services Administration



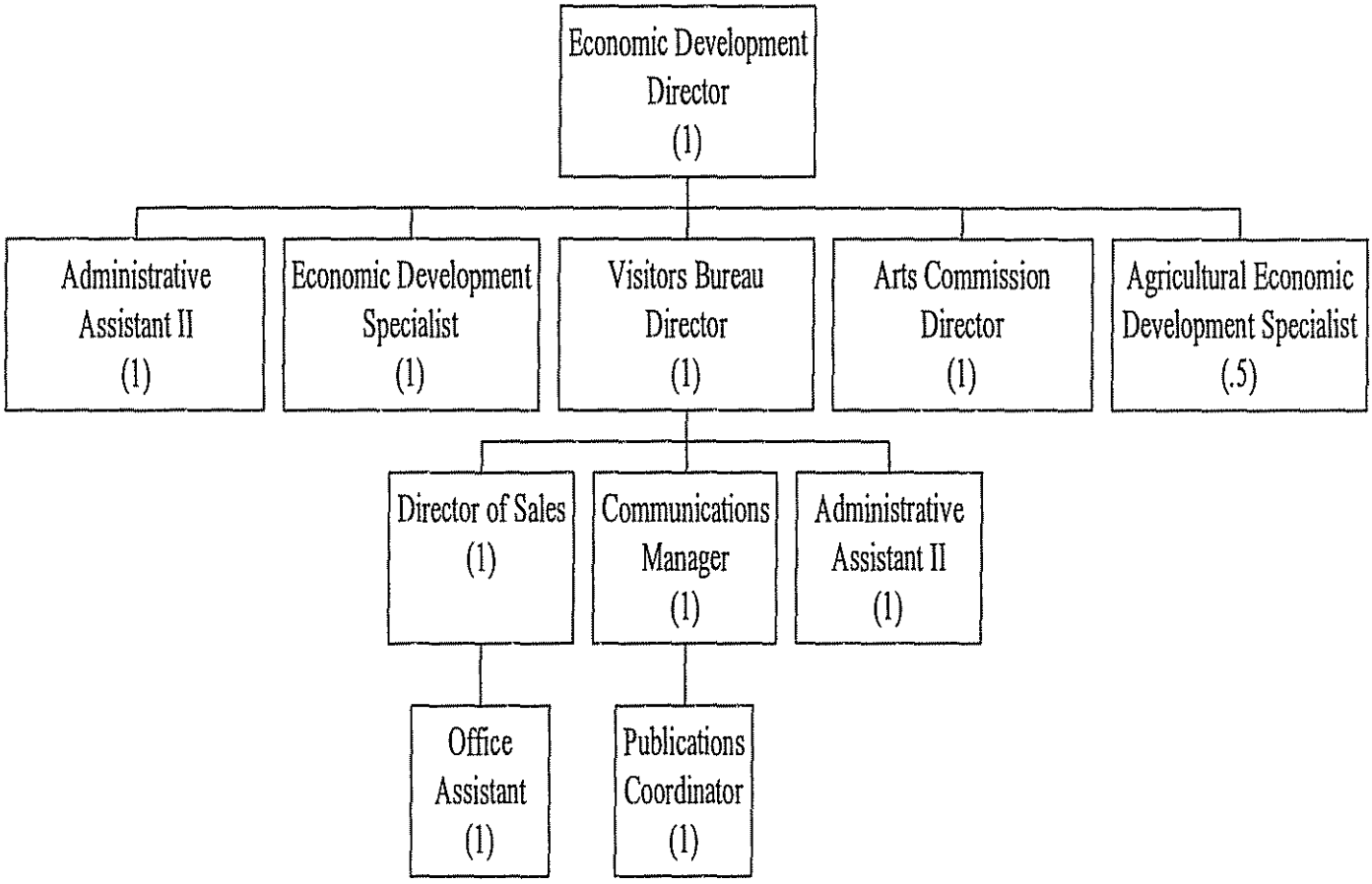
Department of Social Services
Children/Family Services



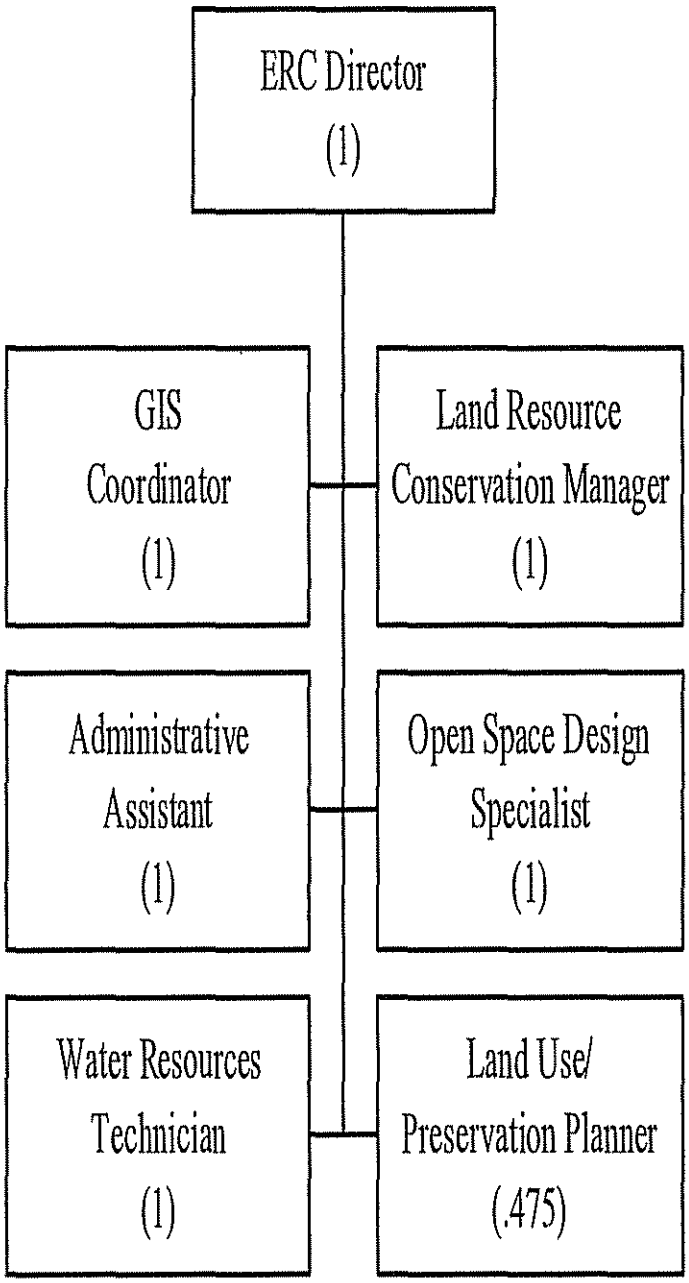
Department of Social Services
Economic & Family Assistance



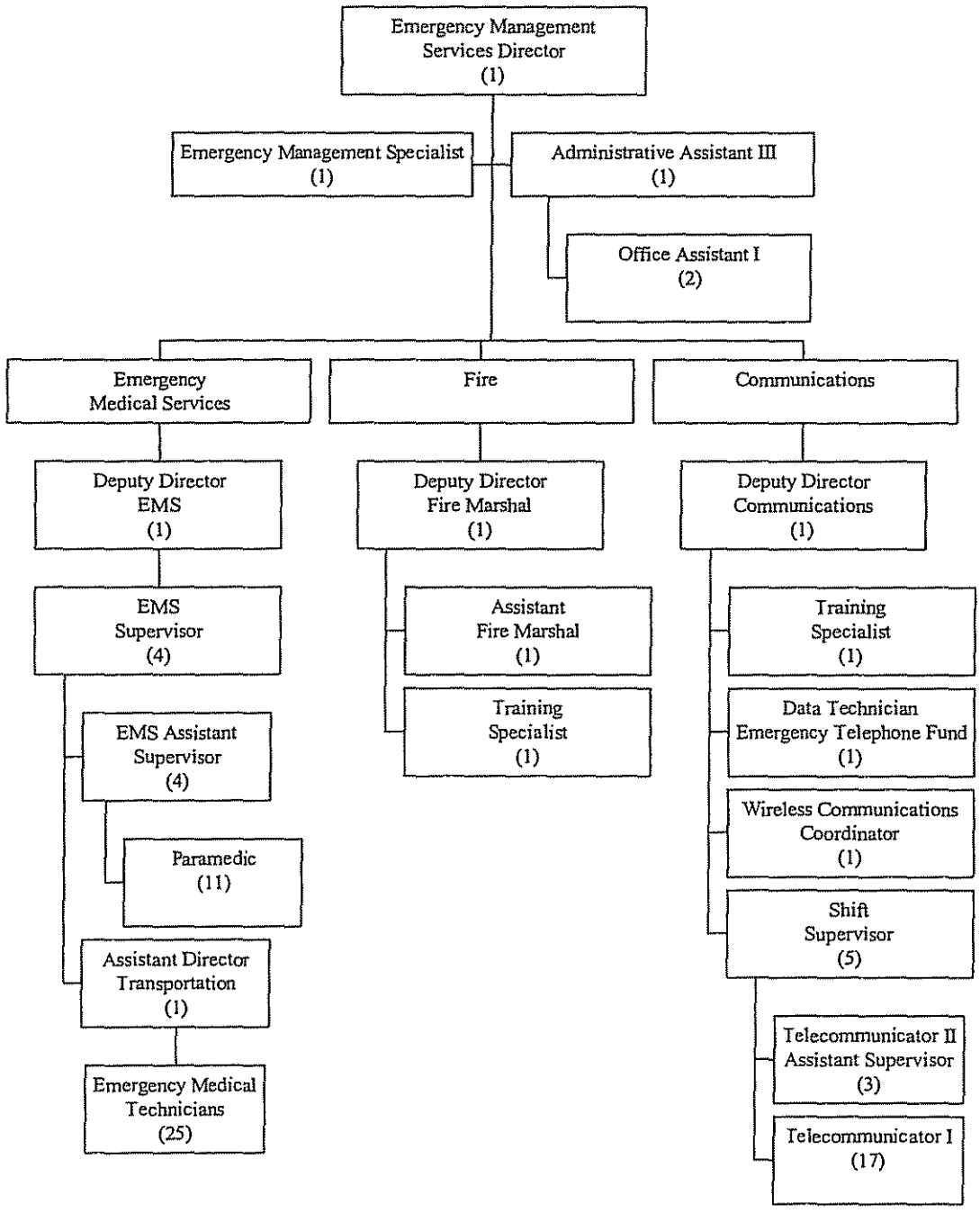
Economic Development (Including Arts Commission and Visitors Bureau)



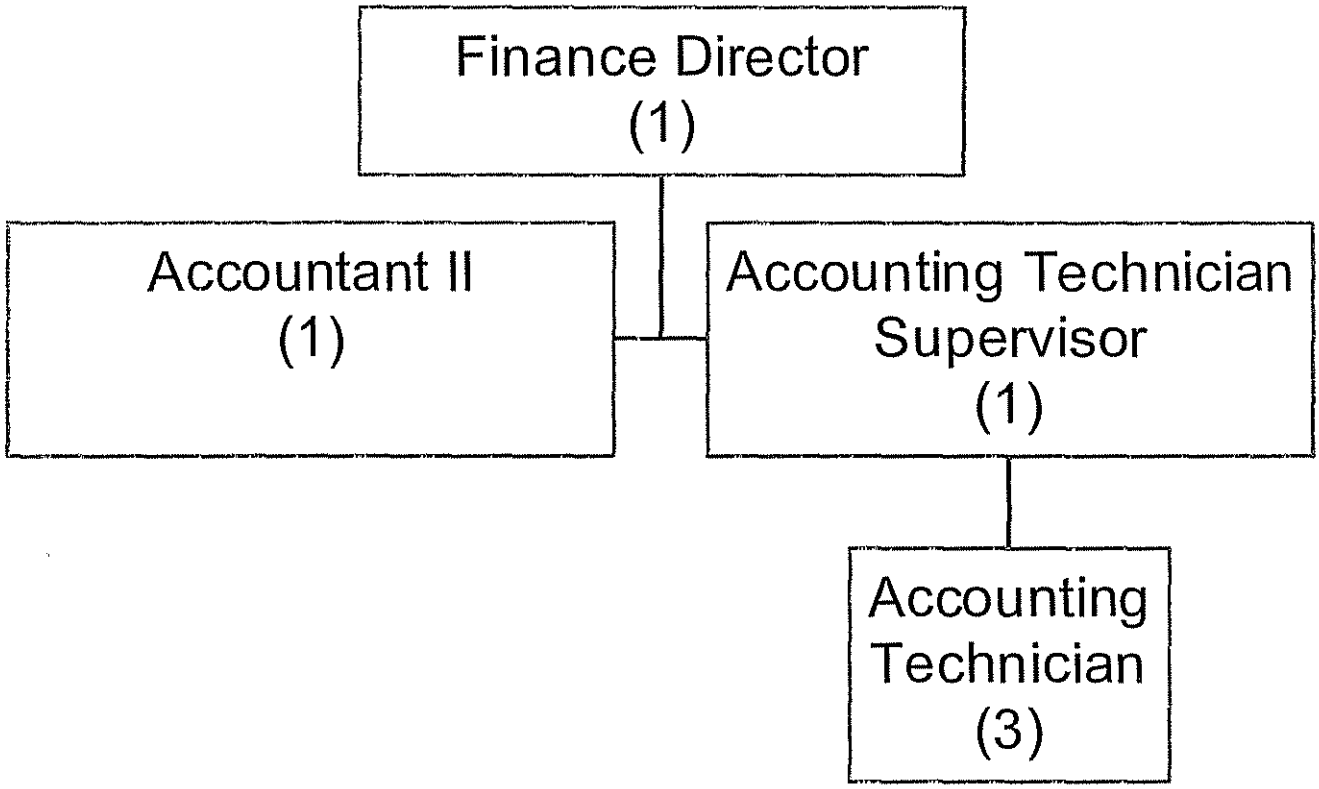
Environment and Resource Conservation



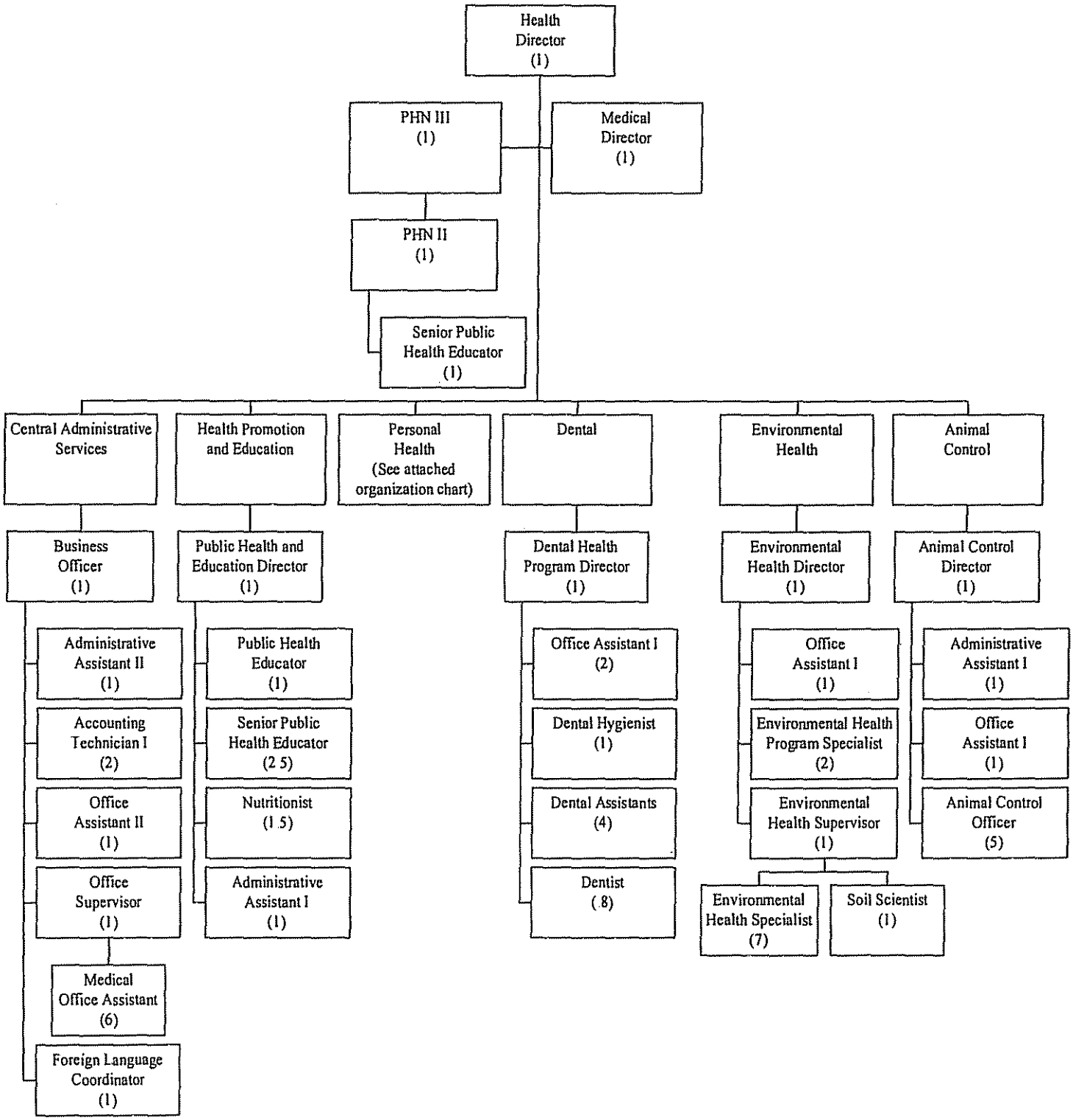
Emergency Management Services



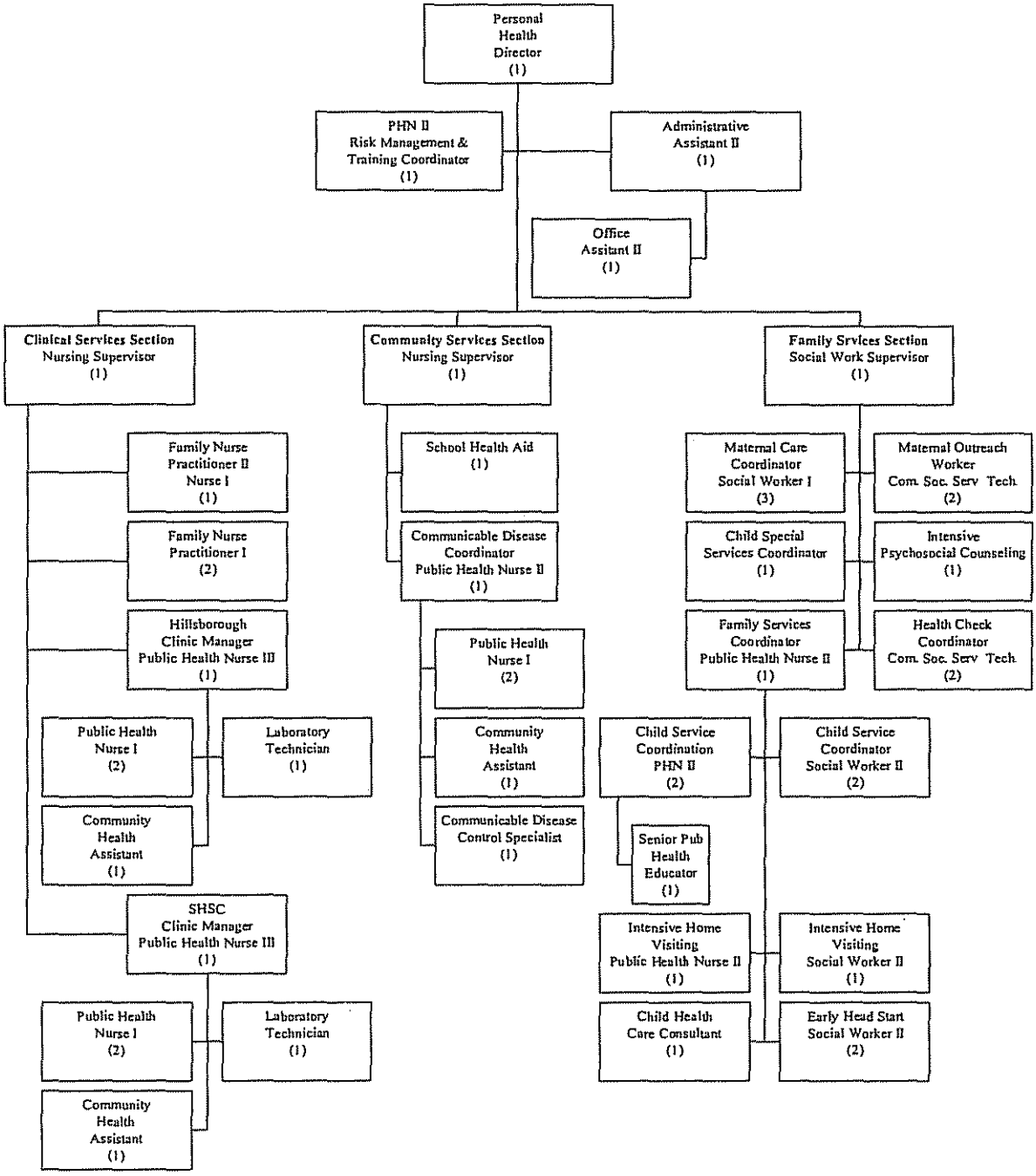
Finance Department



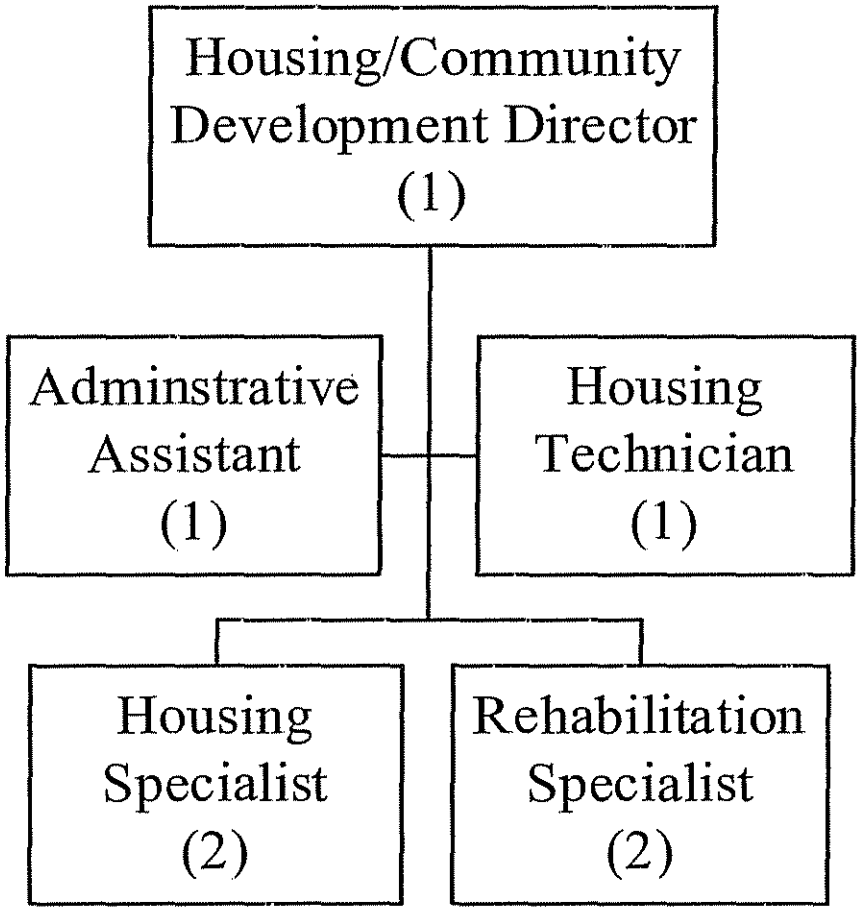
Health Department



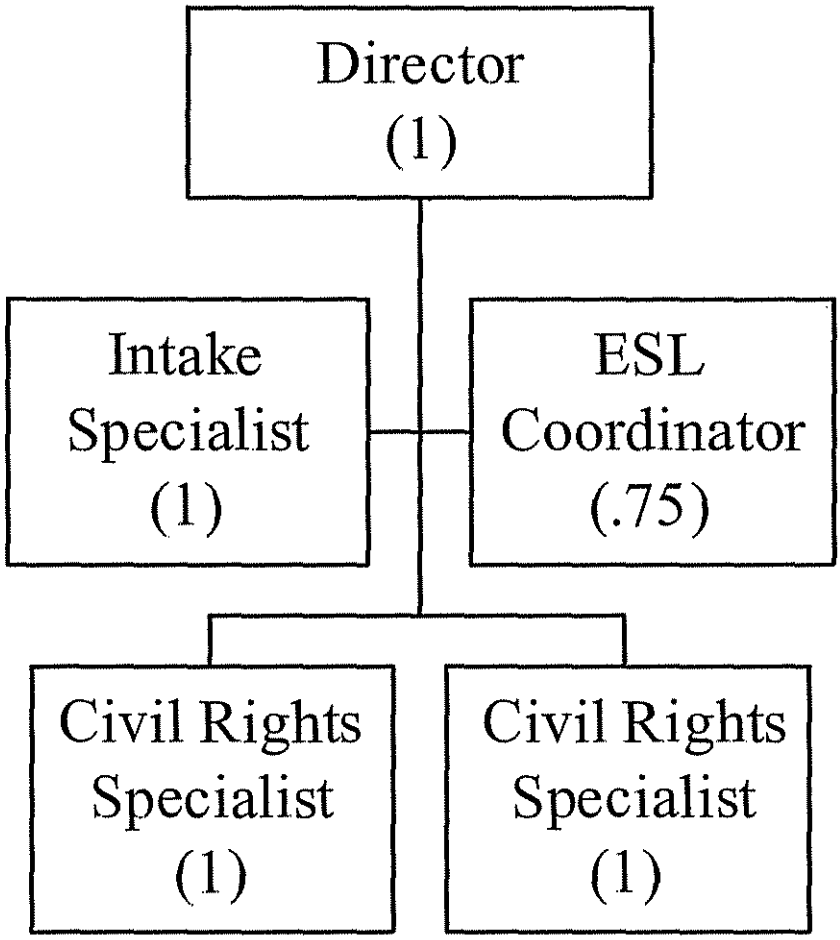
Health Department
Personal Health Division



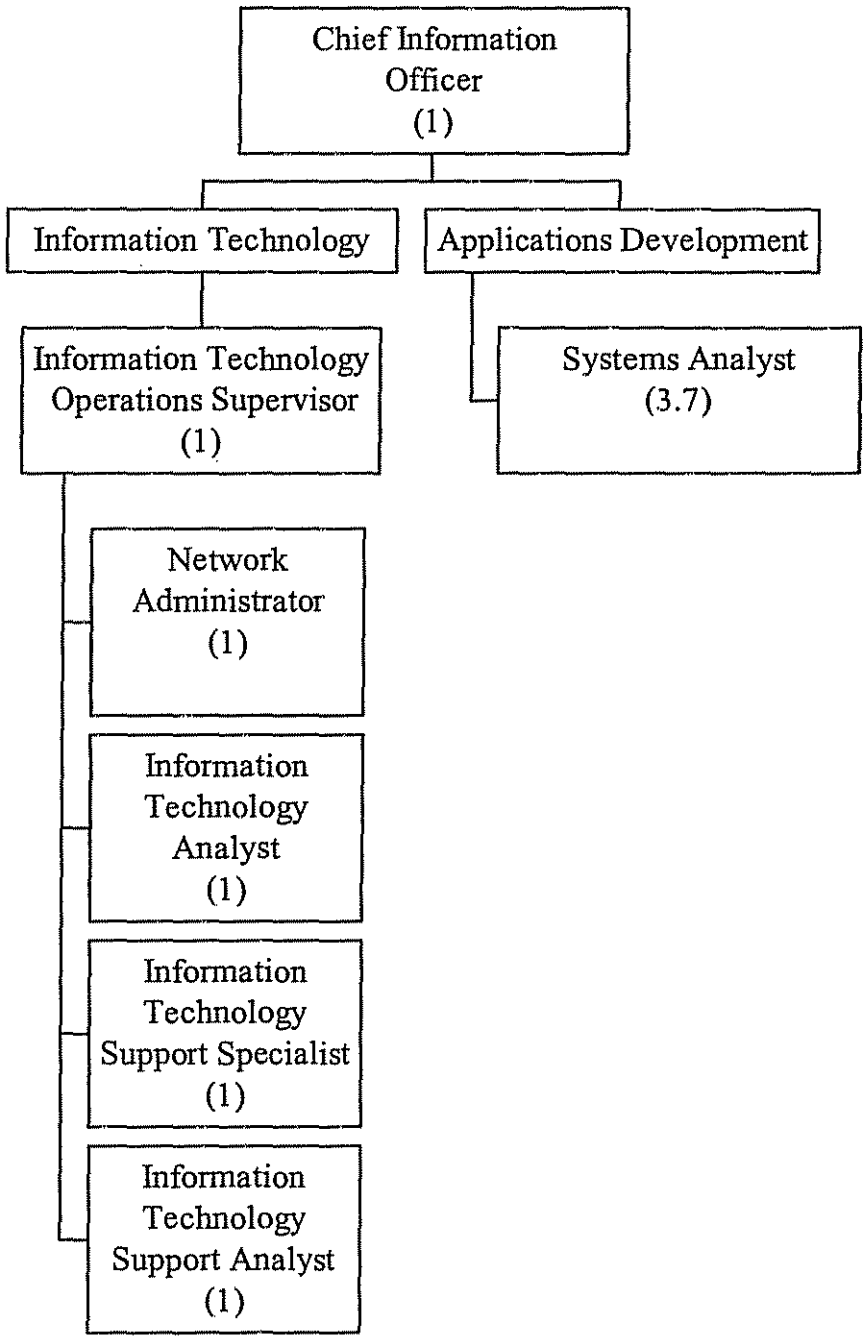
Housing & Community Development



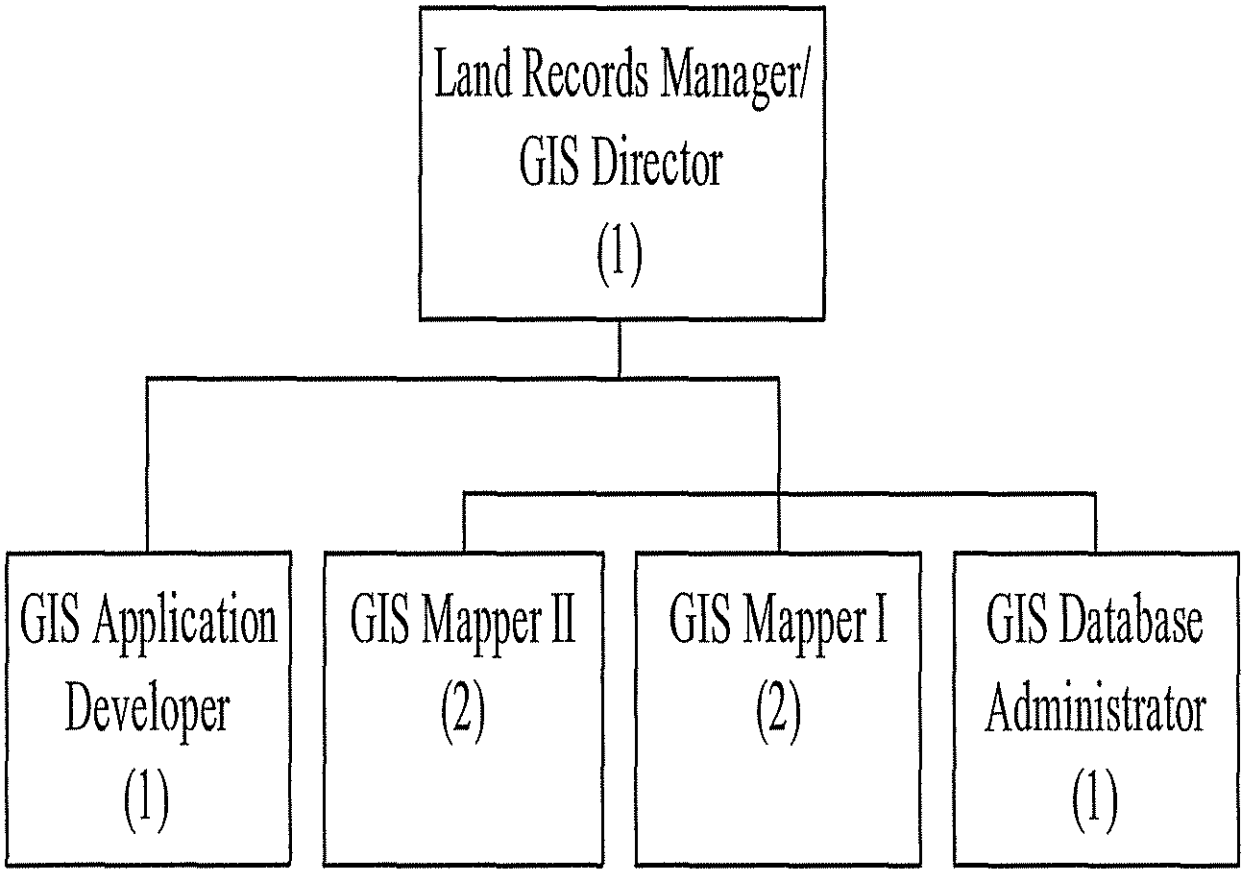
Department for Human Rights and Relations



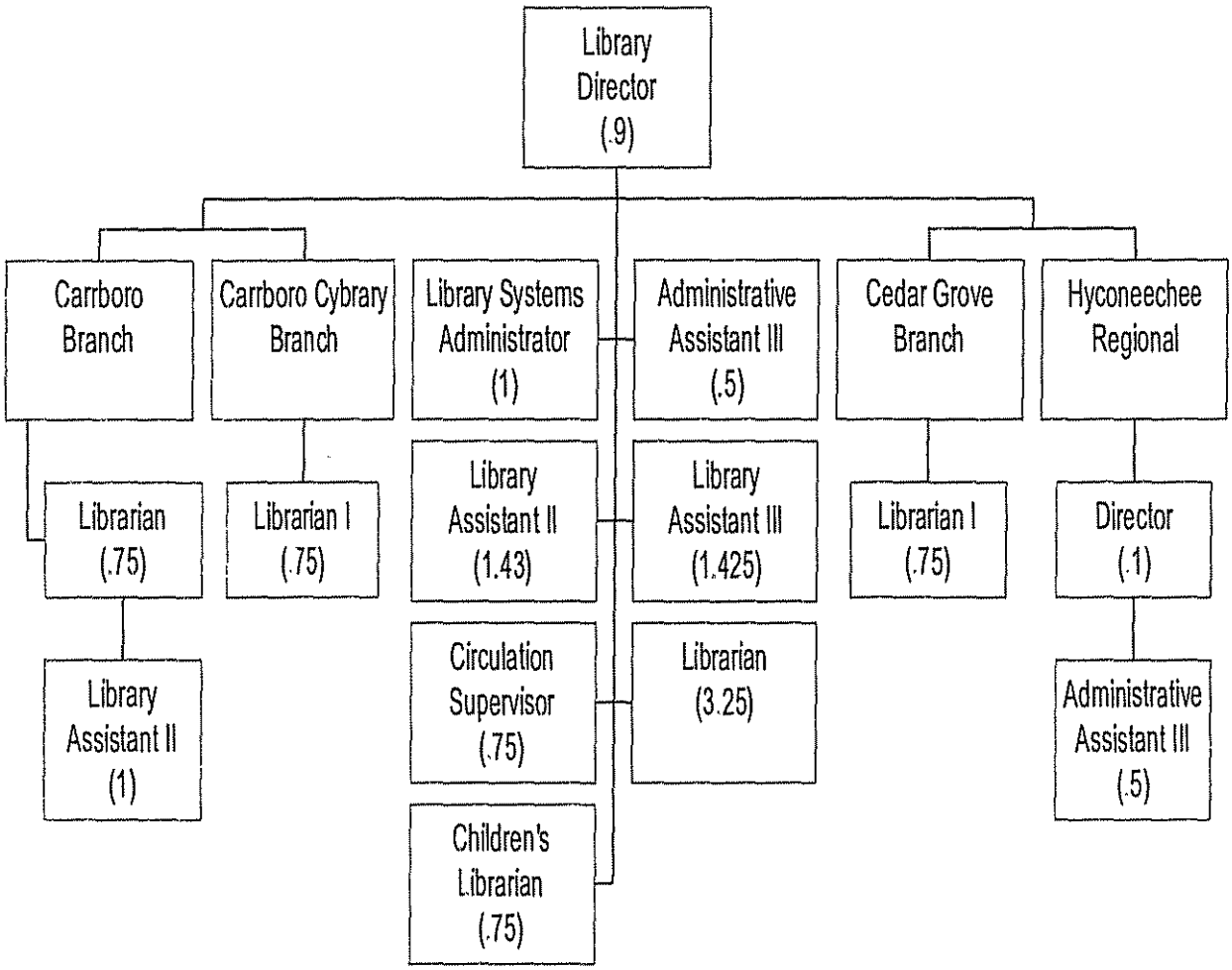
Information Systems



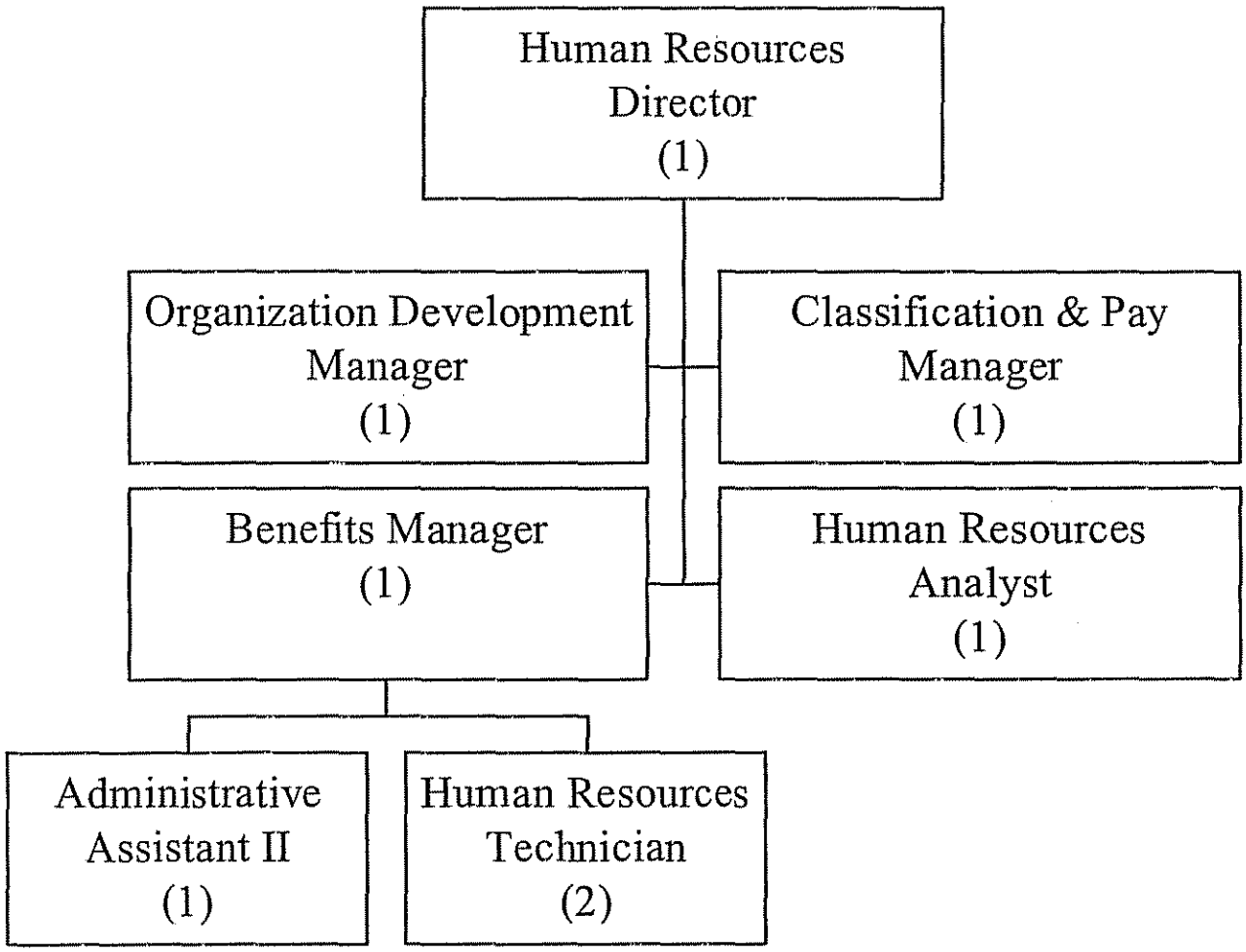
Land Records



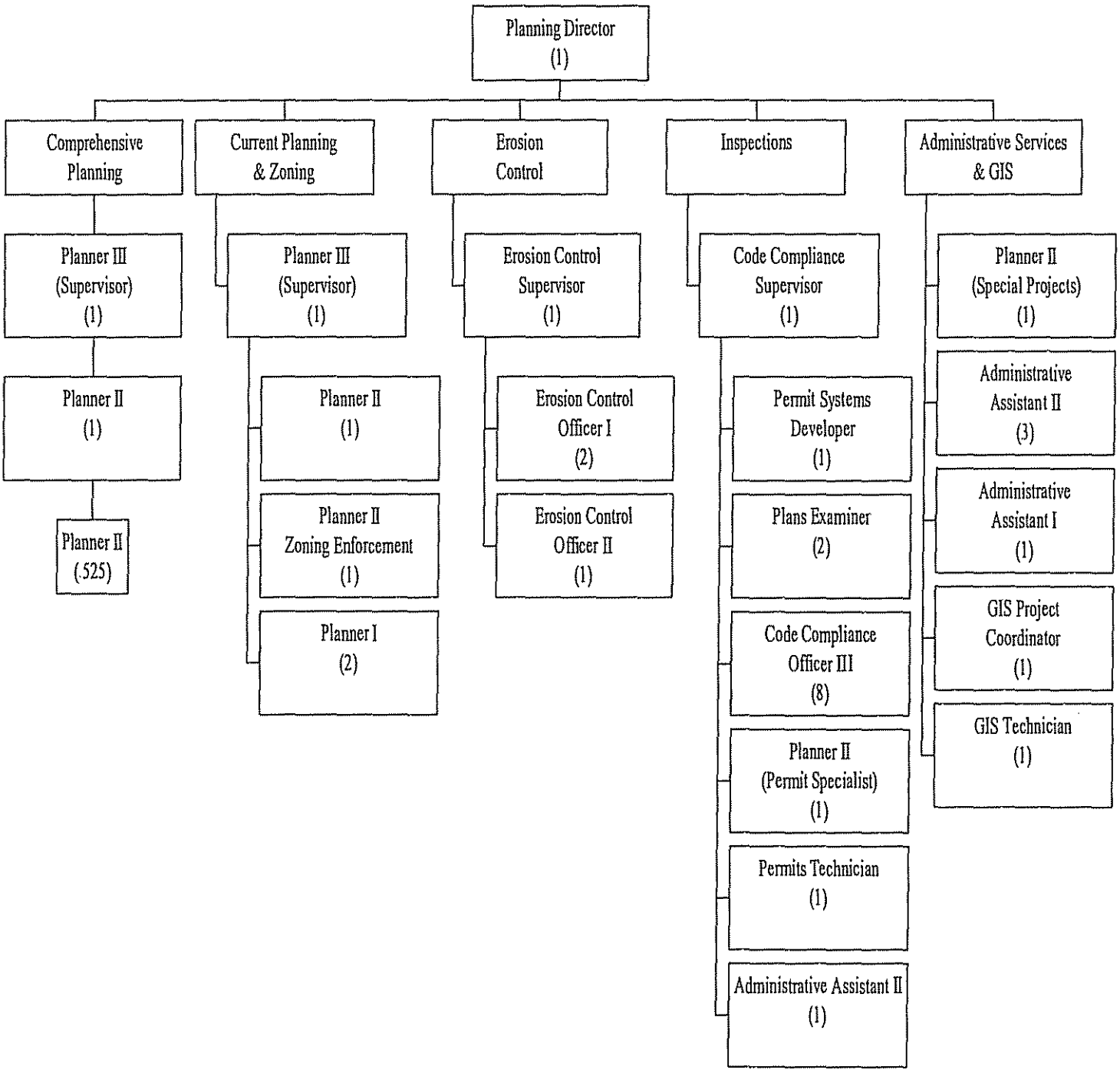
Orange County Library



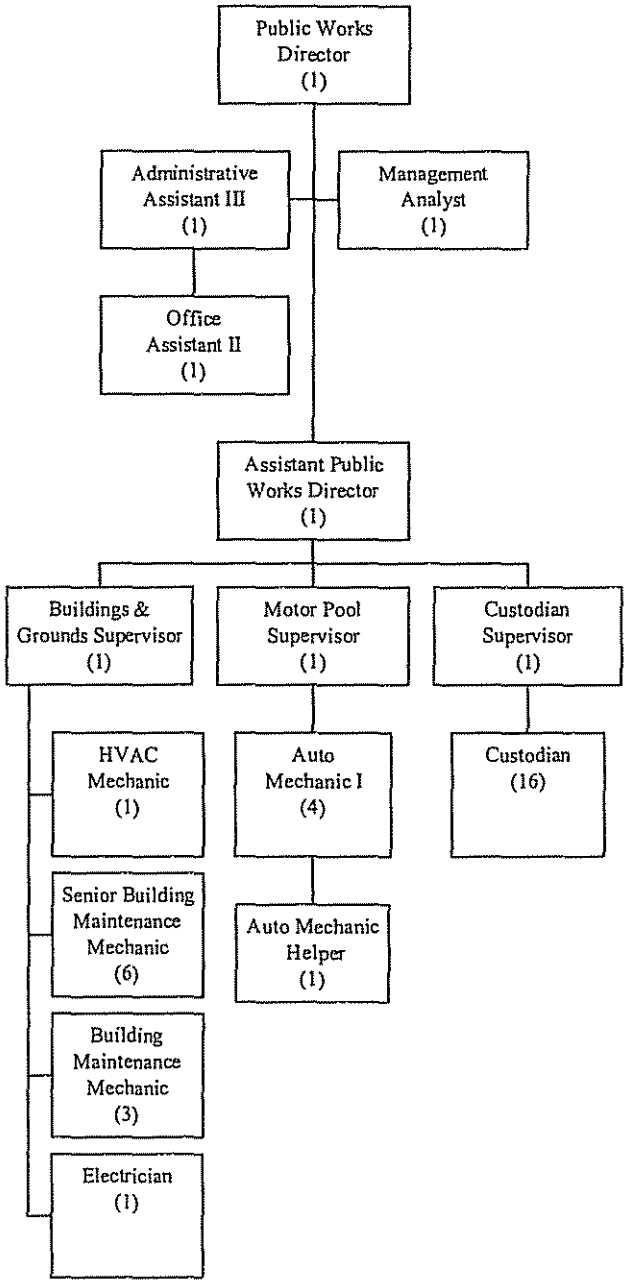
Personnel Department



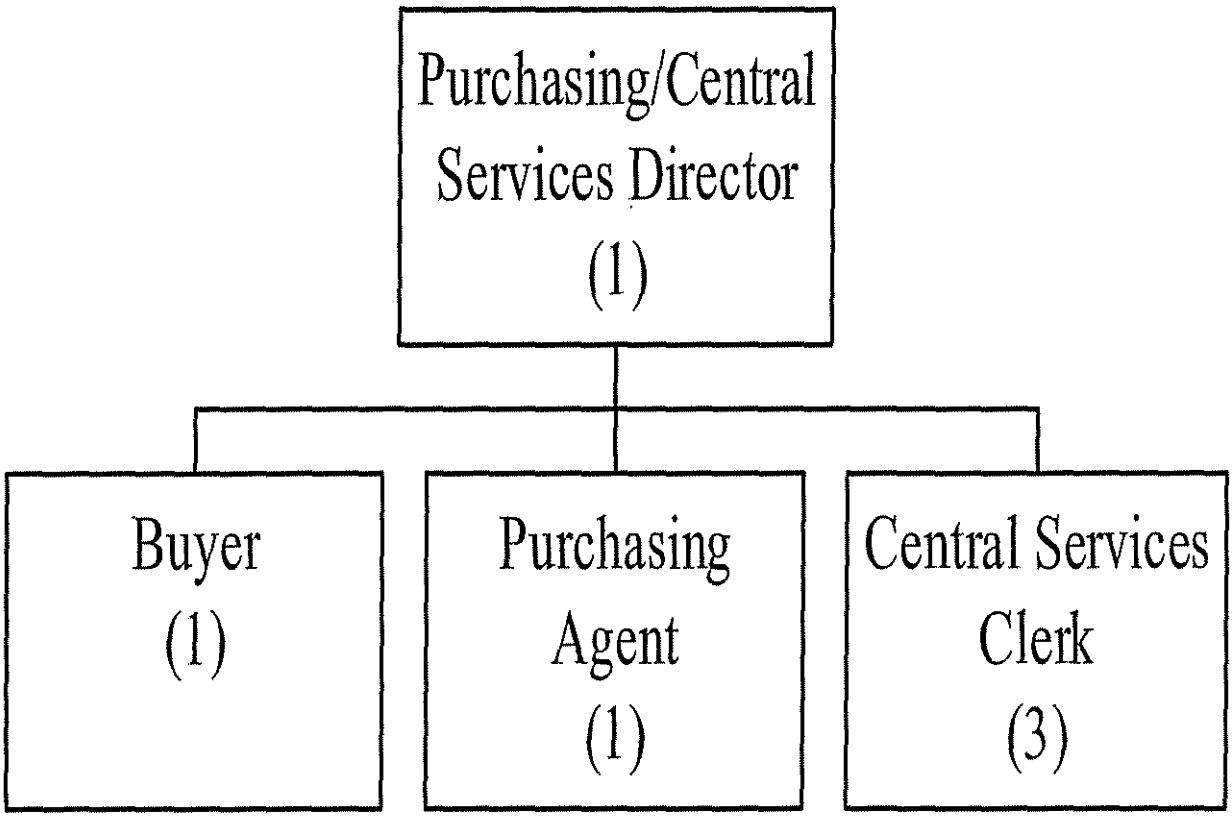
Planning


Planning Director
(1)
Comprehensive Planning
Current Planning & Zoning
Erosion Control
Inspections
Administrative Services & GIS
Planner III (Supervisor) (1)
Planner II (1)
Planner II (.525)
Planner III (Supervisor) (1)
Planner II (1)
Planner II Zoning Enforcement (1)
Planner I (2)
Erosion Control Supervisor (1)
Erosion Control Officer I (2)
Erosion Control Officer II (1)
Code Compliance Supervisor (1)
Permit Systems Developer (1)
Plans Examiner (2)
Code Compliance Officer III (8)
Planner II (Permit Specialist) (1)
Permits Technician (1)
Administrative Assistant II (1)
Planner II (Special Projects) (1)
Administrative Assistant II (3)
Administrative Assistant I (1)
GIS Project Coordinator (1)
GIS Technician (1)

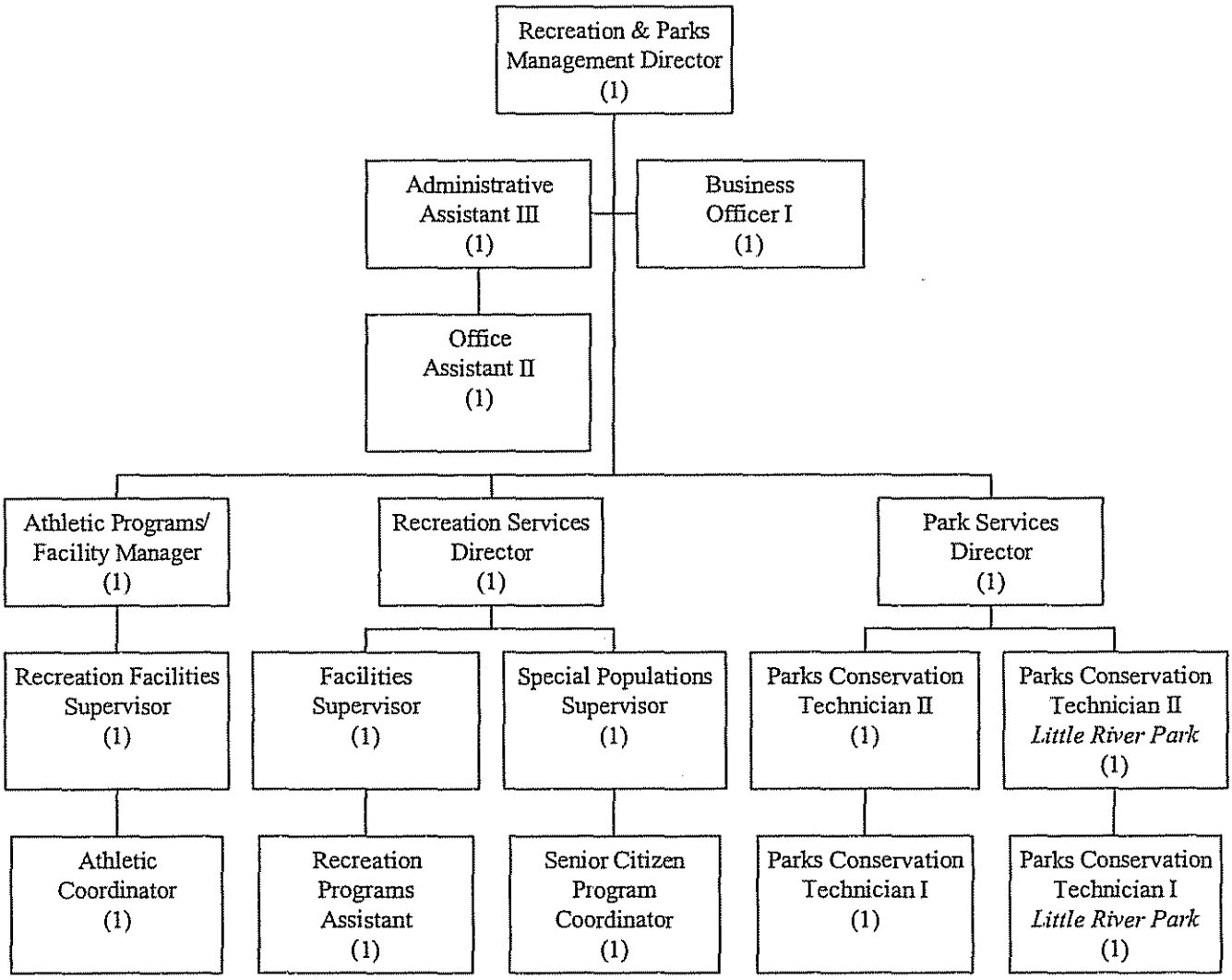
Public Works Department



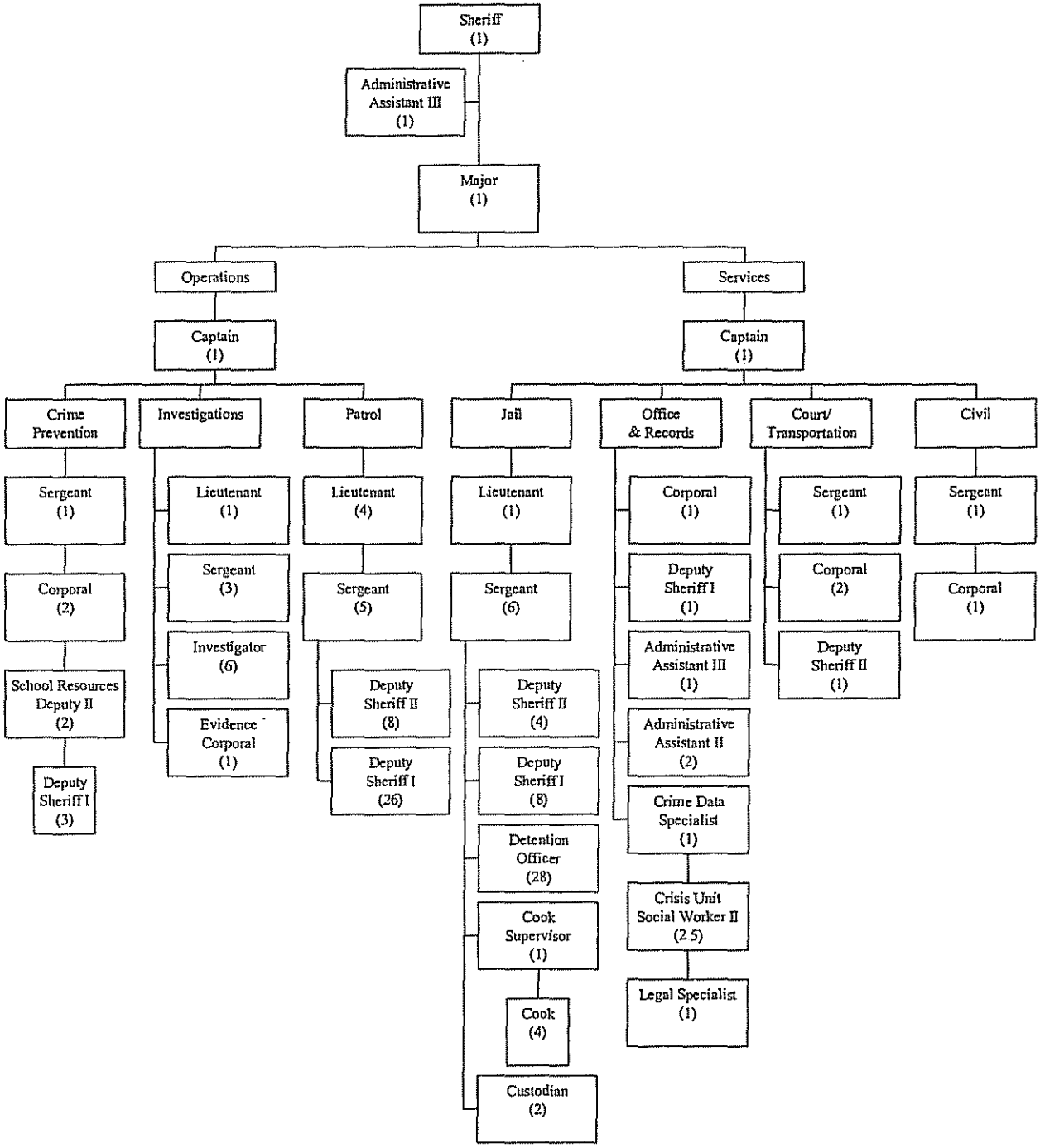
Purchasing and Central Services



Recreation and Parks

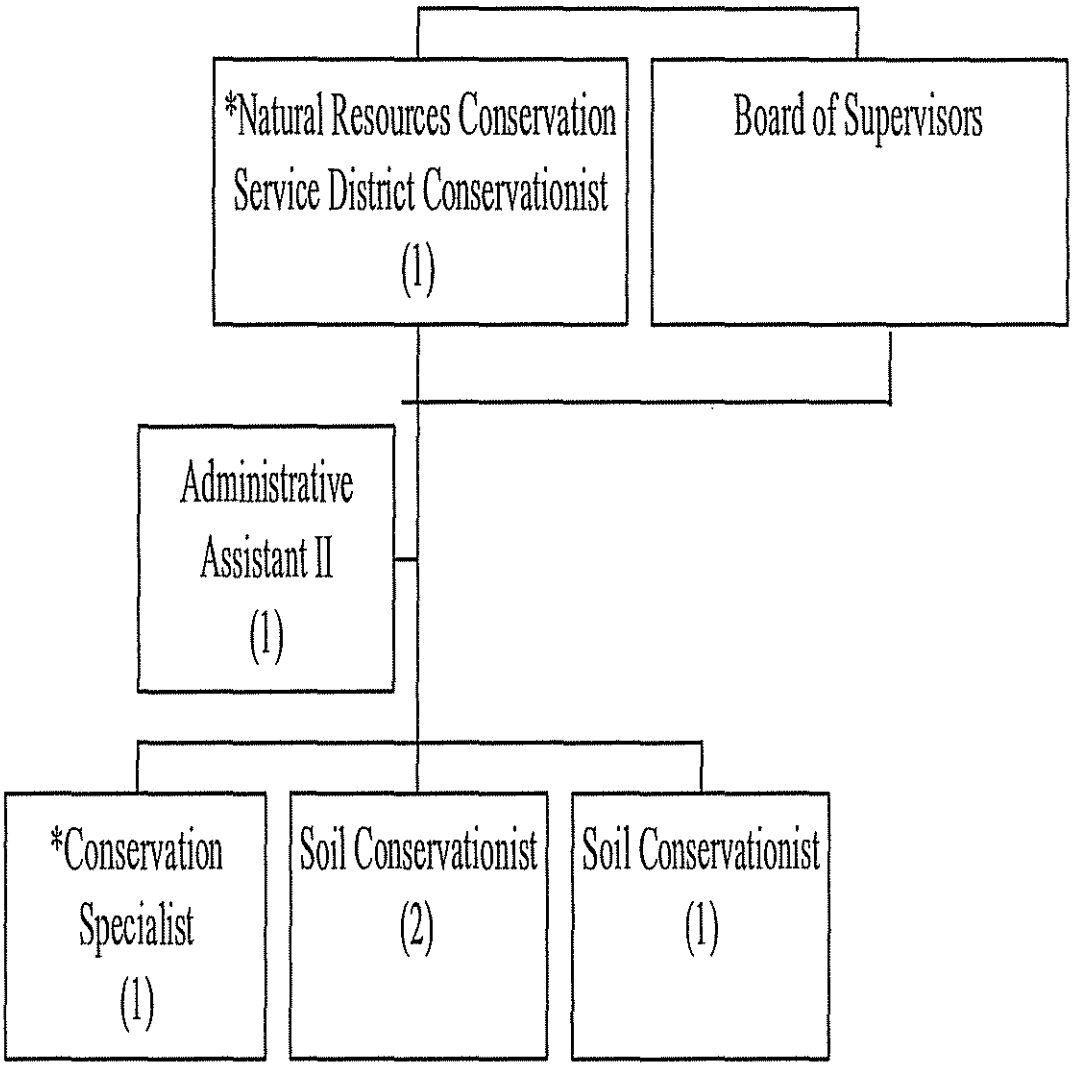


Sheriff's Department

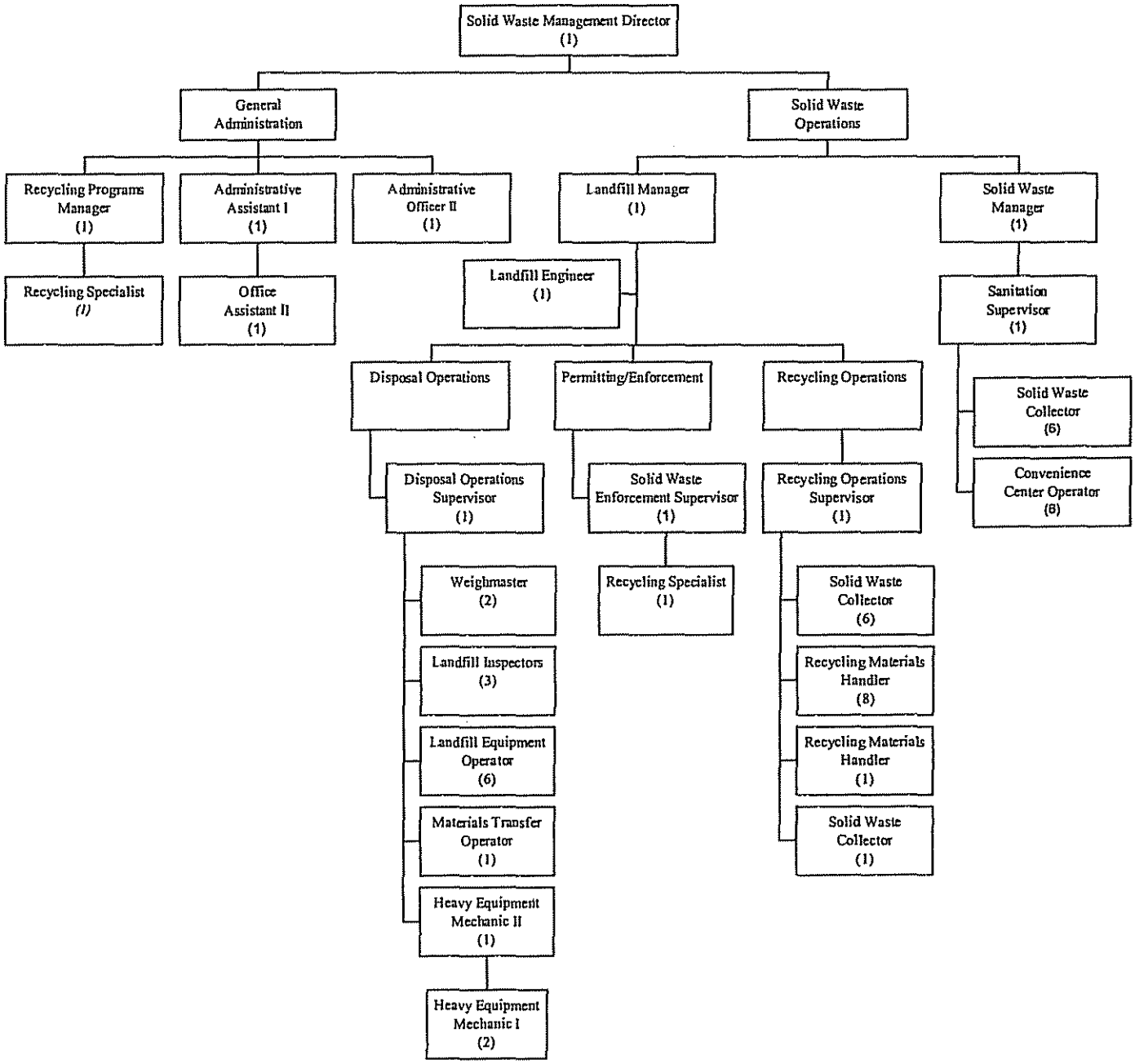


Soil and Water

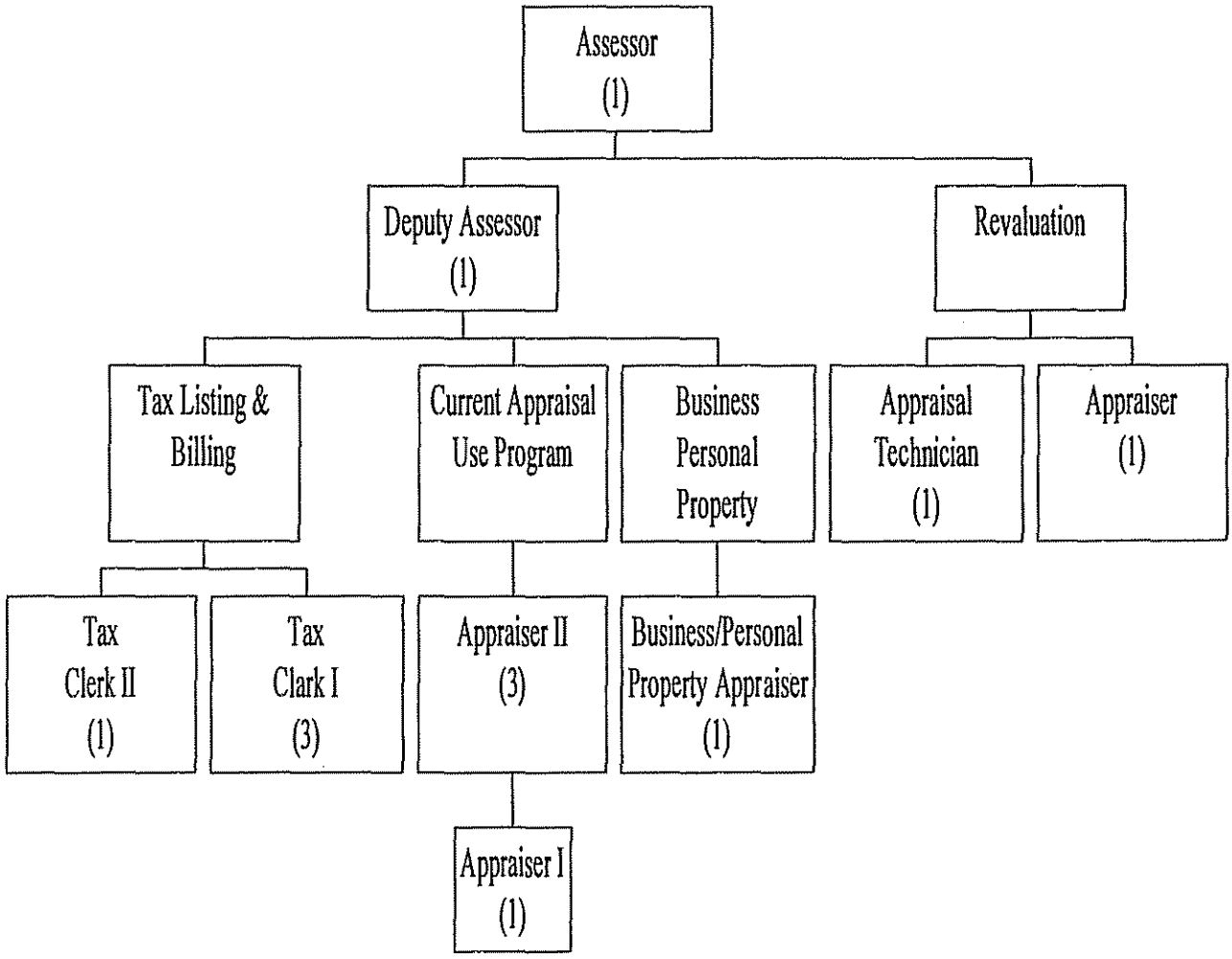
* Funded completely by Federal and/or State funds.



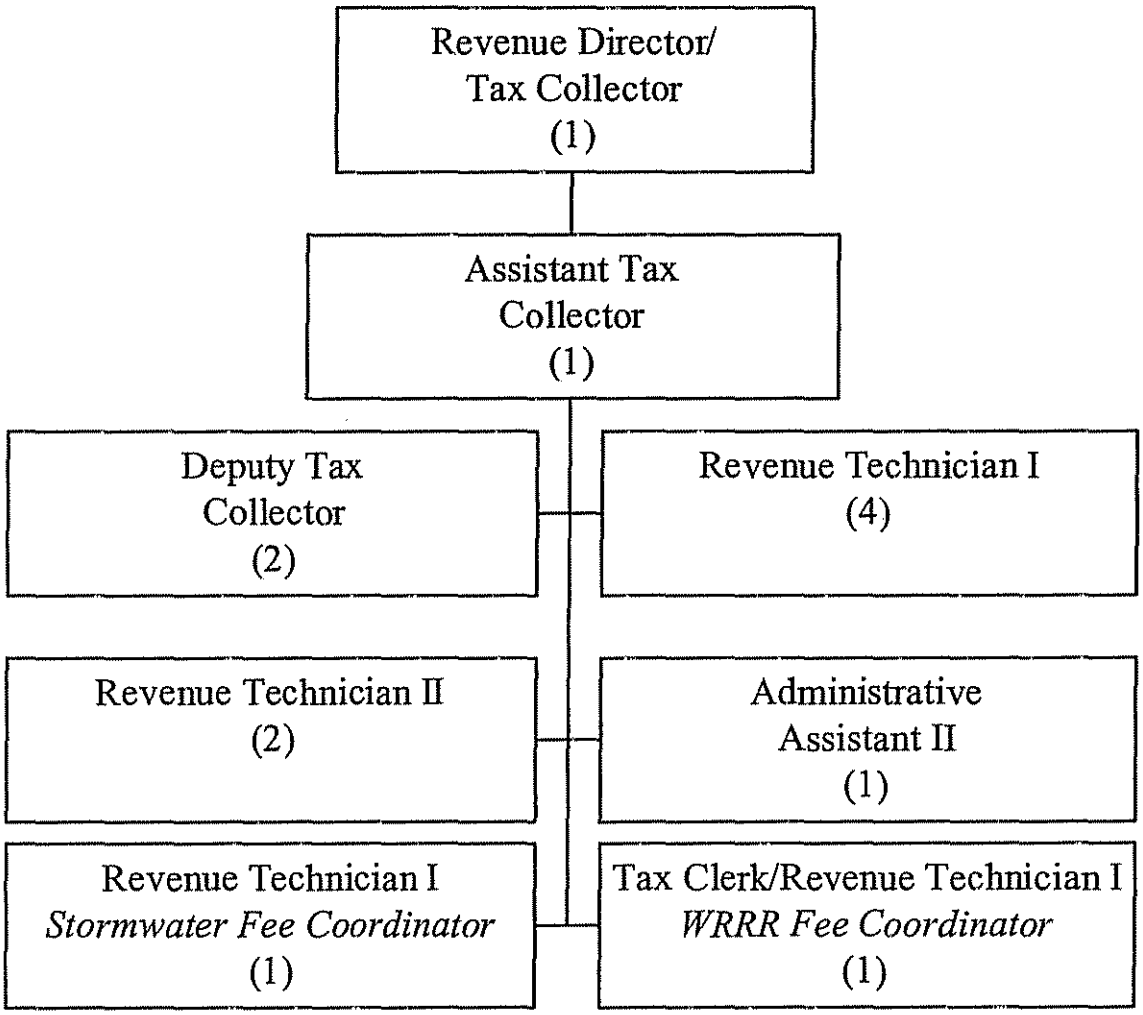
Solid Waste Department

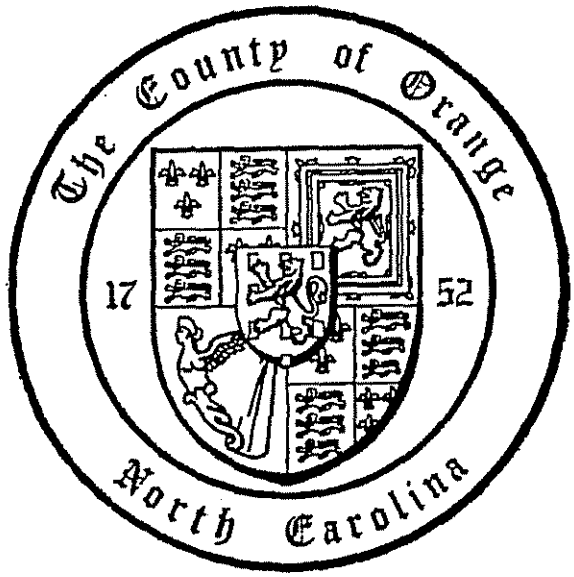


Tax Assessor's Office



Tax Collector





This page left intentionally blank

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 been 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.

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. The effective general tax rate for the 1997 revaluation lowers the tax from 99.75 cents to is 84 cents, a decrease of 15.75 cents.

Encumbrances - A financial commitment for services, contracts, or goods which have not been delivered or performed.

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.

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.

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, 1997.

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.

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.