



**Robert and Pearl Seymour Senior Center**

**2008-09**  
***Annual Operating***  
***Budget***  
***Commissioner Approved***  
***Orange County, North Carolina***

**Orange County, North Carolina**  
**Commissioner Approved**  
*2008-2009 Annual Operating Budget*

**Board of County Commissioners**

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*Valerie Foushee, Vice Chair*  
*Moses Carey, Jr.*  
*Alice M. Gordon*  
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
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**Orange County  
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For the Fiscal Year Beginning

**July 1, 2007**

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## *Orange County Mission Statement*

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

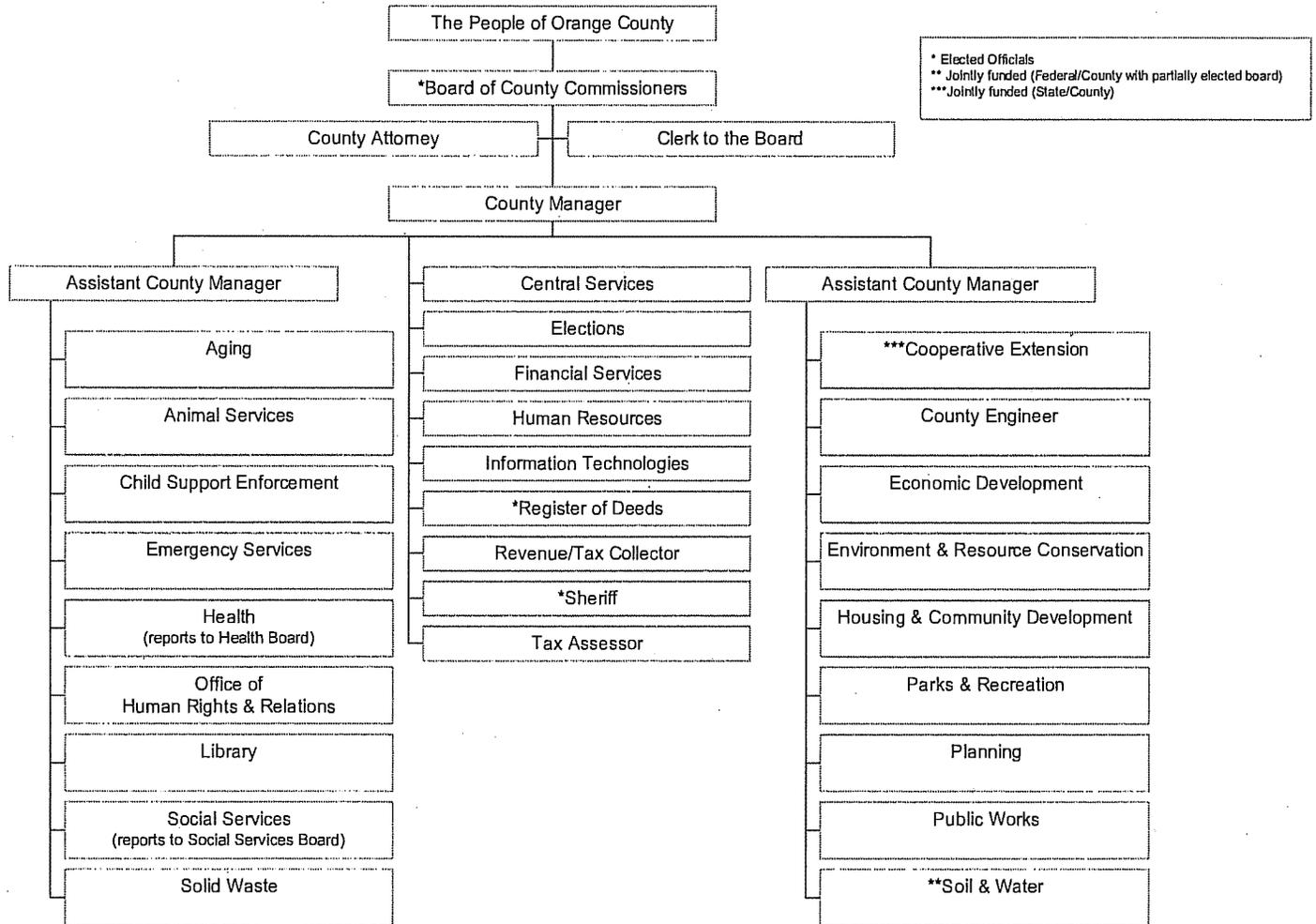
*To provide these quality services efficiently, we must:*

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

*Orange County Citizens Come First.*

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# Orange County Government



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

# Orange County Goal Setting, Planning, and Budget Process

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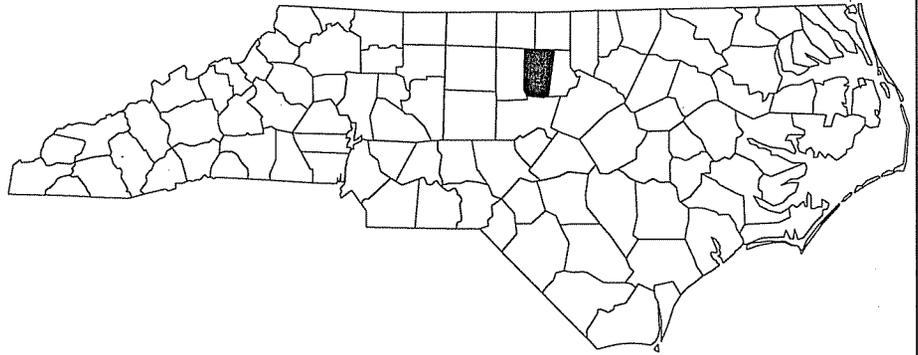
July 1	Fiscal Year Begins
August	County Manager/Department heads analyze progress to date on current goals and develop any recommended modifications.
October	County Staff presents County and Schools' ten-year Capital Investment Plan.
November	Kick-off County budget planning process for upcoming fiscal year including new staff resources and annual operating and capital budget.  Board of Commissioners solicit top priority goals for next fiscal year from various County-appointed boards and commissions.  Budget Office shares fiscal forecast for the upcoming budget year and long-term financial trends with Board of County Commissioners.
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.
Early January	County Manager/Department heads develop draft goal statement for next fiscal year based on discussion at board retreat. Commissioners confirm or amend the draft goals.
Late January - Early February	County Manager/Department heads incorporate Commissioners comments and develop draft goals, objectives, action plans, timetables, and estimated fiscal impacts for next fiscal year.
February-March	Department heads prepare departmental budget requests for next fiscal year incorporating resources necessary to accomplish Board goals in accordance with planned timetables.
March-May	County Manager/Staff develop recommended budget that incorporates resources required to accomplish Commissioners Goals.
April-May	County Manager presents recommended staff resources to Board of County Commissioners.

## **Goal Setting, Planning, and Budget Process-continued**

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Late May	County Manager presents recommended budget; Budget message explains how recommended budget addresses stated Board goals.
Mid-June	Board of Commissioners holds public hearings and work sessions on next fiscal year recommended budget and ten-year capital plan.
Late June	Board of Commissioners adopts budget and capital plan for next fiscal year that provides resources needed to accomplish Board goals.

## About Orange County...



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 1,200,000 residents. *Money Magazine* rates the region as a highly desirable area in the United States to live. Two interstate highways, I-40 to the east and west, and I-85 to the north and south connect Orange County to major cities throughout the Southeast.

The economy of the County is characterized by a high degree of institutional and public sector activity plus office, commercial and service-oriented businesses. Manufacturing and agriculture are smaller portions of the economy. The County's economic strengths stem primarily from the presence of the University of North Carolina at Chapel Hill and UNC Hospitals. Together these agencies employ approximately 18,500 people. Nearby Research Triangle Park (RTP) houses many prominent employers, including GlaxoSmithKline 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 the Raleigh and Durham metropolitan areas as #1 and #12, respectively, as "Best Places for Business and Careers."

Two school districts provide public education to the children. The Chapel Hill-Carrboro City Schools has more than 11,000 students, while the Orange County Schools has more than 7,000 students. The two school systems continue to grow rapidly. To meet demands of a growing system, the Chapel Hill-Carrboro City School System opened Carrboro High School in Fall 2007 and completed construction of Morris Grove Elementary School, which opened in Fall 2008. Funding for Elementary School #11 was also approved in 2008. The school is currently expected to open for the 2010-11 school year.

The Orange County School System operates year round schools at the elementary and middle school levels. The Orange County Schools District opened Gravelly Hill Middle School during Fall 2006, which provided an additional eight hundred seats for grades six through eight.

To: Orange County Board of County Commissioners  
Orange County Residents

From: Laura E. Blackmon, County Manager

Subject: Fiscal Year 2008-09 Manager's Recommended Budget

Date: May 20, 2008

I am pleased to submit my recommended Fiscal Year 2008-09 budget for your consideration. I believe this budget, prepared in accordance with the North Carolina Local Government and Budget Fiscal Control Act, lays the foundation for this organization to move forward in accomplishing the goals discussed at the Board retreat in February 2008.

Last October we reviewed the County's historical budget trends and multi-year budget forecasts. At that time, staff projected continued past practices of funding quality programs to meet community needs would continue to outpace the County's natural growth in property valuation and revenues. Compounding the problem are the budgetary actions taken by the General Assembly last summer that negatively impact our anticipated revenues.

Further, our national and state economy is slowing significantly. As a result of this slowing economy, revenues related to new construction, property transfers, and motor vehicle taxes are anticipated to decrease next year while expenditures for critical County programs such as housing, social services and public health assistance are expected to increase.

For Orange County, projected real property valuations reflect only a 2.3 percent increase over the current year budgeted valuations resulting in natural revenue growth of only \$2.5 million. Unfortunately, that growth is offset by anticipated losses of \$2.5 million in sales taxes as a result of the General Assembly approved Medicaid/Sales Tax Swap last summer and slowing consumer spending.

Thus, it is readily apparent the County's revenue outlook has deteriorated since last year at this time. The confluence of depressed revenues with increased demands for quality school and county services has forced staff to re-think how to best allocate our limited resources. In developing the recommended Fiscal Year 2008-09 budget, the following guiding principles were used:

- Balance increasing service demands and sluggish revenue growth while keeping our community affordable for all residents.
- Balance the Board of Commissioners' historic commitment to schools with other pressing community needs.
- Provide a safe and healthy community for all County residents, paying special attention to the increasing populations of multi-cultural and economically stressed residents.
- Fund staffing, operational and capital costs associated with new County facilities coming on-line during the next fiscal year.
- Offer a competitive pay and benefits package for permanent employees to enable them to deal with financial strains caused by rising gas, food, health care and housing costs.

- Avoid reductions in our permanent work force that other local entities across the state are facing.

At the June 5<sup>th</sup> budget work session, staff will be sharing ideas with the Board about reducing current services and perhaps eliminating non-core programs in an effort maintain or improve our fiscal stability during the upcoming year. We would also like to use this as an opportunity to focus attention on diversifying our tax base and looking for sustainable economic development that encompasses local and global markets and businesses.

### **Fiscal Year 2008-09 Budget Highlights**

The proposed annual General Fund operating budget of \$188,293,308 continues our focus of providing excellent educational opportunities and schools for our children and quality services and facilities for all residents. This represents an overall increase in the County's General Fund budget of \$14,668,957 or 8.4 percent compared to the original FY2007-08 budget of \$173,624,351. Other highlights of this recommended budget include:

#### **Tax Rates**

**Ad Valorem Tax Rate** – Revenues generated by the County's ad valorem property tax supports day-to-day County and School operations budgeted in the General Fund. The recommended ad valorem property tax rate for next year totals \$1.038 per \$100 of assessed valuation, an increase of 8.8 cents over the current year approved tax rate of 95 cents. For a property owner with \$200,000 in valuation, this increase equates to \$176 per year. One cent on the property tax rate should generate \$1,271,729 in the upcoming fiscal year.

**Chapel Hill Carrboro City Schools District Tax** – The voter approved Chapel Hill City Schools District Tax provides additional revenue to the school district over and above the County's ad valorem tax. This recommended budget provides an increase to the current year special district tax of 20.35 cents per \$100 valuation for the Chapel Hill Carrboro City Schools to 23 cents per \$100 valuation. This increase of 2.65 cents will cover the cost of opening Morris Grove Elementary School and adding the senior class at Carrboro High School this fall. Based on this tax rate, the District will receive an estimated \$18,600,892 or \$1,589 per pupil. A property owner living in the Chapel Hill Carrboro City School District who owns property valued at \$200,000 can expect the tax bill to increase, in addition to the County's ad valorem tax rate increase, by \$53 next year. Voters in the Orange County School District have not authorized a special district tax to supplement its amount received from the County's General Fund for current expense.

**Fire District Tax Rates** – As outlined in the Fire Districts section of the recommended budget, tax rate increases ranging from 0.3 to 3 cents per \$100 valuation are recommended in seven of the County's twelve fire districts. Tax rates in the other five districts remain at FY2007-08 levels.

#### **Property Taxes**

Property taxes remain by far the largest single source of revenue for Orange County government comprising 70 percent of total General Fund revenues. The County's real property tax base for the upcoming year is projected to be \$11.4 billion, an increase of \$266 million or 2.4 percent from the current year's original valuation projection.

It is important to note \$45.8 million of valuation is related to Homestead Exemption and Circuit Breaker legislation and thereby exempted from property taxation. This equates to about \$470,000 in lost property tax revenues for the upcoming fiscal year. The valuation exemptions are \$6.4 million higher than the current year exemptions of \$39.4 million. While General Assembly actions are commendable and a great benefit for qualifying property owners, it is further evidence of how the County's tax base is slowly eroding and creating the need for a more diverse tax base and additional local revenue options.

## **Sales Tax**

Consumer spending for non-essential goods and services has decreased significantly in light of rising fuel, food, housing and health care costs. State fiscal analysts and economists predict the slowing economy will continue to dampen consumer spending well into the upcoming year. As a result, we are anticipating a significant decrease in sales tax revenues for FY 2008-09.

### **Impact of Medicaid Relief on Sales Tax**

After years of intensive county lobbying, the General Assembly enacted the Medicaid Relief/Sales Tax Swap package in its FY2007-08 budget (House Bill 1473). This legislation phased out the County's share of Medicaid expenditures over a three year period from FY2007-08 through FY2009-10. In exchange, the County will cede Article 44 sales tax (one-half cent) to the state over a two-year period. In addition, Article 42 sales tax, currently distributed on a per capita basis, will be distributed on a point-of-delivery basis beginning with the October 2009 distribution.

Even though Orange County will experience a decrease in sales tax revenues, House Bill 1473 does include a "hold harmless" provision that guarantees Orange County will receive at least \$500,000 in Medicaid relief, reportedly in perpetuity. As shared with the Board last fall, counties with historically high Medicaid expenditures will see larger monetary benefits from House Bill 1473 than those counties whose Medicaid expenditures comprised a lower percentage of their budget. Orange County falls in the latter category meaning we anticipate no more than the \$500,000 hold harmless benefit.

The other side of the Medicaid Relief/Sales Tax Swap legislation requires counties to hold towns harmless for their anticipated loss of Articles 42 and 44 sales taxes. The North Carolina Department of Revenue will calculate the towns' loss, withhold this amount from the county's Article 39 monthly distribution and include it in the towns' monthly distribution. Because both Articles 44 and 39 are affected, counties must project their sales tax revenues accordingly—the county's actual loss in the per capita portion of Article 44 and the towns' loss of Article 44 being deducted from the county's Article 39.

As a result of the sales tax changes created by House Bill 1473, the local portion of the sales tax is 2.25 cents from October 1, 2008 through September 30, 2009, while the state sales tax rate would be 4.5 cents for this same time frame.

## **Fund Balance**

Slower revenue growth notwithstanding, Orange County has been able to maintain a healthy level of fund balance. This is due largely to sound fiscal policies adopted by the Commissioners, such as the Debt Management Policy and Capital Funding Policy, historically strong revenue

collection rates and fiscal prudence in appropriating fund balance for ongoing County operations.

Maintaining a healthy level of undesignated fund balance offers us several advantages. One benefit is it provides flexibility as unanticipated emergencies or non-recurring funding needs arise. The County's undesignated fund balance on June 30, 2007 was 13 percent of General Fund expenditures or \$21.3 million.

Fiscal constraints over the last few years have precluded us from fully funding our County Capital Funding Policy, which allows for the equivalent of 3 cents on the tax rate to be allocated to schools' operating capital needs and 1 cent on the tax rate to be allocated to county operating capital needs. To date, we have only been able to provide 2 cents on the tax rate to schools for their recurring capital needs, and county capital needs have remained unfunded. While we are hopeful we may be in a financial situation sometime in the future to fully fund the Capital Funding Policy, it is clear FY 2008-09 is not the year to recommend full funding levels.

Unfortunately, this lack of funding has created critical pent up capital needs in County departments. Therefore, I am recommending the Board appropriate \$2 million in fund balance in the upcoming fiscal year to cover costs of operational capital items for County departments.

### **Education Funding**

Combined funding for Chapel Hill Carrboro City and Orange County Schools totals \$91,240,476 and represents 48.5 percent of the County's total recommended General Fund expenditures. This funding level reflects an increase of \$6,794,207 over the current year total budget of \$84,448,997. This 8 percent funding increase is equivalent to 5.4 cents on the tax rate for FY2008-09. The per pupil allocation for the 18,932 students attending schools in both districts increases from \$3,069 in the present fiscal year to \$3,256 for next year, an increase of \$187 per pupil.

This funding level provides monies for day-to-day operations (current expense), fair funding allocations, recurring and long-range capital, school related debt service, public health nurses, social workers and school resource officers. Although not a statutory mandate, we believe it is a functional requirement, and a matter of fundamental fairness to ensure adequate dollars are provided to both school systems so locally funded teachers receive the same salary increases as their State funded counterparts. My recommended funding increase allows each district to provide those increases as well as additional funding for each district to undertake some of their other priority initiatives.

As stated earlier, a 2.65 cent tax rate increase in the Chapel Hill Carrboro City Schools' Special District tax will generate sufficient additional monies for the district to cover the cost of opening Morris Grove Elementary School and add the senior class at Carrboro High School next fall.

In closing I wish to commend the Superintendents and their staffs for their collaborative spirit throughout the year, and all three elected boards for their demonstrated commitment to remain engaged in frank and rewarding discussions.

### **New Facilities**

Orange County is in the midst of the most aggressive capital construction campaign in its history. In the last two months we have celebrated the opening of the Orange County Satellite Campus of Durham Technical Community College and the Gateway Center located on Churton

Street in Hillsborough. We anticipate opening eleven additional County facilities at various times throughout the upcoming fiscal year.

As we shared with Commissioners during our Capital Investment Plan discussions earlier this year, the cost of new facilities extends beyond mere design and construction. Costs to staff and operate new facilities have greater long-range impact on the County's General Fund than design and construction. The projected cumulative cost of staffing and operating the new facilities in next fiscal year is about \$3 million or about 2.4 cents on the tax rate. Further discussion of costs for individual facilities will be a topic during our upcoming June work sessions.

### **Staff Resources**

A number of issues were considered in determining the need for staff resources in the coming year. The Board has previously discussed and supported the transitioning of long-term temporary employees to permanent status. The opening of new facilities has placed a staffing burden on internal support departments that can not be met with current FTEs. Re-locating departments whose levels of service have increased due to the additional space or upgrading of infrastructure are also in need of additional personnel. The increased demand to meet the safety and health concerns of all residents of our community is also reflected in the recommended positions.

#### **Transition of Long-Term Temporary Employees to Permanent**

Over the last few years, the Board has expressed concern about the County's use of temporary employees and the amount of funding dedicated to this line item in the annual budget. As department directors prepared their FY2008-09 budgets, I asked them to review their department's use of temporary monies.

Though departments are able to sometimes meet work load demands by re-employing retirees on a part-time basis, there are instances where departments have filled more permanent staffing needs through the use of long-term temporary employees. As I shared with the Board during our April 17, 2008 budget work session, the recommended budget provides funding to transition long-term temporary employees to new permanent positions, part and full-time, to meet ongoing needs at an estimated cost of \$210,000.

#### **New Staff Related to Opening of New Facilities**

- **Animal Services Facility** – The new facility, projected to open January 1, 2009, will offer expanded animal sheltering capacity and will require additional staff to provide placement services and ensure sheltered animals receive quality care. The recommended FY2008-09 budget includes funding for two new staff positions, Animal Care Technician and Veterinary Health Care Technician, effective with the opening of the new facility. An additional requested Animal Care Technician will be proposed for FY 2009-10.
- **Facility Maintenance** – As new facilities come on-line this year and next, our building maintenance staff will see an increase of fifty-eight percent in square footage that must be maintained. The recommended budget provides monies to cover the costs associated with a Building Maintenance Technician I and a Building Maintenance Technician II to maintain mechanical, electrical, plumbing, HVAC systems and grounds maintenance at existing and new County facilities

- **New Parks** – During the course of the upcoming year, we anticipate opening two new parks – West 10 Soccer Complex and Northern Human Services Park. Funding for two new staff members, Parks Conservation Technician I and Parks Conservation Technician II, is included in the recommended budget for next year. These positions will partner with current staff assigned to park related duties in providing conservation, maintenance, and operational services required for athletic and park facilities. In addition, the Technician II position will be assigned supervisory duties.

**New Staff to Address Health, Safety and Wellbeing for Growing Populations Including Our Multi-Cultural and Economically Stressed Residents**

- **Emergency Services** – the recommended budget provides funding for two positions in Emergency Services – a Paramedic and an Assistant Fire Marshal. Increased call volume and emergency transports, including a higher percentage of patients who require advanced life support during transport to the hospital, necessitate funding for an additional Paramedic. The Assistant Fire Marshal will enable the County to meet fire code requirements including fire prevention.
- **Public Health** – The recommended budget provides funding for 3.5 new Health Department positions next year including a Family Nurse Practitioner (.5), a Communicable Disease Nurse, an Administrative Assistant and a Community Dental Care Coordinator. Over the past year, our Health Department has experienced a significant increase in those requesting dental and health related services. While some of the increase can be attributed to the depressed economy, the Health Department is also experiencing a significant increase in refugee resettlement. Since July 1, 2007, 123 refugees have resettled in Orange County, with possibly 100 or more additional refugees expected to relocate to Orange County by fall 2008. In accordance with State recommendations, local public health departments must perform full health assessments for refugees to ensure health problems that could pose a threat to public health or impair the refugee's capacity to find employment and independence are promptly identified and treated within thirty days of arrival.

In addition, the recommended budget for Public Health provides county funding to replace lost grant monies for the department's current Volunteer Coordinator position and to increase working hours for a Dental Hygienist.

- **Sheriff** - Increases in Court related duties and calls for service over the past three years have negatively impacted the department's ability to conduct preventive patrolling in the communities. When the new Justice Facility opens in late 2009, the Sheriff anticipates staff requirements for Court duties will increase even more. The proposed addition of six new Deputy Sheriff positions, two of which are grant funded, will enable the department to meet increased service demands.
- **Social Services** – A new Day Care Social Worker included in the recommended budget will enable the Department of Social Services to work with the increased number of families seeking child care placement and financial assistance.

**New Staff to Address Increased Service Demands**

- **Information Technologies** – Increased workloads prompted by new technology initiatives such as implementation of the Property Information Management System (PIMS) and Central Permitting will require services provided by a new Systems Analyst position in the upcoming fiscal year. The recommended budget provides funding for this position.
- **Land Use/Transportation** – The Planning Department currently has a Land Use/Transportation Planner who works 20 hours per week. Increased work loads associated with transportation studies and Comprehensive Plan implementation create a need for the position to increase from part-time permanent to full-time permanent. The FY2008-09 recommended budget provides for this increase.
- **Library Services** – The recommended budget provides monies for the County to fully fund the Library's Office Supervisor II. Previously this position had been a shared position with the Regional Library. However, with program growth related to opening new facilities the workload has increased to the point the staff member must dedicate all of her time to Orange County Library services.
- **Tax Assessor/Land Records** – Increased land transaction activity has created backlogs and elongated the amount of time residents experience with regard to real estate closings and permit issuances. The recommended Geographic Information System (GIS) Mapper I position will speed up processing and decrease the time property owners must wait to complete their transactions. In addition, this position will ensure property records are correct and assist the department in preparing for the upcoming property revaluation process.
- **Recycling Program** – Increased recycling activity across the County coupled with enforcement of the County's Regulated Recyclable Materials Ordinance created the need for a Recycling Specialist/Enforcement Officer in the Solid Waste Enterprise fund. Examples of duties anticipated for this position include inspecting recycling activities for commercial establishments and providing public education/enforcement of littering and dumping. Funding for the position will come from the Enterprise Fund meaning the position does not impact the County's ad valorem property tax.
- **Address Verification** – This recommended E911/GIS Mapper II position will assign and maintain the County's address database. The creation of this position is critical to ensuring fire, emergency services and law enforcement personnel have access to accurate address data when answering calls. This position is funded with proceeds from the Emergency Telephone Fund and is not funded with proceeds from the County's ad valorem property tax.

### **Debt Service**

Since 1988, Commissioners have authorized \$325 million in debt financing, including voter approved bonds and alternative financings, for school, county and partner projects. Examples of funded ventures include purchase, construction, development and renovation of schools, parks and recreation facilities, land conservation initiatives, affordable housing, and water/sewer projects.

Last spring, the Board authorized the issuance of new debt totaling just over \$59 million to fund projects such as Carrboro High School, Morris Grove Elementary, the Justice Facility, the satellite campus of Durham Technical Community College and West 10 Soccer Complex. Full year payments of \$5.5 million are funded in the upcoming fiscal year compared to partial year

payments of \$2.2 million budgeted in the current year. The County's debt service payments for FY2007-08 total \$26.1 million or 13.4 percent of the recommended General Fund budget.

Debt issuance plans under consideration for the upcoming year include the remaining \$6.9 million in 2001 voter approved bonds, \$8 million for the new Animal Services Facility, \$2.2 million for completion of Efland Sewer, \$25 million for the new County Campus and Library and approximately \$31 million to construct elementary school #11 for the Chapel Hill Carrboro City Schools.

### **Operating Budget Reductions**

Up until now, I have focused my message on areas of the County's budget that reflect increases. I feel it is also important to highlight specific areas where departments are being asked to continue or increase service levels with little or no increase in funding for day-to-day operations.

As mentioned earlier, this recommended budget offers a plan for transitioning long-term temporary employees to permanent positions. The recommended budget also proposes taking additional steps to further reduce our dependence on temporary staffing by implementing a 50% across the board funding reduction in temporary line items and improving resource management of temporary personnel needs. This reduction will not affect seasonal employee or student intern line items.

For those departments that requested increases in their operating budget, the recommended budget provides a 2 percent across the board inflationary increase over the current year original budget. I excluded expenditures related to new facilities and public assistance from those reductions.

Staff and I look forward to discussing the implications of these reductions with the Board during our June budget work sessions.

### **Employee Pay and Benefit Compensation**

Given the increase in the cost of living over the past year as well as the significant market pressures the County is experiencing in recruiting qualified staff, I urge the Board's consideration of the recommended employee pay and benefit package. My recommendation includes funding for:

- A two and a half percent Cost of Living Adjustment for all employees effective July 1, 2008 at a cost of \$1,000,036
- Enhancement of the In-Range Salary progression from the current rates of 1 percent for employees whose work performance is rated Proficient and 2 percent for employees whose work performance is rated Exceptional to 1 percent for Proficient and 3 percent for Exceptional. Increases will be effective with the employee's annual performance review. The recommended budget allocation for next fiscal year totals \$220,710
- A maximum increase in annual health insurance premiums of 8 percent effective January 1, 2009. Cost projections indicate an 8 percent increase will cost the County \$264,000 next fiscal year. It is important to note that earlier estimates projected an 11

percent annual increase. Should the earlier projections prove to be a reality next year, we plan to explore with the Board changes in our health insurance plan in order to remain within budget

- Earlier this year the Board approved a contract with Archer Company to conduct a review of the County's current classification and pay plan. While we were optimistic results of the study would be available in time to include full funding in the proposed budget plan, unfortunately the results will not be complete until fall 2008. To that end, I recommend the Board set aside \$225,000 to allocate once the study results are received to address employees' salaries significantly out-of-line with the market. I plan to recommend full funding of Archer results effective July 1, 2009

## **Conclusion**

I believe this budget continues the Board's tradition of placing a priority on funding for education, human services and public safety. It recognizes the vital role our employees play in assuring a high level of competent and caring service to Orange County residents, while likewise acknowledging the sacrifices being made by our residents, particularly those on fixed incomes or in stressful economic situations.

Since I became Manager eighteen months ago, I have watched Orange County staff develop and implement quality programs that benefit the residents of our County. The staff will be called upon during the upcoming year to employ this professional creativity to investigate core services and service delivery models which may challenge the status quo and require a new way of thinking. Based on the discussions by the Board and staff during the February 2008 Board retreat, however, I believe together we can forge partnerships that will revitalize our organization and bring positive outcomes to our collective goals.

Supplemental data including summaries of recommended staff and historical data will be provided to you at the May 29, 2008 public hearing so that you have the information prior to the first budget work session on June 5, 2008.

Much work has been done over the past several months to provide you with a balanced recommended budget that strives to meet the needs of both the schools and the county. It is my hope this recommended budget provides the framework the Board needs to make informed fiscal decisions that reflect the values and concerns of the entire community. Staff and I look forward to reviewing the accompanying documents with you as you work towards adoption of the FY 2008-09 budget over the next few weeks.

### Adjustments to the Manager's Recommended 2008-09 Budget

*On June 24, 2008, the Board of County Commissioners approved the annual operating budget for the 2008-09 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
<b>Manager's Recommended Revenue Budget</b>	<b>\$188,293,308</b>	
Ad Valorem Property Tax - Reduce from Recommended rate of 103.8 cents per \$100 valuation to 99.8 cents per \$100 valuation		(\$5,061,481)
Department of Social Services - Reduction based on lower operating costs associated with the opening of Hillsborough Commons		(\$226,247)
<b>Total Revenue Changes</b>	<b>\$0</b>	<b>(\$5,287,728)</b>
<b>Revised Revenue Budget</b>	<b>183,005,580</b>	

Expenditures	Increase	Decrease
<b>Manager's Recommended Expenditure Budget</b>	<b>\$188,293,308</b>	
Maintain Outside Agency funding at FY 2007-08 levels (with the exception of agencies receiving special one-time appropriations in FY 2007-08)		(\$361,630)
Animal Services - Delete Recommended Animal Care Technician position (Shelter)		(\$17,835)
Parks and Recreation - Delete Recommended Parks Conservation Technician I position		(\$50,712)
Parks and Recreation - Delete Recommended Parks Conservation Technician II position		(\$54,445)
Public Works - Delete Recommended Senior Building Maintenance Technician position		(\$46,909)
Health - Delete Recommended Administrative Assistant I position, as well as various Information Technology capital items within the department		(\$58,281)
Health - Delete Recommended Public Health Nurse II position (Communicable Disease Nurse)		(\$61,689)
Library - Delete Recommended additional General Fund support for Office Supervisor II		(\$20,746)
Planning - Delete Recommended increased hours for Planner II position (Land Use/Transportation Planner)		(\$23,469)
Emergency Services - Delete Recommended Paramedic position		(\$49,137)
Information Technologies - Delete Recommended Systems Analyst position		(\$63,664)
Sheriff - Delete a portion of operational and capital vehicle purchases in FY 2008-09		(\$196,430)
Tax Assessor - Delete Recommended GIS Mapper I position		(\$44,137)
Countywide - Implement a 3-Month Hiring Delay for All County positions		(\$400,000)
Orange Public Transportation - Eliminate two Vacant Full-Time Equivalent positions		(\$67,383)
Orange Public Transportation - Restore Temporary Funding for drivers	\$40,397	
Parks and Recreation - Operationg and Capital Savings generated by postponed opening of Northern and West Ten Parks		(\$171,633)
Employee Pay and Benefits (Countywide) - Reduce Cost of Living Adjustment for Employees from a Recommended 2.5% to 2.25%, effective July 1, 2008		(\$100,007)
Employee Pay and Benefits (Countywide) - Reduce In-Range Salary Adjustments from a Recommended 1%and 3% to 1% and 2%, effective on the Employee Review Dates		(\$25,500)

Expenditures	Increase	Decrease
Employee Pay and Benefits (Countywide) - Postpone implementation of Phase I of Pay and Class Study		(\$225,000)
Delay Link Center Renovations for One Year		(\$1,000,000)
Delay Purchase of Central Permitting System Software for One Year		(\$325,000)
Public Works - Reduce Recommended Operating Costs for the Justice Facility (actual date of facility opening is later than Recommended Budget provided for)		(\$38,000)
Public Works and Library Services - Reduce Recommended Operating Costs for the Office Building and Library (actual date of facility opening is later than Recommended Budget provided for)		(\$125,000)
Social Services - Reduce Recommended Operations Costs for Hillsborough Commons (actual date of facility opening is later than Recommended Budget provided for)		(\$532,494)
Economic Development - Postpone second phase of funding for Loan Pool until first phase funds are expended		(\$75,000)
Housing and Community Development - Maintain Urgent Repair allocation at FY 2007-08 level of \$50,000		(\$50,000)
Efland Sewer Operating - Reduce General Fund subsidy by one-third pending outcome of ongoing rate study		(\$40,000)
Planning (Non-Departmental) - Fund one-half to anticipated Eno Economic Development District Study in FY 2008-09 and one-half in FY 2009-10		(\$25,000)
Health - Eliminate County match for Health 4 Kids Program		(\$11,000)
Human Resources (Non-Departmental) - Maintain Drug Testing at FY 2007-08 level and continue current testing policies		(\$7,000)
Human Resources - Hold Employee events at County owned facilities and Eliminate funding for rent of Non-County facilities		(\$10,000)
Planning - Conduct in-house training and reduce training line item		(\$4,000)
Outside Agency Appropriations - Increase appropriation to Club Nova bringing FY 2008-09 total appropriation to \$75,000	\$68,000	
BOCC Contingency - Increase to allow for County Attorney search (\$25,000) and Undesignated Emergency Reserve funds (\$15,000)	\$40,000	
Human Rights and Relations - Delay Teen Girl Mentoring Program		(\$1,500)
Planning - Eliminate funding for Non-Essential memberships		(\$9,000)
Parks and Recreation - Reduce County support to Jazz Festival		(\$5,000)
ERCD - Reduce County support to Triangle Land Conservancy (reduce from \$25,000 to \$20,000)		(\$5,000)
Human Rights and Relations - Combine Annual Community Dinner with Human Relations kick-off		(\$1,500)
County Manager - Implement Electronic Agenda Review process		(\$2,500)
Economic Development - Eliminate funding for Research Triangle Partnership		(\$18,564)
Countywide - Reduce Travel line item in all Departments by 25%		(\$34,347)
Department on Aging - Change interval/means distribution of Senior Times Publication		(\$17,500)
Local Board of Education - Reduce Current Expense funding to reflect 3% Salary Increases for Certified Personnel instead of 5% increase included in Recommended Budget (\$660,113), plus an additional \$400,000		(\$1,060,113)
<b>Total Expenditure Changes</b>	<b>\$148,397</b>	<b>(\$5,436,125)</b>
<b>Revised Expenditure Budget</b>	<b>\$183,005,580</b>	

# 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

<b>Governing &amp; Management Summary</b>					
	2001-02	2002-2003	2003-2004	2003-2004	2004-2005
	Actual Expenditures	Actual Expenditures	Original Budget	12 Month Estimate	Department Requested
<b>By Department (General Fund)</b>					
Board of County Commissioners	\$428,020	\$ 396,883	\$ 457,828	\$ 420,995	\$ 512,779
County Manager	\$738,856	\$ 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	\$370,805	\$ 381,788	\$ 395,369	\$ 376,752	\$ 408,126
Purchasing	\$210,834	\$ 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	\$ 203,949	\$ 182,050	\$ 162,651
Personnel	\$588,554	\$ 595,342	\$ 605,231	\$ 592,562	\$ 645,350
Non-Departmental		\$ 592,241	\$ 1,185,290	\$ 853,560	\$ 2,613,950
<b>Total Function Expenditures</b>	<b>\$3,682,967</b>	<b>\$4,543,759</b>	<b>\$5,827,659</b>	<b>\$5,268,913</b>	<b>\$8,339,524</b>
<i>Offsetting Revenue</i>	\$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
<b>Other Related Programs (Grant Fund)</b>					
County Manager Related Grant	\$155,004	\$11,519	\$15,500	\$15,500	\$15,500
<b>Total Expenditures</b>	<b>\$155,004</b>	<b>\$11,519</b>	<b>\$15,500</b>	<b>\$15,500</b>	<b>\$15,500</b>
<i>Offsetting Revenue</i>	\$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.

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

Department/Program Budget Page provides general

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

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

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

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

Outcomes and Measures - measure the success and performance of the department.

Budget highlights describe changes made for the upcoming fiscal year. Not shown on this page.

# Fund Structure

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

## Government Funds

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

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

The County's individual governmental funds include:

- **General Fund** - the general operating fund of the County, which accounts for normal recurring County activities such as education, human services, public safety, etc. These activities are funded by revenue sources such as property tax, sales tax, charges for services, etc.
- **Special Revenue Funds** - account for the proceeds of specific revenue sources (other than major capital projects) that require separate accounting because of legal restrictions or administrative action. Special revenue funds in Orange County include: Grant Projects Fund, Community Development Fund, Fire Districts Fund, 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 three enterprise funds, the Efland Sewer Enterprise Fund, the Solid Waste Enterprise Fund, and the Sportsplex Enterprise Fund.

### **Fiduciary Funds**

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

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

### **Functions**

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

### **Departments/Programs**

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

### **Basis of Budgeting**

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

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

## All Funds Budget Summary for Fiscal Year 2008-09 By Fund Type

<i><b>Budgeted Revenues</b></i>	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Proprietary Funds</b>	<b>Fiduciary Funds</b>	<b>All Funds Total</b>
Property Tax	128,359,689	3,005,156	0	0	\$ 131,364,845
Occupancy Tax		900,000	0	0	\$ 900,000
Sales Tax	18,857,310	0	0	0	\$ 18,857,310
Licenses & Permits	288,000	0	111,400	0	\$ 399,400
Intergovernmental	18,303,162	4,960,075	395,622	0	\$ 23,658,859
Charges for Services	10,803,803	773,223	10,312,306	0	\$ 21,889,332
Investment Earnings	840,000	15,179	300,000	0	\$ 1,155,179
Miscellaneous	900,071	0	0	0	\$ 900,071
Bond/Loan Proceeds	0	0	0	0	\$ -
Transfers from Other Funds	2,653,545	374,924	0	0	\$ 3,028,469
Appropriated Fund Balance	2,000,000	112,741	0	0	\$ 2,112,741
Appropriated Reserves	0	0	1,656,935	0	\$ 1,656,935
<b>Total Budgeted Revenues</b>	<b>\$183,005,580</b>	<b>\$10,141,298</b>	<b>\$12,776,263</b>	<b>\$0</b>	<b>\$ 205,923,141</b>

<i><b>Budgeted Expenditures</b></i>	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Proprietary Funds</b>	<b>Fiduciary Funds</b>	<b>All Funds Total</b>
Governing and Management	9,524,681	185,332	0	0	\$ 9,710,013
General Services	19,731,369	47,249	10,558,463	0	\$ 30,337,081
Community and Environment	4,138,847	1,021,889	0	0	\$ 5,160,736
Human Services	36,163,377	5,100,667	0	0	\$ 41,264,044
Public Safety	17,184,424	3,786,161	0	0	\$ 20,970,585
Culture and Recreation	3,688,588	0	2,217,800	0	\$ 5,906,388
Education	84,482,766	0	0	0	\$ 84,482,766
Transfers to Other Funds	8,091,528	0	0	0	\$ 8,091,528
<b>Total Budgeted Expenditures</b>	<b>\$183,005,580</b>	<b>\$10,141,298</b>	<b>\$12,776,263</b>	<b>\$0</b>	<b>\$ 205,923,141</b>

# Permanent Full-Time Equivalent (FTE) Positions

## All Funds

	2005-06	2006-07	2007-08	2007-08	2008-09	2008-09
	Actual F.T.E.'s	Actual F.T.E.'s	Original Budget	12-Month Estimate	Department Requested	Commissioner Approved
<b>General Fund</b>						
<b>Governing &amp; Management</b>						
Commissioners	5.000	5.000	4.000	4.000	4.000	4.000
County Manager	10.000	11.000	12.000	12.000	14.000	12.000
Animal Services	24.000	27.000	27.000	27.000	32.000	29.000
Financial Services	9.000	9.000	9.000	9.000	11.000	10.000
Purchasing and Central Services	6.000	6.000	7.000	7.000	9.000	9.000
Human Resources	8.000	9.000	9.000	9.000	10.000	9.000
<b>Governing &amp; Management Total</b>	<b>62.000</b>	<b>67.000</b>	<b>68.000</b>	<b>68.000</b>	<b>80.000</b>	<b>73.000</b>
<b>General Services</b>						
Elections	4.000	4.000	4.000	4.000	4.000	4.000
Information Technologies	9.600	10.600	10.700	10.700	13.700	12.700
Register of Deeds	16.000	16.000	16.000	16.000	16.000	16.000
Tax Assessor	18.800	18.800	19.300	19.300	18.300	17.300
Tax Collector	13.000	13.000	12.500	12.500	13.500	12.500
Buildings & Grounds	34.000	35.000	35.000	35.000	38.000	37.000
Motor Pool	6.000	6.000	6.000	6.000	6.500	6.500
Sanitation	15.000	15.000	0.000	0.000	0.000	15.000
<b>General Services Total</b>	<b>116.400</b>	<b>118.400</b>	<b>103.500</b>	<b>103.500</b>	<b>110.000</b>	<b>121.000</b>
<b>Community &amp; Environment</b>						
Planning	34.525	34.525	34.525	34.525	35.000	34.525
Environment & Resources Conservation	6.475	7.000	8.000	8.000	8.000	8.000
Economic Development	3.500	3.500	3.500	3.500	3.500	3.500
Soil & Water	4.000	4.000	4.000	4.000	4.000	4.000
<b>Community &amp; Environment Total</b>	<b>48.500</b>	<b>49.025</b>	<b>50.025</b>	<b>50.025</b>	<b>50.500</b>	<b>50.025</b>
<b>Culture &amp; Recreation</b>						
Parks and Recreation	17.000	17.000	19.000	19.000	22.000	20.000
Library <sup>(1)</sup>	13.575	14.575	14.575	14.575	15.075	14.575
Arts Commission	1.000	1.000	1.000	1.000	1.000	1.000
<b>Culture &amp; Recreation Total</b>	<b>31.575</b>	<b>32.575</b>	<b>34.575</b>	<b>34.575</b>	<b>38.075</b>	<b>35.575</b>
<b>Human Services</b>						
<b>Social Services</b>						
Administration	22.000	23.000	23.000	23.000	23.000	23.000
Children/Family Services	65.000	64.000	64.000	64.000	65.000	65.000
Economic Services	60.000	68.000	70.000	70.000	72.000	72.000
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
<b>Social Services Total</b>	<b>149.000</b>	<b>157.000</b>	<b>159.000</b>	<b>159.000</b>	<b>162.000</b>	<b>162.000</b>

# Permanent Full-Time Equivalent (FTE) Positions

## All Funds

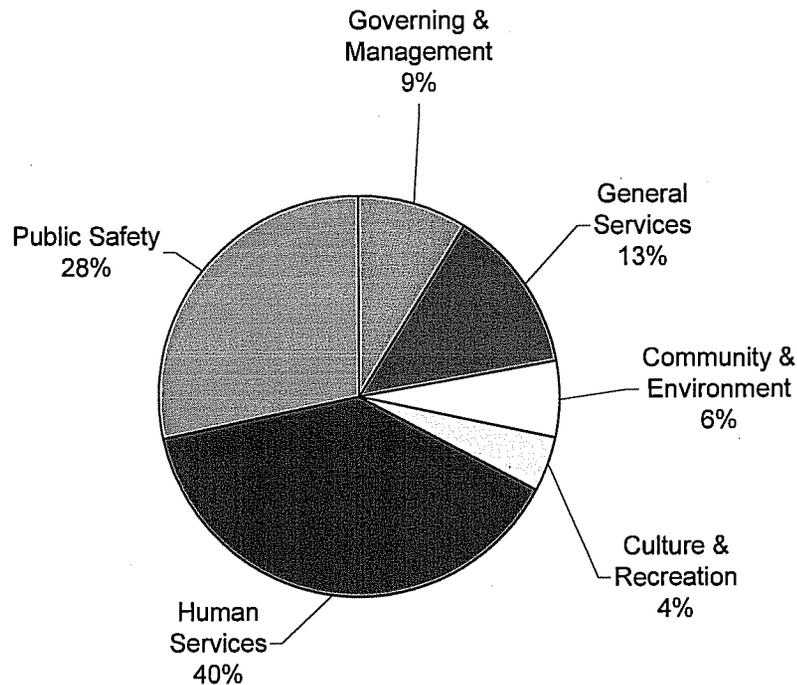
	2005-06	2006-07	2007-08	2007-08	2008-09	2008-09
	Actual F.T.E.'s	Actual F.T.E.'s	Original Budget	12-Month Estimate	Department Requested	Commissioner Approved
<i>Health</i>						
Central Administrative Services	16.000	16.000	16.000	16.000	15.000	16.000
Dental Health	8.696	8.600	8.600	8.600	9.800	9.800
Health Promotion and Education	6.250	6.500	6.500	6.500	8.500	6.500
Personal Health	39.500	39.500	41.000	41.000	42.500	41.500
Environmental Health	14.000	15.000	18.000	18.000	18.000	18.000
Risk Management	3.000	3.000	3.000	3.000	3.000	3.000
Animal Control	0.000	0.000	0.000	0.000	0.000	0.000
<i>Health Total</i>	<i>87.446</i>	<i>88.600</i>	<i>93.100</i>	<i>93.100</i>	<i>96.800</i>	<i>94.800</i>
Cooperative Extension	13.000	13.000	13.000	13.000	11.000	10.000
<i>Aging</i>						
Administration	2.200	2.200	2.200	2.200	2.500	2.500
Community Based Services	5.000	6.750	7.750	7.750	9.500	7.750
Elder Care Program	4.875	5.000	5.000	5.000	5.375	5.375
RSVP	2.000	2.000	2.000	2.000	2.875	2.875
<i>Aging Total</i>	<i>14.075</i>	<i>15.950</i>	<i>16.950</i>	<i>16.950</i>	<i>20.250</i>	<i>18.500</i>
Orange Public Transportation	14.550	16.050	16.050	16.050	15.750	15.750
Human Rights and Relations	4.750	5.000	5.000	5.000	5.000	5.000
Child Support	12.000	12.000	12.000	12.000	12.000	12.000
OPC Legal Support	1.000	0.000	0.000	0.000	0.000	0.000
<b>Human Services Total</b>	<b>295.821</b>	<b>307.600</b>	<b>315.100</b>	<b>315.100</b>	<b>322.800</b>	<b>318.050</b>
<b>Public Safety</b>						
Sheriff	122.500	135.000	135.000	135.000	143.000	141.000
<i>EMS</i>						
Administration	4.000	4.000	4.000	4.000	6.000	4.000
Medical Services	47.000	51.000	51.000	51.000	56.000	55.000
Fire Services	3.000	3.000	3.000	3.000	4.000	4.000
Telecommunications	27.000	29.000	29.000	29.000	31.000	29.000
<i>EMS Total</i>	<i>81.000</i>	<i>87.000</i>	<i>87.000</i>	<i>87.000</i>	<i>97.000</i>	<i>92.000</i>
<b>Public Safety Total</b>	<b>203.500</b>	<b>222.000</b>	<b>222.000</b>	<b>222.000</b>	<b>240.000</b>	<b>233.000</b>
<b>General Fund Total</b>	<b><u>757.796</u></b>	<b><u>796.600</u></b>	<b><u>793.200</u></b>	<b><u>793.200</u></b>	<b><u>841.375</u></b>	<b><u>830.650</u></b>

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

	2005-06	2006-07	2007-08	2007-08	2008-09	2008-09
	Actual F.T.E.'s	Actual F.T.E.'s	Original Budget	12-Month Estimate	Department Requested	Commissioner Approved
<b>Other Funds</b>						
Aging - Senior Health Coordination	1.000	1.000	1.000	1.000	1.000	1.000
Assessor - Revaluation	1.200	1.200	1.200	1.200	1.200	1.200
Criminal Justice Partnership (OJJ)	1.000	1.000	1.000	1.000	1.000	1.000
Hyconeechee Regional Library	0.600	0.600	0.600	0.600	0.600	0.600
Emergency Telephone	2.000	2.000	2.000	2.000	3.000	3.000
Health - Home Visiting	2.500	2.500	1.000	1.000	1.000	1.000
Health - Health Advocacy	1.000	1.000	1.000	1.000	0.000	0.000
Health - Health and Wellness Trust	1.000	1.000	1.000	1.000	1.000	1.000
Health - Child Care Health Consultant	1.000	1.000	1.000	1.000	1.000	1.000
Health - Sr PHE Healthy Carolinians	0.250	0.000	0.000	0.000	0.000	0.000
Housing - Section 8	6.000	6.000	6.000	6.000	7.000	7.000
Housing - Urgent Repair Program	1.000	1.000	1.000	1.000	1.000	1.000
Housing - HOME Program	0.000	0.000	1.000	1.000	1.000	1.000
Housing - Homeless Program	0.000	0.000	0.000	1.000	1.000	1.000
Sheriff - Cops in Schools	2.000	0.000	0.000	0.000	0.000	0.000
Solid Waste/Landfill Operations	43.000	43.000	58.000	58.000	60.000	44.000
Visitors Bureau	6.000	6.000	6.000	6.000	6.000	6.000
<b>Other Funds Total</b>	<b>69.550</b>	<b>67.300</b>	<b>81.800</b>	<b>82.800</b>	<b>85.800</b>	<b>69.800</b>
<b>Grand Total</b>	<b><u>827.346</u></b>	<b><u>863.900</u></b>	<b><u>875.000</u></b>	<b><u>876.000</u></b>	<b><u>927.175</u></b>	<b><u>900.450</u></b>

<sup>(1)</sup> Library includes the Orange County Library, Carrboro Library, Carrboro Cybrary, and Cedar Grove Library.

## General Fund FTE by Function (Approved )



## Summary of Position Changes for FY 2008-09

### A. Approved New Positions

#### Category 1. New Positions Related to Opening of New Facilities

Department	Position	Effective Date	FTE Change	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Total	Offsetting Revenues or Reductions in Current Expenditures	Net County Cost
Animal Services	Veterinary Health Care Technician (Shelter)	January 1, 2009	1.000	\$18,281	\$217	\$145	\$18,643	\$9,220	\$9,423
Parks and Recreation	Parks Conservation Technician II	October 1, 2008	1.000	\$52,995	\$1,450	\$0	\$54,445	\$0	\$54,445
Public Works	Building Maintenance Technician	January 1, 2009	1.000	\$19,022	\$4,221	\$19,000	\$42,243	\$0	\$42,243
<b>Total Category 1</b>			<b>3.000</b>	<b>\$ 90,298</b>	<b>\$ 5,888</b>	<b>\$ 19,145</b>	<b>\$ 115,331</b>	<b>\$ 9,220</b>	<b>\$ 106,111</b>

#### Category 2. Change in Funding Status: Additional General Fund Support Requested (No Change In FTE)

Department	Position	Effective Date	FTE Change	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Total	Offsetting Revenues or Reductions in Current Expenditures	Net County Cost
Health	Senior Public Health Educator (Volunteer Coordinator)	July 1, 2008	0.000	\$51,131	\$7,150	\$0	\$58,281	\$10,000	\$48,281
Housing	Housing/Community Development Director	July 1, 2008	0.000	\$81,714	\$0	\$0	\$81,714	\$0	\$81,714
<b>Total Category 2</b>			<b>0.000</b>	<b>\$ 132,845</b>	<b>\$ 7,150</b>	<b>\$ -</b>	<b>\$ 139,995</b>	<b>\$ 10,000</b>	<b>\$ 129,995</b>

#### Category 3. Additional General Fund Support and Increase in FTE

Department	Position	Effective Date	FTE Change	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Total	Offsetting Revenues or Reductions in Current Expenditures	Net County Cost
Health	Dental Hygienist	July 1, 2008	0.200	\$15,491	\$0	\$0	\$15,491	\$20,892	(\$5,401)
<b>Total Category 3</b>			<b>0.200</b>	<b>\$ 15,491</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,491</b>	<b>\$ 20,892</b>	<b>(\$5,401)</b>

#### Category 4. New Positions to Improve Service Delivery (Increase in FTE)

Department	Position	Effective Date	FTE Change	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Total	Offsetting Revenues or Reductions in Current Expenditures	Net County Cost
Emergency Services	E911 GIS Mapper II (Emergency Telephone System Fund)	July 1, 2008	1.000	\$64,226	\$960	\$0	\$65,186	\$65,186	\$0
	Assistant Fire Marshal	July 1, 2008	1.000	\$48,974	\$7,362	\$2,740	\$59,076	\$10,000	\$49,076
Health	Family Nurse Practitioner II	July 1, 2008	0.500	\$37,992	\$872	\$1,775	\$40,639	\$31,050	\$9,589
	Dental Hygienist (Community Dental Care Coordinator)	July 1, 2008	1.000	\$58,279	\$18,164	\$4,527	\$80,970	\$70,537	\$10,433
Social Services	Day Care Social Worker II	July 1, 2008	1.000	\$48,974	\$1,320	\$3,995	\$54,289	\$30,000	\$24,289
Sheriff	Deputy (Patrol)	July 1, 2008	6.000	\$275,556	\$87,968	\$124,000	\$487,524	\$100,000	\$387,524
<b>Total Category 4</b>			<b>10.500</b>	<b>\$ 534,001</b>	<b>\$ 116,646</b>	<b>\$ 137,037</b>	<b>\$ 787,684</b>	<b>\$ 306,773</b>	<b>\$ 480,911</b>
<b>Total All Categories</b>			<b>13.700</b>	<b>\$ 772,635</b>	<b>\$ 129,684</b>	<b>\$ 156,182</b>	<b>\$ 1,058,501</b>	<b>\$ 346,885</b>	<b>\$ 711,616</b>

**B. Approved Converted Positions  
(Transition of Long Term Temporary Funding to Meet Permanent County Staff Needs)**

**Category 1. General Fund Positions**

Department	Position	Effective Date	FTE	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Total	Offsetting Revenues or Reductions in Current Expenditures	Net County Cost
Aging	Administrative Assistant I (Eldercare & RSVP)	July 1, 2008	0.750	\$30,973	\$0	\$0	\$30,973	\$20,484	\$10,489
	Office Assistant I	July 1, 2008	0.500	\$21,446	\$0	\$0	\$21,446	\$12,298	\$9,148
Animal Services	Animal Care Technician	July 1, 2008	1.000	\$35,355	\$667	\$145	\$36,167	\$22,539	\$13,628
Financial Services	Financial Services Technical	July 1, 2008	1.000	\$29,120	\$0	\$0	\$29,120	\$13,000	\$16,120
Emergency Services	Emergency Medical Technician	July 1, 2008	4.000	\$158,604	\$1,080	\$0	\$159,684	\$83,200	\$76,484
Public Works	Office Assistant I (Building and Grounds)	July 1, 2008	1.000	\$36,524	\$0	\$0	\$36,524	\$29,250	\$7,274
	Office Assistant I (Motor Pool)	July 1, 2008	0.500	\$21,446	\$0	\$1,300	\$22,746	\$15,600	\$7,146
Purchasing and Central Services	Value Engineer	July 1, 2008	1.000	\$63,724	\$0	\$0	\$63,724	\$63,724	\$0
	Sustainability Coordinator	January 1, 2009	1.000	\$30,000	\$0	\$0	\$30,000	\$30,000	\$0
Social Services	Social Worker II (Adolescent Parenting)	July 1, 2008	2.000	\$97,948	\$2,940	\$7,990	\$108,878	\$108,878	\$0
<b>Total General Fund</b>			<b>12.750</b>	<b>\$ 525,140</b>	<b>\$ 4,687</b>	<b>\$ 9,435</b>	<b>\$ 539,262</b>	<b>\$ 398,973</b>	<b>\$ 140,289</b>

**Category 2. Non-General Fund Positions**

Department	Position	Effective Date	FTE	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Total	Offsetting Revenues or Reductions in Current Expenditures	Net County Cost
Housing	Office Assistant II	July 1, 2008	1.000	\$38,048	\$0	\$0	\$38,048	\$38,048	\$0
Solid Waste	Heavy Equipment Mechanic I	July 1, 2008	1.000	\$48,095	\$1,374	\$0	\$49,469	\$49,469	\$0
<b>Total Non-General Fund</b>			<b>2.000</b>	<b>\$ 86,143</b>	<b>\$ 1,374</b>	<b>\$ -</b>	<b>\$ 87,517</b>	<b>\$ 87,517</b>	<b>\$ -</b>

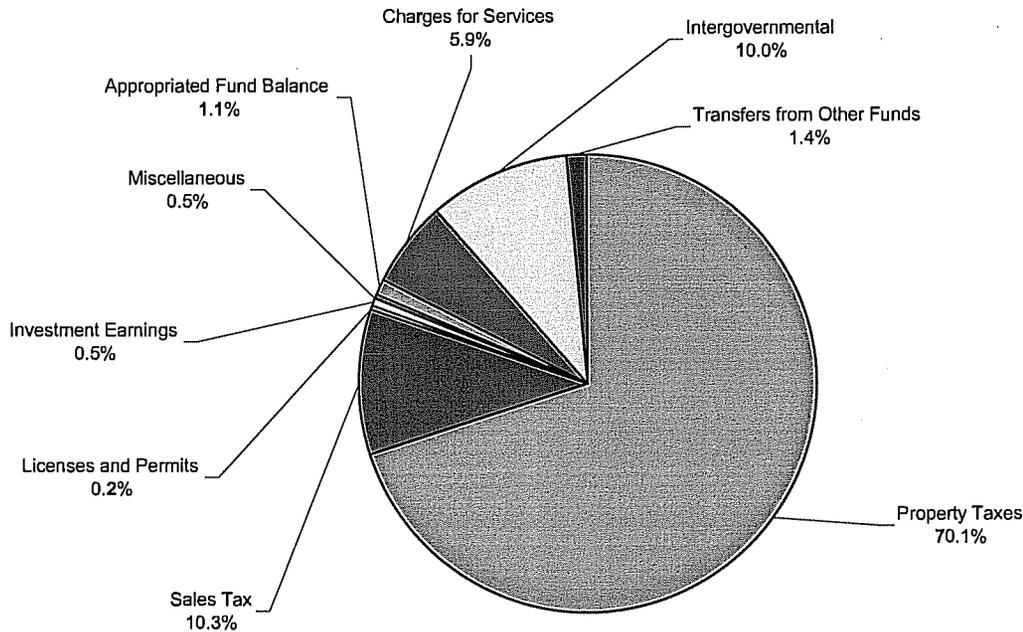
## Revenue by Category Summary - General Fund

	2005-06 Actual Revenues	2006-07 Actual Revenues	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Property Taxes</b>						
Property Taxes	\$ 92,700,857	\$ 102,753,092	\$ 110,055,983	\$ 110,000,000	\$ 112,584,115	\$ 117,901,182
Motor Vehicles	\$ 6,889,198	\$ 7,571,581	\$ 8,495,122	\$ 8,230,137	\$ 8,494,849	\$ 8,992,507
Gross Receipts	\$ 43,128	\$ 42,942	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Delinquent Taxes	\$ 568,863	\$ 697,372	\$ 610,000	\$ 650,000	\$ 635,000	\$ 635,000
Interest on Delinquent Taxes	\$ 347,011	\$ 380,020	\$ 350,000	\$ 325,000	\$ 350,000	\$ 350,000
Late List Penalties	\$ 36,130	\$ 40,791	\$ 40,000	\$ 70,000	\$ 60,000	\$ 60,000
Animal Taxes	\$ 109,528	\$ 108,382	\$ 140,000	\$ 107,500	\$ 110,000	\$ 110,000
Beer and Wine	\$ 207,247	\$ 209,362	\$ 215,000	\$ 215,000	\$ 215,000	\$ 215,000
<b>Total Property Taxes</b>	<b>\$ 100,901,962</b>	<b>\$ 111,803,542</b>	<b>\$ 119,946,105</b>	<b>\$ 119,637,637</b>	<b>\$ 122,488,964</b>	<b>\$ 128,303,689</b>
<b>Sales Tax</b>						
One Cent	\$ 7,437,031	\$ 7,355,675	\$ 7,430,000	\$ 6,655,000	\$ 6,780,576	\$ 6,780,576
Article 40 Half Cent	\$ 4,956,904	\$ 5,448,476	\$ 4,793,105	\$ 5,050,550	\$ 5,100,550	\$ 5,100,550
Article 42 Half Cent	\$ 4,922,493	\$ 5,410,684	\$ 4,793,105	\$ 5,012,000	\$ 5,058,093	\$ 5,058,093
Article 44 Half Cent	\$ 3,859,934	\$ 3,992,008	\$ 3,790,000	\$ 3,657,000	\$ 1,918,091	\$ 1,918,091
<b>Total Sales Tax</b>	<b>\$ 21,176,362</b>	<b>\$ 22,206,843</b>	<b>\$ 20,806,210</b>	<b>\$ 20,374,550</b>	<b>\$ 18,857,310</b>	<b>\$ 18,857,310</b>
<b>Licenses and Permits</b>						
Privilege License	\$ 12,266	\$ 12,580	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000
Franchise Fee	\$ 256,305	\$ 319,965	\$ 275,000	\$ 270,113	\$ 275,000	\$ 275,000
<b>Total Licenses and Permits</b>	<b>\$ 268,571</b>	<b>\$ 332,545</b>	<b>\$ 288,000</b>	<b>\$ 283,113</b>	<b>\$ 288,000</b>	<b>\$ 288,000</b>
<b>Investment Earnings</b>	<b>\$ 1,209,165</b>	<b>\$ 1,803,382</b>	<b>\$ 1,620,000</b>	<b>\$ 970,000</b>	<b>\$ 840,000</b>	<b>\$ 840,000</b>
<b>Miscellaneous</b>	<b>\$ 495,514</b>	<b>\$ 525,191</b>	<b>\$ 510,045</b>	<b>\$ 740,613</b>	<b>\$ 897,671</b>	<b>\$ 900,071</b>
<b>Appropriated Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>
<b>Charges for Services</b>						
Aging and Transportation	\$ 283,536	\$ 288,766	\$ 267,648	\$ 263,776	\$ 221,176	\$ 221,176
Child Support Enforcement	\$ 2,135	\$ 2,330	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400
Community Planning	\$ 1,208,259	\$ 1,068,001	\$ 1,071,300	\$ 1,029,498	\$ 980,300	\$ 980,300
Emergency Management	\$ 1,778,456	\$ 1,891,164	\$ 1,728,000	\$ 1,800,316	\$ 1,828,000	\$ 1,828,000
Health	\$ 1,454,741	\$ 1,425,113	\$ 1,593,544	\$ 1,440,609	\$ 1,744,740	\$ 1,744,740
Land Records	\$ 10,510	\$ 9,056	\$ 7,500	\$ 5,470	\$ 4,200	\$ 4,200
Library	\$ 25,712	\$ 24,779	\$ 21,350	\$ 28,900	\$ 24,550	\$ 24,550
Recreation and Parks	\$ 156,252	\$ 190,712	\$ 199,045	\$ 147,365	\$ 226,763	\$ 226,763
Register of Deeds	\$ 1,837,819	\$ 1,795,134	\$ 1,948,799	\$ 1,804,888	\$ 1,836,501	\$ 1,836,501
Sheriff	\$ 2,746,377	\$ 3,189,915	\$ 2,893,200	\$ 2,496,933	\$ 2,931,200	\$ 2,931,200
Tax Collection	\$ 133,203	\$ 189,725	\$ 168,472	\$ 159,039	\$ 171,545	\$ 171,545
Other	\$ 743,765	\$ 668,863	\$ 825,891	\$ 875,354	\$ 840,532	\$ 888,428
<b>Total Charges for Services</b>	<b>\$ 10,380,766</b>	<b>\$ 10,743,557</b>	<b>\$ 10,727,149</b>	<b>\$ 10,054,548</b>	<b>\$ 10,811,907</b>	<b>\$ 10,859,803</b>

## Revenue by Category Summary - General Fund

	2005-06 Actual Revenues	2006-07 Actual Revenues	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Intergovernmental</b>						
Aging and Transportation	\$ 747,171	\$ 831,400	\$ 700,493	\$ 873,892	\$ 723,194	\$ 723,194
Child Support Enforcement	\$ 841,922	\$ 815,332	\$ 766,000	\$ 738,000	\$ 828,000	\$ 828,000
Community Planning	\$ -	\$ 10,422	\$ -	\$ -	\$ -	\$ -
Emergency Management	\$ 32,354	\$ 30,212	\$ 20,000	\$ 35,512	\$ 20,000	\$ 20,000
Health	\$ 675,868	\$ 765,475	\$ 570,707	\$ 750,957	\$ 595,721	\$ 595,721
Human Rights and Relations	\$ 161,454	\$ 37,780	\$ 49,700	\$ 67,000	\$ 41,000	\$ 41,000
Library	\$ 133,930	\$ 139,018	\$ 127,246	\$ 135,677	\$ 132,246	\$ 132,246
Lottery Proceeds	\$ -	\$ 2,115,175	\$ -	\$ -	\$ -	\$ -
Recreation and Parks	\$ 76,443	\$ 93,963	\$ 83,276	\$ 50,000	\$ 126,733	\$ 126,733
Sheriff	\$ 388,341	\$ 212,321	\$ 276,835	\$ 193,971	\$ 294,000	\$ 294,000
Social Services	\$ 10,204,510	\$ 11,203,899	\$ 11,575,691	\$ 11,868,232	\$ 13,063,782	\$ 13,137,535
Tax Collection	\$ 38,504	\$ 40,384	\$ 42,669	\$ 42,669	\$ 41,266	\$ 41,266
Local	\$ 2,201,461	\$ 2,503,047	\$ 2,120,680	\$ 2,172,114	\$ 2,363,467	\$ 2,363,467
<b>Total Intergovernmental</b>	<b>\$ 15,501,959</b>	<b>\$ 18,798,427</b>	<b>\$ 16,333,297</b>	<b>\$ 16,928,024</b>	<b>\$ 18,229,409</b>	<b>\$ 18,303,162</b>
Transfers from Other Funds	\$ 2,870,000	\$ 3,683,545	\$ 3,393,545	\$ 3,393,545	\$ 2,653,545	\$ 2,653,545
<b>Total Revenue</b>	<b>\$ 152,804,298</b>	<b>\$ 169,897,033</b>	<b>\$ 173,624,351</b>	<b>\$ 172,382,030</b>	<b>\$ 177,066,806</b>	<b>\$ 183,005,580</b>

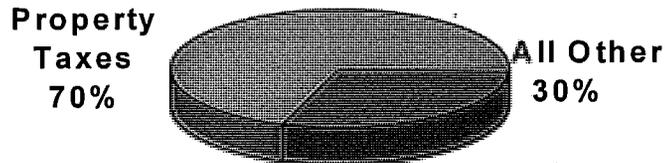
## General Fund Revenue by Category



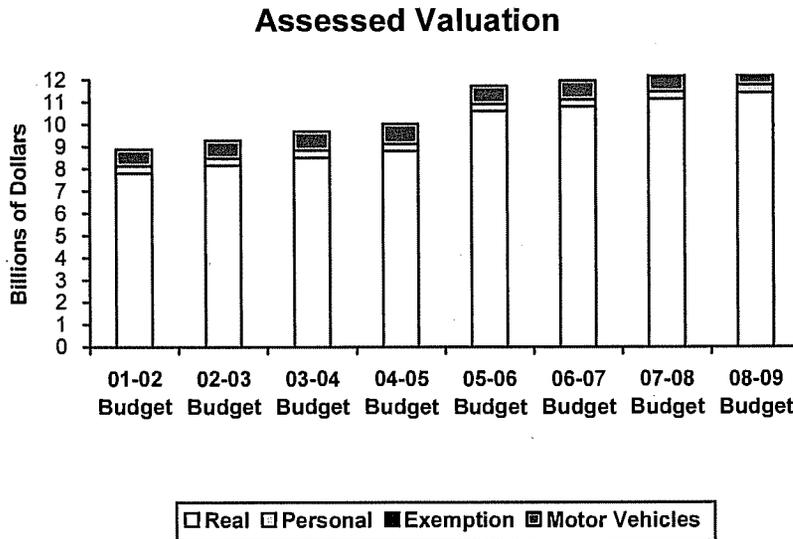
# General Fund Revenue Comments

Budget Staff estimates general revenues (those not directly associated with a particular department). 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

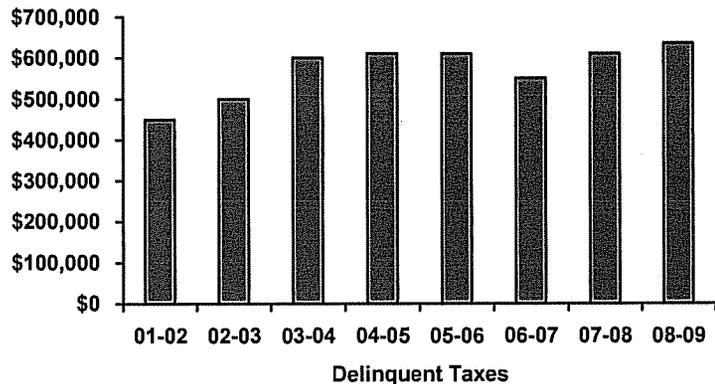


**Current Taxes** - These taxes are the major revenue source in the General Fund comprising about 64 percent of the total General Fund revenue. Taxes in this category reflect all taxable property valued as of January 2008. Revenues generated by current taxes are based on a tax rate of 99.8 cents per \$100 assessed valuation. This represents a 4.8-cent increase over the FY 2007-08 tax rate of 95.0 cents. The County's budgeted real property tax base is projected to be \$11.41 billion for the 2008-09 fiscal year. The other components of the County's tax base include Motor Vehicles (budgeted valuation of \$910 million); personal property (budgeted valuation of \$354 million); Utilities and Corporate Excess (budgeted valuation of \$225 million).



\$354 million); Utilities and Corporate Excess (budgeted valuation of \$225 million).

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



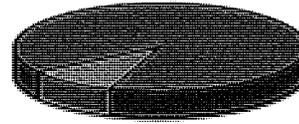
**Interest on Delinquent Taxes** - These revenues are related to the interest charges established by State Statutes on unpaid property taxes. Interest begins on taxes due as of January 6 at an interest rate of two percent for the first month and for each month that taxes are due, but not paid, the interest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

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

**Animal Taxes** - The Animal Control program, through its animal licensing program, generates these revenues. Dog and cat owners in Orange County are required to obtain licenses for their pets. The current fees are \$5.00 for sterilized pets and \$30.00 for un-sterilized pets. Owners of guide/assistance dogs and owners over 62 years of age whose animals have been spayed/neutered are exempt from this fee. \$110,000 is anticipated in FY 2008-09 from the issuance of pet licenses.

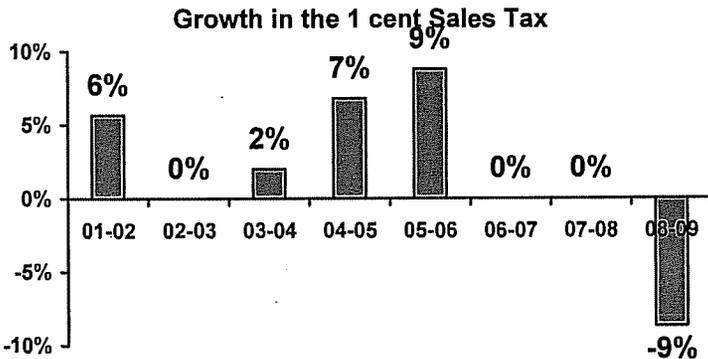
# Sales Taxes

Sales Taxes  
10%



All Other  
90%

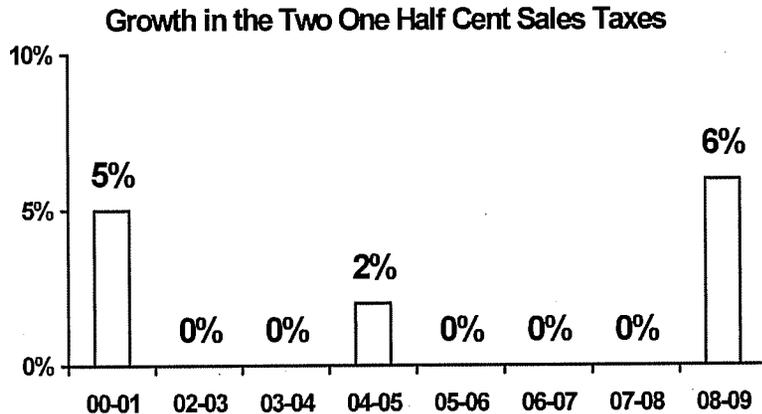
**One Cent** - This is the original 1 percent local option sales tax levied by the County, and is collected and distributed by the State based on local retail sales. Estimates for the one-cent local option sales tax in FY 2008-09 are less than those budgeted in FY 2007-08.



**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 2008-09 are more than those budgeted in FY 2007-08.

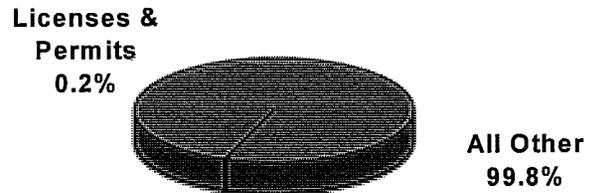
**Article 42 Half-Cent (Additional Half Cent)** - The tax in this category is similar to the first half cent tax. The General Assembly authorized it in 1986. As with the Article 40 Sales tax, this tax is used to finance school and County capital projects, including debt service payment. Estimates for this revenue are slightly less than 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 \$1.9 million for FY 2008-09. The General Assembly enacted the Medicaid Relief/Sales Tax Swap package in its FY 2007-08 budget (House Bill 1473). This legislation phased out the County's share of Medicaid expenditures over a three year period from FY 2007-08 through FY 2009-10. In exchange, the County will cede Article 44 sales tax to the State over a two-year period.

**Hold Harmless Provision** – Even though Orange County will experience a decrease in sales tax revenues, House Bill 1473 does include a “hold harmless” provision that guarantees Orange County will receive at least \$500,000 in Medicaid relief, reportedly in perpetuity.

## Licenses and Permits



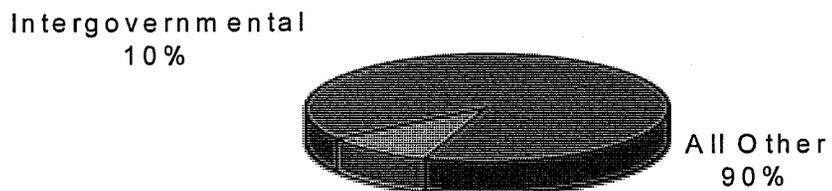
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**Privilege Licenses** - These are taxes levied on various trades, occupations, professions, businesses, or franchises located within the County. Revenue received from this source has been relatively constant over the past few years.

**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.

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## Intergovernmental



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**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

Revenue Comments - *continued*

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.

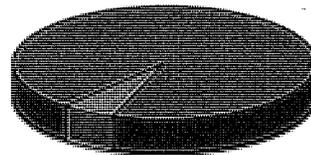
**Local** - Revenues reflected in this category include Alcoholic Beverage Control (ABC) profit distributions and alcoholic rehabilitation funds. Before the 1992-93 fiscal year, the County and the ABC Board had an agreement that Orange County would receive \$500,000 each year from ABC profits. Since 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.

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## Charges for Services

Charges for Service  
6%



All Other  
94%

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*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 \$150,000 for FY 08/09, with an estimated 1,250 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 \$120,000 for FY 08/09, with an estimated 500 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 \$90,000 for FY 08/09, with an estimated 700 permits issued.

**Building Inspections** - These revenues are charged for building construction inspections and permits. 800 permits are estimated for FY 08/09, with fees estimated at \$250,000.

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

**Pool Inspections** - These are fees charged to public swimming pool owners for annual inspections of their facilities. The charge is \$125 per inspection with an estimated 127 inspections in FY 08-09 for a total of \$15,875.

**Well Permits** - This category reflects fees charged for inspecting and permitting new wells. State legislation requires additional site visits as well as mandatory well water sampling on all newly constructed wells. An estimated 325 new wells will be inspected in FY 08-09 for a total of \$150,500 in revenue.

**Septic Permits** - Included in this category are inspections and permits for new and existing septic systems, as well as fees for soil evaluations or "perms". Existing septic system inspections are \$125 and new system inspections are \$260. Approximately 475 new septic system permits are to be issued and 175 existing system inspections performed in FY 08-09.

**Water Samples** - Fees are charged for testing water for bacteriological or chemical components. Bacteriological samples are tested at \$25 each, inorganic chemical samples are tested at \$35 each, while pesticide and petroleum tests cost \$75 each. A full water sampling suite of 19 parameters is offered at a cost of \$100. The estimated revenues for FY 08-09 total approximately \$27,500.

**Aging** - This category reflects fees associated with participation in a variety of programs offered by the Department on Aging. The major revenues in this category are related to services provided in connection with the rental of Orange Public Transportation buses (\$190,000).

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

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

Revenue Comments - *continued*

being placed on services offered to Medicaid eligible women and children. Dental fees are estimated for FY 08-09 at \$368,000, while Personal Health fees are estimated at \$770,000.

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

**Planning Fees** - This category includes several charges for services provided by Planning staff including reviewing soil erosion control plans, grading permits, reviews of plans for subdivisions, rezoning and variance requests, home occupations, and special use permits. Revenues from Planning fees are estimated at \$45,000 for FY 08-09, while soil and erosion fee revenues are estimated at \$225,000.

**Recreation and Parks** - These revenues consist of charges for participation in various recreational and leisure programs. Athletic program revenues are estimated at \$65,000 for FY 08-09. Total Recreation and Parks revenues from fees are estimated at \$170,000.

**Register of Deeds** - These are fees charged for items such as marriage licenses, birth and death certificates, excise stamps on land transfers, and various certified copies. Most of these fees are regulated by the State. Collections for register of deeds fees and excise stamps are estimated at \$905,000 and \$920,000, respectively. Revenue stamps by State Statute are \$2 per \$1,000 on all real estate transfers. A marriage license is \$50, and revenues from these licenses are estimated at \$11,000 for FY 08-09.

**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. The total revenue anticipated from jail fees is \$2,220,000.

**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.

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**Investment  
Income**

Investments

1.5%



All Other

99.5%

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**Interest Income** - The General Fund share of all interest earned on the County's investments is recorded in this category. Lower interest rates over the past year, have contributed to the projected decrease in this revenue source for FY 08-09.

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## Miscellaneous, Transfers and and Fund Balance

Misc,Transfer/  
Fund Balance  
3%



All Other  
97%

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**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 2008-09, \$2 million is budgeted to be appropriated from fund balance. The General Fund balance is estimated to be approximately 12 percent of general fund expenditures.

**Expenditures by Department**  
*Summary - General Fund*

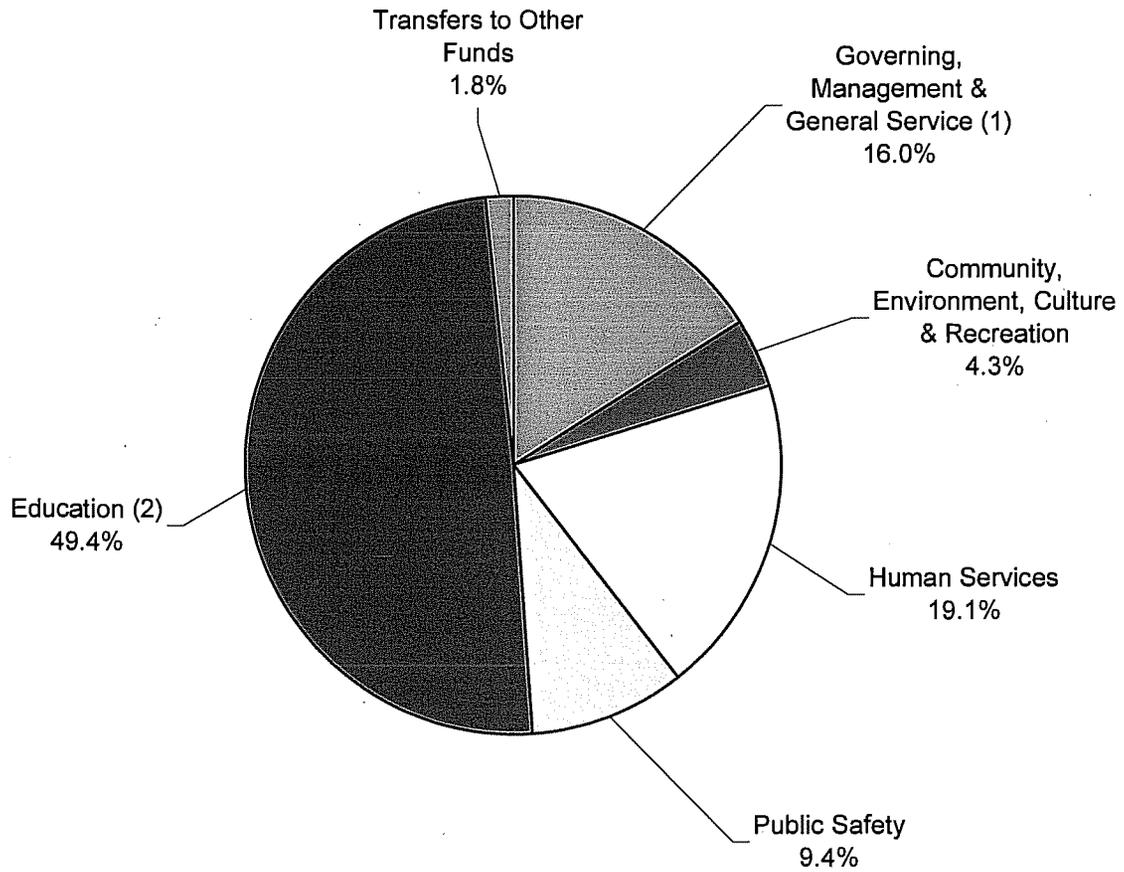
	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Governing and Management</b>						
Animal Services	\$1,435,733	\$1,558,943	\$1,642,015	\$1,629,818	\$1,983,242	\$1,724,497
Board of County Commissioners	\$482,874	\$501,227	\$484,311	\$542,466	\$601,946	\$601,495
County Manager	\$957,384	\$980,070	\$1,083,180	\$1,062,391	\$1,089,478	\$1,112,093
Financial Services	\$675,314	\$719,190	\$709,717	\$745,996	\$886,901	\$832,717
Human Resources	\$676,685	\$731,951	\$780,826	\$761,700	\$866,129	\$892,472
Non-Departmental	\$928,142	\$1,162,816	\$3,202,454	\$1,918,279	\$3,302,846	\$1,450,753
Purchasing & Central Services	\$1,916,886	\$2,112,308	\$2,895,872	\$3,166,266	\$2,898,260	\$2,910,654
<b>Governing and Management Total</b>	<b><u>\$7,073,018</u></b>	<b><u>\$7,766,506</u></b>	<b><u>\$10,798,375</u></b>	<b><u>\$9,826,915</u></b>	<b><u>\$11,628,802</u></b>	<b><u>\$9,524,681</u></b>
<b>General Services</b>						
Board of Elections	\$420,472	\$405,537	\$631,455	\$446,394	\$564,960	\$571,075
Information Technologies	\$1,149,665	\$1,314,552	\$1,547,934	\$1,427,247	\$1,935,451	\$1,810,181
Non-Departmental	\$9,009	\$4,680	\$10,000	\$9,945	\$100,549	\$100,549
Public Works	\$3,234,867	\$3,354,368	\$4,159,533	\$4,376,969	\$6,470,353	\$5,196,826
Register of Deeds	\$928,373	\$940,243	\$1,011,693	\$1,009,741	\$1,014,831	\$1,034,357
Sanitation	\$1,734,652	\$1,747,928	\$0	\$0	\$0	\$2,522,868
Tax Assessor	\$1,276,465	\$1,336,789	\$1,359,244	\$1,377,181	\$1,294,334	\$1,271,543
Tax Collector	\$796,184	\$844,930	\$837,980	\$868,303	\$936,455	\$878,162
<b>General Services Total</b>	<b><u>\$9,549,688</u></b>	<b><u>\$9,949,028</u></b>	<b><u>\$9,557,839</u></b>	<b><u>\$9,515,780</u></b>	<b><u>\$12,316,933</u></b>	<b><u>\$13,385,561</u></b>
<b>Community and Environment</b>						
Economic Development	\$255,535	\$283,805	\$278,408	\$183,468	\$327,836	\$332,453
Environment and Resource Conservation	\$458,356	\$572,213	\$661,041	\$615,738	\$713,043	\$722,427
Non-Departmental	\$53,627	\$81,319	\$185,341	\$349,847	\$190,980	\$63,416
Planning	\$2,314,603	\$2,474,523	\$2,503,238	\$2,626,154	\$2,692,575	\$2,720,256
Soil and Water	\$263,704	\$284,293	\$277,427	\$291,695	\$293,929	\$300,295
<b>Community and Environment Total</b>	<b><u>\$3,345,826</u></b>	<b><u>\$3,696,152</u></b>	<b><u>\$3,905,455</u></b>	<b><u>\$4,066,902</u></b>	<b><u>\$4,218,363</u></b>	<b><u>\$4,138,847</u></b>
<b>Human Services</b>						
Aging	\$1,341,181	\$1,477,352	\$1,309,788	\$1,472,337	\$1,490,712	\$1,411,461
Child Support Enforcement	\$780,285	\$833,086	\$850,791	\$856,177	\$893,503	\$901,568
Cooperative Extension	\$457,962	\$482,370	\$515,624	\$500,218	\$539,782	\$504,848
Health	\$5,976,281	\$6,302,495	\$6,707,688	\$6,880,059	\$7,561,233	\$7,516,553
Human Rights and Relations	\$329,326	\$294,497	\$373,432	\$428,820	\$421,209	\$389,891
Mental Health	\$1,464,233	\$1,310,145	\$1,314,704	\$1,314,704	\$1,370,973	\$1,370,973
Non-Departmental	\$1,905,324	\$1,906,356	\$2,073,662	\$1,887,031	\$2,164,364	\$1,978,234
Orange Public Transportation	\$956,114	\$1,005,174	\$1,053,857	\$1,122,155	\$1,087,668	\$951,699
Social Services	\$18,614,875	\$20,154,676	\$21,506,843	\$22,584,018	\$21,471,970	\$21,138,150
<b>Human Services Total</b>	<b><u>\$31,825,582</u></b>	<b><u>\$33,766,150</u></b>	<b><u>\$35,706,389</u></b>	<b><u>\$37,045,520</u></b>	<b><u>\$37,001,414</u></b>	<b><u>\$36,163,377</u></b>

## Expenditures by Department

### Summary - General Fund

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Public Safety</b>						
Courts	\$134,183	\$140,416	\$169,901	\$159,085	\$145,900	\$145,900
Non-Departmental	\$298,562	\$394,048	\$438,426	\$445,653	\$307,260	\$307,260
Sheriff	\$8,325,775	\$8,746,608	\$8,895,006	\$9,693,235	\$10,746,515	\$9,927,199
Emergency Services	\$5,485,332	\$5,787,122	\$5,770,557	\$6,422,931	\$7,537,086	\$6,804,065
<b>Public Safety Total</b>	<b><u>\$14,243,853</u></b>	<b><u>\$15,068,194</u></b>	<b><u>\$15,273,890</u></b>	<b><u>\$16,720,905</u></b>	<b><u>\$18,736,761</u></b>	<b><u>\$17,184,424</u></b>
<b>Culture and Recreation</b>						
Arts Commission	\$126,455	\$128,802	\$112,157	\$160,568	\$131,340	\$132,569
Library and Recreation Municipal Support	\$375,141	\$375,141	\$375,141	\$375,141	\$375,141	\$375,141
Library Services	\$1,028,600	\$1,117,805	\$1,086,659	\$1,142,265	\$1,156,281	\$1,138,875
Non-Departmental	\$78,822	\$108,576	\$110,574	\$110,574	\$113,617	\$113,617
Parks and Recreation	\$1,416,107	\$1,555,866	\$1,715,039	\$1,715,476	\$2,351,778	\$1,928,386
<b>Culture and Recreation Total</b>	<b><u>\$3,025,126</u></b>	<b><u>\$3,286,189</u></b>	<b><u>\$3,399,570</u></b>	<b><u>\$3,504,024</u></b>	<b><u>\$4,128,157</u></b>	<b><u>\$3,688,588</u></b>
<b>Education</b>						
Current Expenses	\$49,981,296	\$53,793,744	\$56,875,122	\$56,875,122	\$59,694,557	\$60,582,479
Fair Funding	\$0	\$800,000	\$988,000	\$988,000	\$988,000	\$988,000
Durham Technical Community College	\$0	\$0	\$195,598	\$100,000	\$581,601	\$581,601
Recurring Capital	\$2,290,258	\$2,400,000	\$2,400,000	\$2,400,000	\$2,570,635	\$2,570,635
<b>Education Total</b>	<b><u>\$52,271,554</u></b>	<b><u>\$56,993,744</u></b>	<b><u>\$60,458,720</u></b>	<b><u>\$60,363,122</u></b>	<b><u>\$63,834,793</u></b>	<b><u>\$64,722,715</u></b>
<b>Non-Departmental</b>						
Debt Service	\$19,866,708	\$22,667,297	\$24,270,286	\$24,270,286	\$26,105,859	\$26,105,859
Transfers to Other Funds	\$8,424,225	\$8,263,257	\$10,253,827	\$10,277,827	\$12,087,552	\$8,091,528
<b>Non-Departmental Total</b>	<b><u>\$28,290,933</u></b>	<b><u>\$30,930,554</u></b>	<b><u>\$34,524,113</u></b>	<b><u>\$34,548,113</u></b>	<b><u>\$38,193,411</u></b>	<b><u>\$34,197,387</u></b>
<b>Total Expenditures</b>	<b><u>\$149,625,579</u></b>	<b><u>\$161,456,517</u></b>	<b><u>\$173,624,351</u></b>	<b><u>\$175,591,281</u></b>	<b><u>\$190,058,634</u></b>	<b><u>\$183,005,580</u></b>

# General Fund Expenditures by Function



(1) Includes debt service.

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

# Governing and Management

## Summary

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>By Department (General Fund)</b>						
Animal Services	\$1,435,733	\$1,558,943	\$1,642,015	\$1,629,818	\$1,983,242	\$1,724,497
Board of County Commissioners	\$482,874	\$501,227	\$484,311	\$542,466	\$601,946	\$601,495
County Manager	\$957,384	\$980,070	\$1,083,180	\$1,062,391	\$1,089,478	\$1,112,093
Financial Services	\$675,314	\$719,190	\$709,717	\$745,996	\$886,901	\$832,717
Human Resources	\$676,685	\$731,951	\$780,826	\$761,700	\$866,129	\$892,472
Non-Departmental	\$928,142	\$1,162,816	\$3,202,454	\$1,918,279	\$3,302,846	\$1,450,753
Purchasing & Central Services	\$1,916,886	\$2,112,308	\$2,895,872	\$3,166,266	\$2,898,260	\$2,910,654
<b>Total Function Expenditures</b>	<b><u>\$7,073,018</u></b>	<b><u>\$7,766,506</u></b>	<b><u>\$10,798,375</u></b>	<b><u>\$9,826,915</u></b>	<b><u>\$11,628,802</u></b>	<b><u>\$9,524,681</u></b>
<i>Offsetting Revenue</i>	( <i>\$565,210</i> )	( <i>\$570,112</i> )	( <i>\$611,227</i> )	( <i>\$596,573</i> )	( <i>\$781,429</i> )	( <i>\$781,429</i> )
<b>County Costs (net)</b>	<b>\$6,507,807</b>	<b>\$7,196,394</b>	<b>\$10,187,148</b>	<b>\$9,230,342</b>	<b>\$10,847,373</b>	<b>\$8,743,252</b>
<b>Other Related Programs (Grant Fund)</b>						
Orange-Chatham Justice Partnersh	\$247,892	\$235,486	\$216,431	\$204,385	\$216,431	\$240,866
<b>Total Expenditures</b>	<b><u>\$247,892</u></b>	<b><u>\$235,486</u></b>	<b><u>\$216,431</u></b>	<b><u>\$204,385</u></b>	<b><u>\$216,431</u></b>	<b><u>\$240,866</u></b>
<i>Offsetting Revenue</i>	( <i>\$244,094</i> )	( <i>\$224,565</i> )	( <i>\$191,897</i> )	( <i>\$210,712</i> )	( <i>\$185,332</i> )	( <i>\$185,332</i> )
<b>County Costs (net)</b>	<b>\$3,798</b>	<b>\$10,921</b>	<b>\$24,534</b>	<b>(\$6,327)</b>	<b>\$31,099</b>	<b>\$55,534</b>
<b>Total Governing and Management and Related Expenditures</b>	<b>\$7,320,909</b>	<b>\$8,001,992</b>	<b>\$11,014,806</b>	<b>\$10,031,300</b>	<b>\$11,845,233</b>	<b>\$9,765,547</b>

# General Services

## Summary

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>By Department (General Fund)</b>						
Board of Elections	\$420,472	\$405,537	\$631,455	\$446,394	\$564,960	\$571,075
Information Technologies	\$1,149,665	\$1,314,552	\$1,547,934	\$1,427,247	\$1,935,451	\$1,810,181
Non-Departmental	\$9,009	\$4,680	\$10,000	\$9,945	\$100,549	\$100,549
Public Works	\$ 3,234,867	\$ 3,354,368	\$ 4,159,533	\$ 4,376,969	\$ 6,470,353	\$ 5,196,826
Sanitation	\$ 1,734,652	\$ 1,747,928	\$ -	\$ -	\$ -	\$ 2,522,868
Register of Deeds	\$928,373	\$940,243	\$1,011,693	\$1,009,741	\$1,014,831	\$1,034,357
Tax Assessor	\$1,276,465	\$1,336,789	\$1,359,244	\$1,377,181	\$1,294,334	\$1,271,543
Tax Collector	\$796,184	\$844,930	\$837,980	\$868,303	\$936,455	\$878,162
<b>Total Function Expenditures</b>	<b><u>\$9,549,688</u></b>	<b><u>\$9,949,028</u></b>	<b><u>\$9,557,839</u></b>	<b><u>\$9,515,780</u></b>	<b><u>\$12,316,933</u></b>	<b><u>\$13,385,561</u></b>
<i>Offsetting Revenue</i>	(\$2,253,069)	(\$2,198,928)	(\$2,347,439)	(\$2,222,682)	(\$2,239,852)	(\$2,290,148)
<b>County Costs (net)</b>	<b><u>\$11,802,757</u></b>	<b><u>\$12,147,956</u></b>	<b><u>\$11,905,278</u></b>	<b><u>\$11,738,462</u></b>	<b><u>\$14,556,785</u></b>	<b><u>\$15,675,709</u></b>
<b>Other Related Programs (Revaluation Fund)</b>						
Tax Assessor	\$76,437	\$98,646	\$136,949	\$103,034	\$181,227	\$183,249
<b>Total Expenditures</b>	<b><u>\$76,437</u></b>	<b><u>\$98,646</u></b>	<b><u>\$136,949</u></b>	<b><u>\$103,034</u></b>	<b><u>\$181,227</u></b>	<b><u>\$183,249</u></b>
<i>Offsetting Revenue</i>	(\$3,043)	(\$2,509)	(\$12,949)	(\$13,949)	(\$45,227)	(\$47,249)
<b>County Costs (net)</b>	<b><u>\$73,394</u></b>	<b><u>\$96,136</u></b>	<b><u>\$124,000</u></b>	<b><u>\$89,085</u></b>	<b><u>\$136,000</u></b>	<b><u>\$136,000</u></b>
<b>Efland Sewer Fund</b>						
Efland Sewer Fund	\$144,258	\$171,950	\$184,250	\$178,599	\$184,250	\$144,250
<b>Total Expenditures</b>	<b><u>\$144,258</u></b>	<b><u>\$171,950</u></b>	<b><u>\$184,250</u></b>	<b><u>\$178,599</u></b>	<b><u>\$184,250</u></b>	<b><u>\$144,250</u></b>
<i>Offsetting Revenue</i>	(\$59,435)	(\$65,990)	(\$62,000)	(\$77,181)	(\$62,000)	(\$62,000)
<b>County Costs (net)</b>	<b><u>\$84,823</u></b>	<b><u>\$105,959</u></b>	<b><u>\$122,250</u></b>	<b><u>\$101,418</u></b>	<b><u>\$122,250</u></b>	<b><u>\$82,250</u></b>
<b>Total General Services and Related Expenditures</b>	<b><u>\$9,770,383</u></b>	<b><u>\$10,219,623</u></b>	<b><u>\$9,879,038</u></b>	<b><u>\$9,797,413</u></b>	<b><u>\$12,682,410</u></b>	<b><u>\$13,713,060</u></b>

# Human Services

## Summary

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>By Department (General Fund)</b>						
Aging	\$1,341,181	\$1,477,352	\$1,309,788	\$1,472,337	\$1,490,712	\$1,411,461
Child Support Enforcement	\$780,285	\$833,086	\$850,791	\$856,177	\$893,503	\$901,568
Cooperative Extension	\$457,962	\$482,370	\$515,624	\$500,218	\$539,782	\$504,848
Health	\$5,976,281	\$6,302,495	\$6,707,688	\$6,880,059	\$7,561,233	\$7,516,553
Human Rights and Relations	\$329,326	\$294,497	\$373,432	\$428,820	\$421,209	\$389,891
Mental Health	\$1,464,233	\$1,310,145	\$1,314,704	\$1,314,704	\$1,370,973	\$1,370,973
Non-Departmental	\$1,905,324	\$1,906,356	\$2,073,662	\$1,887,031	\$2,164,364	\$1,978,234
Orange Public Transportation	\$956,114	\$1,005,174	\$1,053,857	\$1,122,155	\$1,087,668	\$951,699
Social Services	\$18,614,875	\$20,154,676	\$21,506,843	\$22,584,018	\$21,471,970	\$21,138,150
<b>Total Function Expenditures</b>	<b>\$31,825,582</b>	<b>\$33,766,150</b>	<b>\$35,706,389</b>	<b>\$37,045,520</b>	<b>\$37,001,414</b>	<b>\$36,163,377</b>
<i>Offsetting Revenue</i>	<i>(\$14,307,357)</i>	<i>(\$15,332,224)</i>	<i>(\$15,491,798)</i>	<i>(\$15,934,981)</i>	<i>(\$17,225,828)</i>	<i>(\$17,299,581)</i>
<b>County Costs (net)</b>	<b>\$17,518,225</b>	<b>\$18,433,926</b>	<b>\$20,214,591</b>	<b>\$21,110,539</b>	<b>\$19,775,586</b>	<b>\$ 18,863,796</b>
<b>Other Related Programs (Grant Fund)</b>						
Aging Related	\$111,500	\$105,474	\$89,034	\$137,598	\$121,414	\$123,443
Health Related	\$347,650	\$363,858	\$324,592	\$334,660	\$238,945	\$238,945
<b>Total Expenditures</b>	<b>\$459,150</b>	<b>\$469,333</b>	<b>\$413,626</b>	<b>\$472,258</b>	<b>\$360,359</b>	<b>\$362,388</b>
<i>Offsetting Revenue</i>	<i>(\$359,795)</i>	<i>(\$382,398)</i>	<i>(\$362,838)</i>	<i>(\$410,265)</i>	<i>(\$325,945)</i>	<i>(\$325,945)</i>
<b>County Costs (net)</b>	<b>\$99,355</b>	<b>\$86,935</b>	<b>\$50,788</b>	<b>\$61,993</b>	<b>\$34,414</b>	<b>\$36,443</b>
<b>Other Funds (Housing and Community Development)</b>						
Housing Section 8	\$4,267,655	\$4,183,980	\$4,408,586	\$4,588,652	\$4,057,434	\$4,057,434
<b>Total Expenditures</b>	<b>\$4,267,655</b>	<b>\$4,183,980</b>	<b>\$4,408,586</b>	<b>\$4,588,652</b>	<b>\$4,057,434</b>	<b>\$4,057,434</b>
<i>Offsetting Revenue</i>	<i>(\$4,499,918)</i>	<i>(\$4,488,351)</i>	<i>(\$4,408,586)</i>	<i>(\$4,588,652)</i>	<i>(\$3,975,720)</i>	<i>(\$3,975,720)</i>
<b>County Costs (net)</b>	<b>(\$232,264)</b>	<b>(\$304,371)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$81,714</b>	<b>\$81,714</b>
<b>Total Human Services and Related Expenditures</b>	<b>\$36,552,386</b>	<b>\$38,419,463</b>	<b>\$40,528,601</b>	<b>\$42,106,430</b>	<b>\$41,419,207</b>	<b>\$40,583,199</b>

## Culture and Recreation

### Summary

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>By Department (General Fund)</b>						
Arts Commission	\$126,455	\$128,802	\$112,157	\$160,568	\$131,340	\$132,569
Library Services	\$1,028,600	\$1,117,805	\$1,086,659	\$1,142,265	\$1,156,281	\$1,138,875
Non-Departmental	\$78,822	\$108,576	\$110,574	\$110,574	\$113,617	\$113,617
Parks and Recreation	\$1,416,107	\$1,555,866	\$1,715,039	\$1,715,476	\$2,351,778	\$1,928,386
<b>Total Function Expenditures</b>	<b><u>\$2,649,985</u></b>	<b><u>\$2,911,048</u></b>	<b><u>\$3,024,429</u></b>	<b><u>\$3,128,883</u></b>	<b><u>\$3,753,016</u></b>	<b><u>\$3,313,447</u></b>
<i>Offsetting Revenue</i>	( <i>\$440,527</i> )	( <i>\$506,359</i> )	( <i>\$462,359</i> )	( <i>\$410,822</i> )	( <i>\$553,387</i> )	( <i>\$497,387</i> )
<b>County Costs (net)</b>	<b>\$2,209,458</b>	<b>\$2,404,690</b>	<b>\$2,562,070</b>	<b>\$2,718,062</b>	<b>\$3,199,629</b>	<b>\$2,816,060</b>
<b>Other Related Programs (General Fund)</b>						
Municipal Support	\$375,141	\$375,141	\$375,141	\$375,141	\$375,141	\$375,141
<b>Total Culture and Recreation and Related Expenditures</b>	<b>\$3,025,126</b>	<b>\$2,911,048</b>	<b>\$3,399,570</b>	<b>\$3,504,024</b>	<b>\$4,128,157</b>	<b>\$3,688,588</b>

## Community and Environment

### Summary

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>By Department (General Fund)</b>						
Economic Development	\$255,535	\$283,805	\$278,408	\$183,468	\$327,836	\$332,453
Environment & Resource Conservati	\$458,356	\$572,213	\$661,041	\$615,738	\$713,043	\$722,427
Non-Departmental	\$53,627	\$81,319	\$185,341	\$349,847	\$190,980	\$63,416
Planning	\$2,314,603	\$2,474,523	\$2,503,238	\$2,626,154	\$2,692,575	\$2,720,256
Soil and Water	\$263,704	\$284,293	\$277,427	\$291,695	\$293,929	\$300,295
<b>Total Function Expenditures</b>	<b><u>\$3,345,826</u></b>	<b><u>\$3,696,152</u></b>	<b><u>\$3,905,455</u></b>	<b><u>\$4,066,902</u></b>	<b><u>\$4,218,363</u></b>	<b><u>\$4,138,847</u></b>
<i>Offsetting Revenue</i>	(\$1,353,489)	(\$1,205,441)	(\$1,198,307)	(\$1,196,572)	(\$1,094,185)	(\$1,094,185)
<b>County Costs (net)</b>	<b><u>\$1,992,337</u></b>	<b><u>\$2,490,711</u></b>	<b><u>\$2,707,148</u></b>	<b><u>\$2,870,330</u></b>	<b><u>\$3,124,178</u></b>	<b><u>\$3,044,662</u></b>
<b>Visitors Bureau Fund</b>						
Visitors Bureau Fund	\$597,045	\$751,666	\$958,863	\$968,904	\$1,014,000	\$1,021,886
<b>Total Expenditures</b>	<b><u>\$597,045</u></b>	<b><u>\$751,666</u></b>	<b><u>\$958,863</u></b>	<b><u>\$968,904</u></b>	<b><u>\$1,014,000</u></b>	<b><u>\$1,021,886</u></b>
<i>Offsetting Revenue</i>	(\$663,308)	(\$772,164)	(\$958,863)	(\$1,076,751)	(\$1,014,000)	(\$1,021,886)
<b>County Costs (net)</b>	<b><u>(\$66,264)</u></b>	<b><u>(\$20,498)</u></b>	<b><u>\$0</u></b>	<b><u>(\$107,847)</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>
<b>Total Community and Environment and Related Expenditures</b>	<b><u>\$3,942,871</u></b>	<b><u>\$4,447,819</u></b>	<b><u>\$4,864,318</u></b>	<b><u>\$5,035,806</u></b>	<b><u>\$5,232,363</u></b>	<b><u>\$5,160,733</u></b>

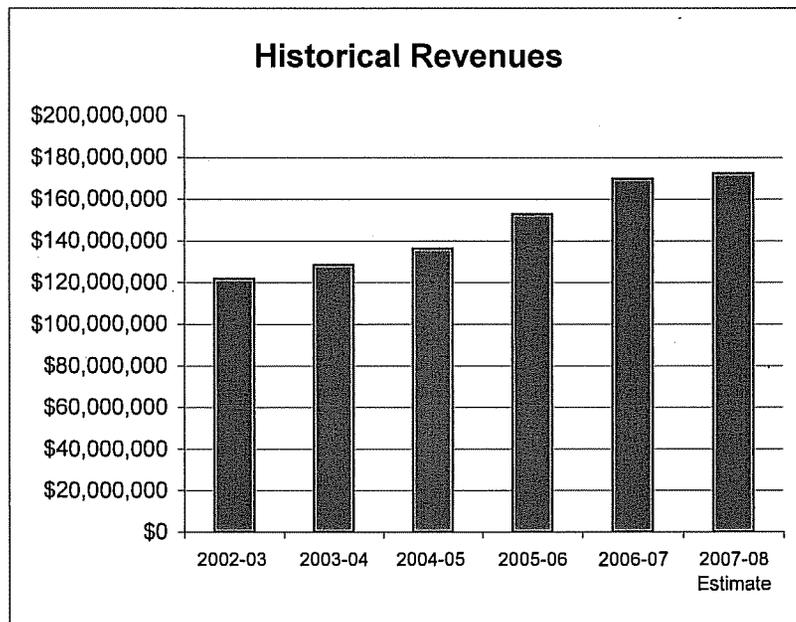
# Public Safety

## Summary

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>By Department (General Fund)</b>						
Courts	\$134,183	\$140,416	\$169,901	\$159,085	\$145,900	\$145,900
Emergency Services	\$3,912,812	\$4,128,637	\$4,047,231	\$4,583,072	\$5,399,232	\$4,748,327
Non-Departmental	\$298,562	\$394,048	\$438,426	\$445,653	\$307,260	\$307,260
Other Related Programs	\$1,572,520	\$1,658,485	\$1,723,326	\$1,839,860	\$2,137,854	\$2,055,738
Sheriff	\$8,325,775	\$8,746,608	\$8,895,006	\$9,693,235	\$10,746,515	\$9,927,199
<b>Total Function Expenditures</b>	<b><u>\$14,243,853</u></b>	<b><u>\$15,068,194</u></b>	<b><u>\$15,273,890</u></b>	<b><u>\$16,720,905</u></b>	<b><u>\$18,736,761</u></b>	<b><u>\$17,184,424</u></b>
<i>Offsetting Revenue</i>	<i>(\$5,299,008)</i>	<i>(\$5,763,934)</i>	<i>(\$5,329,969)</i>	<i>(\$4,972,895)</i>	<i>(\$5,397,151)</i>	<i>(\$5,397,151)</i>
<b>County Costs (net)</b>	<b><u>\$8,944,845</u></b>	<b><u>\$9,304,260</u></b>	<b><u>\$9,943,921</u></b>	<b><u>\$11,748,010</u></b>	<b><u>\$13,339,610</u></b>	<b><u>\$11,787,273</u></b>
<b>Other Funds</b>						
Fire Districts	\$2,387,097	\$2,648,127	\$2,831,807	\$2,871,807	\$3,062,444	\$3,062,444
<b>Total Expenditures</b>	<b><u>\$2,387,097</u></b>	<b><u>\$2,648,127</u></b>	<b><u>\$2,831,807</u></b>	<b><u>\$2,871,807</u></b>	<b><u>\$3,062,444</u></b>	<b><u>\$3,062,444</u></b>
<i>Offsetting Revenue</i>	<i>(\$2,499,820)</i>	<i>(\$2,681,444)</i>	<i>(\$2,831,807)</i>	<i>(\$2,876,642)</i>	<i>(\$3,062,444)</i>	<i>(\$3,062,444)</i>
<b>County Costs (net)</b>	<b><u>(\$112,723)</u></b>	<b><u>(\$33,317)</u></b>	<b><u>\$0</u></b>	<b><u>(\$4,835)</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>
<b>Emergency Telephone Fund</b>						
Emergency Telephone Fund	\$652,938	\$851,547	\$726,026	\$707,566	\$718,223	\$723,717
<b>Total Expenditures</b>	<b><u>\$652,938</u></b>	<b><u>\$851,547</u></b>	<b><u>\$726,026</u></b>	<b><u>\$707,566</u></b>	<b><u>\$718,223</u></b>	<b><u>\$723,717</u></b>
<i>Offsetting Revenue</i>	<i>(\$671,536)</i>	<i>(\$740,917)</i>	<i>(\$726,026)</i>	<i>(\$743,241)</i>	<i>(\$718,223)</i>	<i>(\$723,717)</i>
<b>County Costs (net)</b>	<b><u>(\$18,598)</u></b>	<b><u>\$110,630</u></b>	<b><u>\$0</u></b>	<b><u>(\$35,675)</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>
<b>Total Public Safety and Related Expenditures</b>	<b><u>\$17,283,887</u></b>	<b><u>\$18,567,868</u></b>	<b><u>\$18,831,723</u></b>	<b><u>\$20,300,278</u></b>	<b><u>\$22,517,428</u></b>	<b><u>\$20,970,585</u></b>

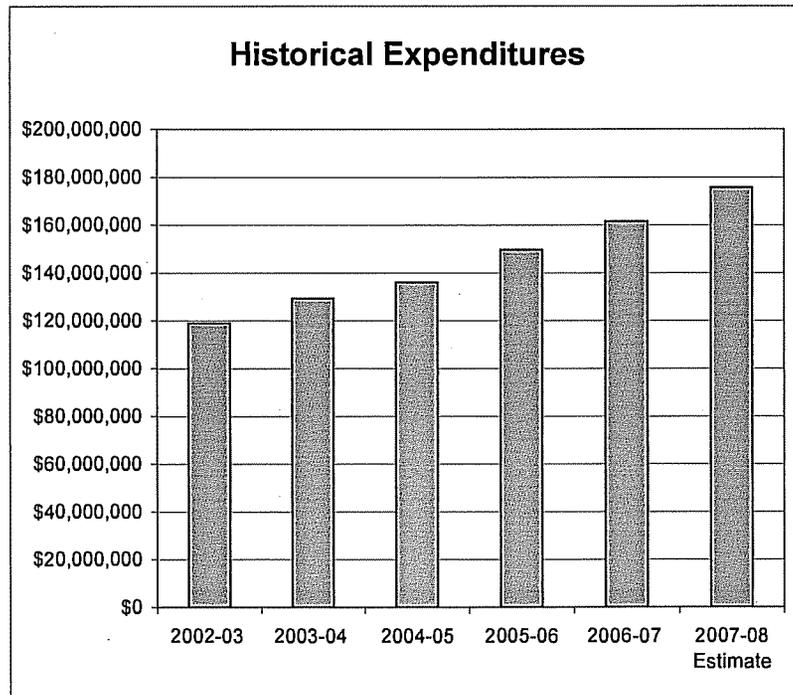
## Historical Revenues

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08 Estimate
Property Taxes	\$78,810,516	\$83,080,958	\$89,293,268	\$100,901,962	\$111,594,180	\$119,637,637
Sales Tax	\$15,985,223	\$19,865,785	\$19,786,268	\$21,176,361	\$22,192,867	\$20,374,550
Licenses and Permits	\$234,285	\$226,717	\$256,850	\$268,571	\$332,545	\$283,113
Intergovernmental	\$12,047,900	\$13,711,768	\$14,938,881	\$15,501,959	\$18,798,427	\$16,931,024
Charges for Service	\$7,785,523	\$7,870,879	\$8,480,216	\$10,380,766	\$10,743,557	\$10,054,548
Investment Earnings	\$272,677	\$221,670	\$526,505	\$1,209,164	\$1,803,382	\$970,000
Miscellaneous	\$666,923	\$523,681	\$577,883	\$495,514	\$748,530	\$740,613
Transfers from Other Funds	\$3,436,304	\$2,975,167	\$2,454,825	\$2,870,000	\$3,683,545	\$3,393,545
Appropriated Fund Balance	\$2,666,008	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$121,905,359</b>	<b>\$128,476,625</b>	<b>\$136,314,696</b>	<b>\$152,804,297</b>	<b>\$169,897,033</b>	<b>\$172,385,030</b>



## Historical Expenditures

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08 Estimate
Governing & Management	\$4,543,759	\$5,087,135	\$6,234,336	\$7,073,018	\$7,766,506	\$9,826,915
General Services	\$7,758,825	\$8,304,167	\$9,159,258	\$9,549,688	\$9,949,027	\$9,540,603
Community & Environment	\$2,717,880	\$3,097,490	\$3,250,748	\$3,345,826	\$3,696,152	\$4,066,902
Human Services	\$27,414,115	\$29,542,793	\$30,503,998	\$31,825,581	\$33,743,897	\$37,045,520
Public Safety	\$11,790,640	\$13,226,246	\$13,665,359	\$14,243,853	\$15,068,194	\$16,720,905
Culture & Recreation	\$2,119,347	\$2,509,123	\$2,884,983	\$3,025,126	\$3,286,189	\$3,504,024
Education	\$44,150,356	\$46,461,682	\$48,752,268	\$52,271,554	\$56,993,744	\$60,363,122
Non-Departmental	\$18,538,005	\$21,047,639	\$21,464,135	\$28,290,933	\$30,930,555	\$34,548,113
<b>Total Expenditures</b>	<b>\$119,032,927</b>	<b>\$129,276,274</b>	<b>\$135,915,085</b>	<b>\$149,625,579</b>	<b>\$161,434,264</b>	<b>\$175,616,104</b>



## General Fund Expenditures Percentage Change Year to Year

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	Year To Year Change	2007-08 Original Budget	Year to Year Change	2008-09 Commissioner Approved	Year to Year Change
<b>Governing &amp; Management</b>							
Board of County Commissioners	\$482,874	\$501,227	3.80%	\$484,311	-3.37%	\$601,495	24.20%
County Manager	\$957,384	\$980,070	2.37%	\$1,083,180	10.52%	\$1,112,093	2.67%
Animal Services	\$1,435,733	\$1,558,943	8.58%	\$1,642,015	5.33%	\$1,724,497	0.00%
Budget	\$250,151	\$270,480	8.13%	\$267,879	-0.96%	\$279,118	4.20%
Finance	\$425,162	\$448,710	5.54%	\$441,838	-1.53%	\$553,599	25.29%
Purchasing and Central Services	\$1,916,887	\$2,112,308	10.19%	\$2,895,872	37.10%	\$2,910,654	0.51%
Personnel	\$676,685	\$731,951	8.17%	\$780,826	6.68%	\$892,472	14.30%
Non-Departmental	\$928,142	\$1,162,816	25.28%	\$3,202,454	175.41%	\$1,450,753	-54.70%
<b>Total Governing &amp; Management</b>	<b>\$7,073,018</b>	<b>\$7,766,505</b>	<b>9.80%</b>	<b>\$10,798,375</b>	<b>39.04%</b>	<b>\$9,524,681</b>	<b>-11.80%</b>
<b>General Services</b>							
Board of Elections	\$420,472	\$405,537	-3.55%	\$631,455	55.71%	\$571,075	-9.56%
Information Technology	\$1,149,665	\$1,314,552	14.34%	\$1,547,934	17.75%	\$1,810,181	16.94%
Register of Deeds	\$928,373	\$940,243	1.28%	\$1,011,693	7.60%	\$1,034,357	2.24%
Tax Assessor	\$1,276,465	\$1,336,789	4.73%	\$1,359,244	1.68%	\$1,271,543	-6.45%
Tax Collector	\$796,184	\$844,930	6.12%	\$837,980	-0.82%	\$878,162	4.80%
Public Works	\$4,969,520	\$5,102,296	2.67%	\$4,159,533	-18.48%	\$7,719,694	85.59%
Non-Departmental	\$9,009	\$4,680	-48.05%	\$10,000	113.68%	\$100,549	905.49%
<b>Total General Services</b>	<b>\$9,549,688</b>	<b>\$9,949,027</b>	<b>4.18%</b>	<b>\$9,557,839</b>	<b>-3.93%</b>	<b>\$13,385,561</b>	<b>40.05%</b>
<b>Community &amp; Environment</b>							
Economic Development	\$255,535	\$283,805	11.06%	\$278,408	-1.90%	\$332,453	19.41%
Environment & Resource Conservation	\$458,356	\$572,213	24.84%	\$661,041	15.52%	\$722,427	9.29%
Planning	\$2,314,603	\$2,474,523	6.91%	\$2,503,238	1.16%	\$2,720,256	8.67%
Soil & Water	\$263,704	\$284,293	7.81%	\$277,427	-2.42%	\$300,295	8.24%
Non-Departmental	\$53,627	\$81,319	51.64%	\$185,341	127.92%	\$63,416	-65.78%
<b>Total Community &amp; Environment</b>	<b>\$3,345,825</b>	<b>\$3,696,153</b>	<b>10.47%</b>	<b>\$3,905,455</b>	<b>5.66%</b>	<b>\$4,138,847</b>	<b>5.98%</b>
<b>Human Services</b>							
Social Services	\$18,614,875	\$20,154,676	8.27%	\$21,506,843	6.71%	\$21,138,150	-1.71%
Health	\$5,976,281	\$6,302,495	5.46%	\$6,707,688	6.43%	\$7,516,553	12.06%
Cooperative Extension	\$457,962	\$482,369	5.33%	\$515,624	6.89%	\$504,848	-2.09%
Aging	\$1,341,181	\$1,477,352	10.15%	\$1,309,788	-11.34%	\$1,411,461	7.76%
Orange Public Transportation	\$956,114	\$1,005,174	5.13%	\$1,053,857	4.84%	\$951,699	-9.69%
Human Rights and Relations	\$329,326	\$294,497	-10.58%	\$373,432	26.80%	\$389,891	4.41%
Child Support	\$780,285	\$833,086	6.77%	\$850,791	2.13%	\$901,568	5.97%
Mental Health	\$1,464,233	\$1,310,145	-10.52%	\$1,314,704	0.35%	\$1,370,973	4.28%
Non-Departmental	\$1,905,324	\$1,906,356	0.05%	\$2,073,662	8.78%	\$1,978,234	-4.60%
<b>Total Human Services</b>	<b>\$31,825,581</b>	<b>\$33,766,150</b>	<b>6.10%</b>	<b>\$35,706,389</b>	<b>5.75%</b>	<b>\$36,163,377</b>	<b>1.28%</b>

## General Fund Expenditures

### Percentage Change Year to Year

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	Year To Year Change	2007-08 Original Budget	Year to Year Change	2008-09 Commissioner Approved	Year to Year Change
<b>Public Safety</b>							
Sheriff	\$8,325,775	\$8,746,608	5.05%	\$8,895,006	1.70%	\$9,927,199	11.60%
Emergency Management Services	\$5,485,332	\$5,787,122	5.50%	\$5,770,557	-0.29%	\$6,804,065	17.91%
Courts	\$134,183	\$140,416	4.65%	\$169,901	21.00%	\$145,900	-14.13%
Non-Departmental	\$298,562	\$394,048	31.98%	\$438,426	11.26%	\$307,260	-29.92%
<b>Total Public Safety</b>	<b>\$14,243,852</b>	<b>\$15,068,194</b>	<b>5.79%</b>	<b>\$15,273,890</b>	<b>1.37%</b>	<b>\$17,184,424</b>	<b>12.51%</b>
<b>Culture &amp; Recreation</b>							
Recreation & Parks	\$1,416,107	\$1,555,866	9.87%	\$1,715,039	10.23%	\$1,928,386	12.44%
Library Services	\$1,028,600	\$1,117,805	8.67%	\$1,086,659	-2.79%	\$1,138,875	4.81%
Arts Commission	\$126,455	\$128,802	1.86%	\$112,157	-12.92%	\$132,569	18.20%
Other Municipal Support	\$375,141	\$375,141	0.00%	\$375,141	0.00%	\$375,141	0.00%
Non-Departmental	\$78,822	\$108,576	37.75%	\$110,574	1.84%	\$113,617	2.75%
<b>Total Culture &amp; Recreation</b>	<b>\$3,025,125</b>	<b>\$3,286,190</b>	<b>8.63%</b>	<b>\$3,399,570</b>	<b>3.45%</b>	<b>\$3,688,588</b>	<b>8.50%</b>
<b>Education</b>							
Current Expense	\$49,981,296	\$53,793,744	7.63%	\$56,875,122	5.73%	\$60,582,479	6.52%
Non-Departmental	\$0	\$800,000		\$988,000	23.50%	\$988,000	0.00%
Other Related County Support	\$0	\$0	0.00%	\$195,598		\$581,601	
Recurring Capital	\$2,290,258	\$2,400,000	4.79%	\$2,400,000	0.00%	\$2,570,635	7.11%
<b>Total Education</b>	<b>\$52,271,554</b>	<b>\$56,993,744</b>	<b>9.03%</b>	<b>\$60,458,720</b>	<b>6.08%</b>	<b>\$64,722,715</b>	<b>7.05%</b>
<b>Non-Departmental</b>							
Debt Service	\$19,866,710	\$22,667,297	14.10%	\$24,080,240	6.23%	\$25,915,813	7.62%
Other Related County Support	\$0	\$0	0.00%	\$190,046		\$190,046	0.00%
Transfers to Other Funds	\$8,424,225	\$8,263,257	-1.91%	\$10,253,827	24.09%	\$8,091,528	-21.09%
<b>Total Non-Departmental</b>	<b>\$28,290,935</b>	<b>\$30,930,554</b>	<b>9.33%</b>	<b>\$34,524,113</b>	<b>11.62%</b>	<b>\$34,197,387</b>	<b>-0.95%</b>
<b>Total Expenditures</b>	<b>\$149,625,578</b>	<b>\$161,456,517</b>	<b>7.91%</b>	<b>\$173,624,351</b>	<b>16.04%</b>	<b>\$183,005,580</b>	<b>5.40%</b>

**Estimated Changes to Fund Balance**  
*Governmental Funds*

This table is based on unaudited end-of-year revenue and expenditure estimates. These estimates differ from the 12-month estimates reflected in other areas of the approved budget document due to the timing of data analysis. Undesignated fund balance in the General Fund at year-end is expected to be approximately \$23.9 million or about 13.8 percent of estimated fiscal year 2007-08 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 2008-09 budgeted General Fund Expenditures is anticipated to be about 13 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.

	<b>General Fund</b>	<b>Special Revenue Funds</b>
<b>Beginning Balance July 1, 2007</b>	<b>32,811,680</b>	<b>5,290,130</b>
<b>Revenues (FY 2007-08 Year End Estimates)</b>		
Taxes	141,996,778	3,517,159
Licenses and Permits	354,569	0
Intergovernmental	16,841,400	5,664,807
Charges for Services	10,137,748	752,053
Investment Earnings	1,582,134	75,172
Operating Transfers In	3,401,082	483,830
Miscellaneous	506,049	420,876
<b>Total Revenues</b>	<b>174,819,760</b>	<b>10,913,897</b>
<b>Expenditures By Function (FY 2007-08 Year-End Estimates)</b>		
Governing and Management	9,033,838	0
General Services	9,474,713	103,034
Human Services	35,677,335	5,496,796
Culture and Recreation	3,373,600	0
Community and Environment	3,947,491	988,382
Public Safety	16,443,170	3,751,563
Education		
Current Expense	56,997,460	0
Fair Funding	988,000	
Recurring Capital	2,400,000	0
School Related Debt Service	18,751,621	0
<i>Total Education</i>	<i>79,137,081</i>	<i>0</i>
County Related Debt Service	5,510,578	0
Operating and Residual Transfers Out	10,130,489	0
<b>Total Expenditures</b>	<b>172,728,295</b>	<b>10,339,775</b>
<b>Excess of Revenues Over Expenditures</b>	<b>2,091,465</b>	<b>574,122</b>
<b>Ending Balance, 6/30/2008 (Estimated)</b>	<b>34,903,145</b>	<b>5,864,252</b>
<b>Less:</b>		
Fund Balance Reserved <sup>(1)</sup>	(8,929,470)	(1,906,340)
Fund Balance Designated for Subsequent Year <sup>(2)</sup>	(2,000,000)	(112,738)
<b>Undesignated Fund Balance</b>	<b>23,973,675</b>	<b>3,845,174</b>
<b>Fund Balance as a Percent of FY 2007-08 Expenditures</b>	<b>13.88%</b>	<b>37.19%</b>
<b>Fund Balance as a Percent of FY 2008-09 Budget</b>	<b>13.10%</b>	<b>43.85%</b>

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

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

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

	<b>2007-08 Original Budget</b>	<b>2007-08 Estimated Valuation and Collections</b>	<b>2008-09 Commissioner Approved</b>
Assessed Valuation of Real, Personal and Corporate Excess	\$11,662,800,959	\$11,695,922,763	\$11,940,513,287
Assessed Valuation of Motor Vehicles	<u>\$917,168,688</u>	<u>\$863,672,842</u>	<u>\$910,163,146</u>
Total Assessed Valuation	\$12,579,969,647	\$12,559,595,605	\$12,850,676,433
Ad Valorem Tax Rate per \$100 of Assessed Valuation	0.9500	0.9500	0.9980
General Fund Levy	\$119,509,712	\$119,316,158	\$128,249,751
Collection Rate (excluding motor vehicles)	99.25%	99.25%	99.00%
Collection Rate (motor vehicles only)	98.50%	98.50%	99.00%
Property Tax Collections (Real, Personal, Corporate Excess)	<b>\$109,965,635</b>	<b>\$110,277,932</b>	<b>\$117,974,659</b>
Property Tax Collections (motor vehicles only)	<b>\$8,582,406</b>	<b>\$8,081,819</b>	<b>\$8,992,594</b>

<b>1 Cent on the Tax Rate Equals:</b>	<b>\$1,247,881</b>	<b>\$1,245,892</b>	<b>\$1,272,224</b>
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*Totals may be slightly off due to rounding.*

## Expenditures by Department (Non-Grant Funds)

(Alphabetical Order)

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
Aging	\$1,341,181	\$1,477,352	\$1,309,788	\$1,472,337	\$1,490,712	\$1,411,461
Animal Services	\$1,435,733	\$1,558,943	\$1,642,015	\$1,629,818	\$1,983,242	\$1,724,497
Arts Commission	\$126,455	\$128,802	\$112,157	\$160,568	\$131,340	\$132,569
Board of County Commissioners	\$482,874	\$501,227	\$484,311	\$542,466	\$601,946	\$601,495
Board of Elections	\$420,472	\$405,537	\$631,455	\$446,394	\$564,960	\$571,075
Child Support Enforcement	\$780,285	\$833,086	\$850,791	\$856,177	\$893,503	\$901,568
Cooperative Extension	\$457,962	\$482,370	\$515,624	\$500,218	\$539,782	\$504,848
County Manager	\$957,384	\$980,070	\$1,083,180	\$1,062,391	\$1,089,478	\$1,112,093
Courts	\$134,183	\$140,416	\$169,901	\$159,085	\$145,900	\$145,900
Economic Development	\$255,535	\$283,805	\$278,408	\$183,468	\$327,836	\$332,453
Efland Sewer	\$144,258	\$171,950	\$184,250	\$178,599	\$184,250	\$144,250
Emergency Services <sup>(1)</sup>	\$5,485,332	\$5,787,122	\$5,770,557	\$6,422,931	\$7,537,086	\$6,804,065
Environment and Resource Conservation	\$458,356	\$572,213	\$661,041	\$615,738	\$713,043	\$722,427
Financial Services	\$675,314	\$719,190	\$709,717	\$745,996	\$886,901	\$832,717
Health	\$5,976,281	\$6,302,495	\$6,707,688	\$6,880,059	\$7,561,233	\$7,516,553
Housing and Community Development	\$4,267,655	\$4,183,980	\$4,408,586	\$4,588,652	\$4,057,434	\$4,057,434
Human Resources	\$676,685	\$731,951	\$780,826	\$761,700	\$866,129	\$892,472
Human Rights and Relations	\$329,326	\$294,497	\$373,432	\$428,820	\$421,209	\$389,891
Information Technologies	\$1,149,665	\$1,314,552	\$1,547,934	\$1,427,247	\$1,935,451	\$1,810,181
Library Services	\$1,028,600	\$1,117,805	\$1,086,659	\$1,142,265	\$1,156,281	\$1,138,875
Mental Health	\$1,464,233	\$1,310,145	\$1,314,704	\$1,314,704	\$1,370,973	\$1,370,973
Orange Public Transportation	\$956,114	\$1,005,174	\$1,053,857	\$1,122,155	\$1,087,668	\$951,699
Parks and Recreation	\$1,416,107	\$1,555,866	\$1,715,039	\$1,715,476	\$2,351,778	\$1,928,386
Planning	\$2,314,603	\$2,474,523	\$2,503,238	\$2,626,154	\$2,692,575	\$2,720,256
Public Works	\$3,234,867	\$3,354,368	\$4,159,533	\$4,376,969	\$6,470,353	\$5,196,826
Purchasing & Central Services	\$1,916,886	\$2,112,308	\$2,895,872	\$3,166,266	\$2,898,260	\$2,910,654
Register of Deeds	\$928,373	\$940,243	\$1,011,693	\$1,009,741	\$1,014,831	\$1,034,357
Sanitation	\$1,734,652	\$1,747,928	\$0	\$0	\$0	\$2,522,868
Sheriff	\$8,325,775	\$8,746,608	\$8,895,006	\$9,693,235	\$10,746,515	\$9,927,199
Social Services	\$18,614,875	\$20,154,676	\$21,506,843	\$22,584,018	\$21,471,970	\$21,138,150
Soil and Water	\$263,704	\$284,293	\$277,427	\$291,695	\$293,929	\$300,295
Solid Waste	\$7,570,248	\$6,560,545	\$11,201,773	\$11,589,934	\$13,111,035	\$10,496,463
Tax Assessor <sup>(2)</sup>	\$1,352,902	\$1,435,435	\$1,496,193	\$1,480,215	\$1,475,561	\$1,454,792
Tax Collector	\$796,184	\$844,930	\$837,980	\$868,303	\$936,455	\$878,162
Visitors Bureau	\$597,045	\$751,666	\$958,863	\$968,904	\$1,014,000	\$1,021,886
<b>Total Expenditures</b>	<b>\$78,070,106</b>	<b>\$81,266,070</b>	<b>\$89,136,341</b>	<b>\$93,012,698</b>	<b>\$100,023,619</b>	<b>\$95,599,790</b>

<sup>(1)</sup> Does not include the Emergency Telephone Fund.

<sup>(2)</sup> Includes the Revaluation Fund.

## Department on Aging

### Summary

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>By Program (General Fund)</b>						
Administration	190,012	189,460	196,484	229,455	235,410	236,490
Community Based Services	573,687	657,575	536,894	560,080	595,842	521,150
Elder Care Program	437,696	485,485	431,699	528,897	481,732	472,879
Retired Senior Volunteer Program	139,785	144,832	144,711	153,905	177,728	180,942
<b>Total Expenditures</b>	<b><u>1,341,181</u></b>	<b><u>1,477,352</u></b>	<b><u>1,309,788</u></b>	<b><u>1,472,337</u></b>	<b><u>1,490,712</u></b>	<b><u>1,411,461</u></b>
<i>Offsetting Revenue</i>	<i>(469,247)</i>	<i>(482,154)</i>	<i>(390,165)</i>	<i>(505,170)</i>	<i>(412,894)</i>	<i>(412,894)</i>
<b>County Costs (net)</b>	<b>871,934</b>	<b>995,198</b>	<b>919,623</b>	<b>967,167</b>	<b>1,077,818</b>	<b>998,567</b>
<b>Senior Health Coordination (Grant Fund)</b>						
<b>Total Expenditures</b>	<b>111,500</b>	<b>105,474</b>	<b>89,034</b>	<b>137,598</b>	<b>121,414</b>	<b>123,443</b>
<i>Offsetting Revenue</i>	<i>(84,261)</i>	<i>(83,711)</i>	<i>(56,892)</i>	<i>(111,470)</i>	<i>(87,000)</i>	<i>(87,000)</i>
<b>County Costs (net)</b>	<b>27,239</b>	<b>21,763</b>	<b>32,142</b>	<b>26,128</b>	<b>34,414</b>	<b>36,443</b>
<b>Total Expenditures</b>	<b>\$1,452,681</b>	<b>\$1,582,827</b>	<b>\$1,398,822</b>	<b>\$1,609,935</b>	<b>\$1,612,126</b>	<b>\$1,534,904</b>

## Aging - Administration

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Aging - Administration (General Fund)</b>						<b>Account: 4300</b>
Personnel Services	\$156,525	\$158,998	\$153,945	\$182,739	\$188,471	\$193,100
Operations	\$33,488	\$30,463	\$42,539	\$46,121	\$46,939	\$43,390
Capital Outlay	\$0	\$0	\$0	\$595	\$0	\$0
<b>Total Expenditures</b>	<b>\$190,012</b>	<b>\$189,460</b>	<b>\$196,484</b>	<b>\$229,455</b>	<b>\$235,410</b>	<b>\$236,490</b>
Offsetting Revenues	\$0	\$0	(\$2,500)	(\$2,500)	(\$2,500)	(\$2,500)
<b>County Costs (net)</b>	<b>\$190,012</b>	<b>\$189,460</b>	<b>\$193,984</b>	<b>\$226,955</b>	<b>\$232,910</b>	<b>\$233,990</b>

### Major Services

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

### Objective

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

### Outcomes

- Update the Eldercare Resource Guide, including key organizations that serve the elderly, and post on the county website.
- Continue to offset the Department's operational expenses with non-County revenues.
- Produce and air a weekly public access television program on senior issues –"In Praise of Age".
- Implement first year of Master Aging Plan objectives as approved by the Board of County Commissioners
- Monitor the management of a non-profit agency to operate adult day health program and its move into the new facility at the Triangle Sportsplex/Central Orange Senior Center
- Open new Central Orange Senior Center facility at the Triangle Sportsplex.
- Participate in planning for the Aging and Disability Resource Connection, a combined effort of the Department on Aging, Carol Woods and the NC Division of Aging for one-stop service provision

## ***Department on Aging - Administration - continued***

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### ***Budget Highlights***

- Personnel Increase due in part to an FTE Change for two employees. Each employee will be divided 0.75 FTE for Administration and .25 FTE to OPT, to reflect federal funding distribution to the department. Previously, each position was allocated 0.60 FTE to Administration and 0.40 FTE to OPT. This change will result in an increase in personnel costs for Central Administration and a decrease in costs for OPT.
- A full-time Front Desk Manager and part-time Evening Front Desk Manager were requested, for the new Central Orange Senior Center, but not included in the Commissioners Approved Budget.

## Aging - Community Based Services

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Aging - Community Based Services (General Fund)</b>						Account: 4301
Personnel Services	\$267,678	\$287,626	\$372,697	\$370,462	\$468,330	\$398,980
Operations	\$282,401	\$364,644	\$164,197	\$180,265	\$125,937	\$122,170
Capital Outlay	\$23,608	\$5,305	\$0	\$9,353	\$1,575	\$0
<b>Total Expenditures</b>	<b>\$573,687</b>	<b>\$657,575</b>	<b>\$536,894</b>	<b>\$560,080</b>	<b>\$595,842</b>	<b>\$521,150</b>
Offsetting Revenues	(\$187,572)	(\$190,954)	(\$154,385)	(\$186,084)	(\$152,877)	(\$152,877)
<b>County Costs (net)</b>	<b>\$386,114</b>	<b>\$466,621</b>	<b>\$382,509</b>	<b>\$373,996</b>	<b>\$442,965</b>	<b>\$368,273</b>
<b>Senior Health Coordination (Grant Project)</b>						
Personnel Services	\$54,231	\$58,185	\$59,284	\$70,378	\$86,284	\$86,284
Operations	\$57,269	\$47,290	\$29,750	\$67,220	\$35,130	\$37,159
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$111,500</b>	<b>\$105,474</b>	<b>\$89,034</b>	<b>\$137,598</b>	<b>\$121,414</b>	<b>\$123,443</b>
Offsetting Revenues	(\$84,261)	(\$83,711)	(\$56,892)	(\$111,470)	(\$87,000)	(\$87,000)
<b>County Costs (net)</b>	<b>\$27,239</b>	<b>\$21,763</b>	<b>\$32,142</b>	<b>\$26,128</b>	<b>\$34,414</b>	<b>\$36,443</b>
<b>Total Aging - Community Based Services and Related Expenditures</b>	<b>\$685,187</b>	<b>\$763,050</b>	<b>\$625,928</b>	<b>\$697,678</b>	<b>\$717,256</b>	<b>\$644,593</b>

### Major Services

- Operate two multipurpose senior centers to provide opportunities for enrichment, community involvement, socialization, and public service benefits. Also responsible for the coordination of senior services at the Efland and Cedar Grove Community Centers.
- Provide services designed to meet the varied needs of the older adult population and promote health and wellness by encouraging self-determination, stimulation, and continued activity.
- Coordinate volunteer staff to assist in the operation of the two senior centers and the work done by the Friends of the 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 two, multipurpose senior centers.

### Outcomes

- Opened the new Robert and Pearl Seymour Center. Plans were completed for the new Central Orange Senior Center and a groundbreaking ceremony was held.
- Volunteer participation remained at over 4,000 hours with a value of over \$40,000.
- Continue the Chapel Hill Parks and Recreation Department special event offerings under contract with the Town, including eight, low-cost day and overnight trips.

## ***Department on Aging - Community-Based Services (continued)***

- Maintain overall participation in the UNC Hospitals and Triangle United Way-funded Wellness Program.
- Continue contract to print and distribute 25,000 copies of The Orange Senior Times bi-monthly newspaper.
- Offered Senior Net computer classes to 2,441 duplicated participants.
- The Senior Citizens Program Coordinator's position and related resources from the Orange County Recreation and Parks Department were transferred to the Department on Aging. This is helping greatly with the coordination of senior programming at the Efland Community Center and the Northern Orange Human Services Center with the Central Orange Senior Center. With the help of the Role of Community Center in serving Older Adults Task Force, outreach efforts have increased in these communities and a community telephone survey was completed.
- Over 300 persons participated in the Physical Function Screening and since January 2008, 100+ persons have joined the Seymour Center Fitness Room with the new exercise machines provided by UNC Healthcare.

### ***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimated	2008-09 Projected
Total # of Senior Center contacts	106,607	91,306	107,000	118,000	120,000
# of Senior Net participants	413	2,411	400	2,400	2,400
# of unduplicated people served	2,600	2,600	2,600	2,750	2,800
# of low-cost overnight trips	4	8	4	5	6
# of senior center volunteers	65	65	65	65	65
# of Senior Net volunteers	25	25	25	25	25
# of participation in Wellness	14,341	17,583	17,000	18,000	18,500

### ***Program Highlights***

- The new Central Orange Senior Center is scheduled to open in November 2008.
- The program offerings at the Robert and Pearl Seymour Center will continue to expand, especially those programs targeted for the "boomers."
- Develop a relationship with the Sportsplex to ensure a fitness program comparable to the Seymour Center's for older adults who will use the new Central Orange Senior Center.
- With the opening of the Robert and Pearl Seymour Center, program participation has increased 35%. The department anticipates 25% increase in participation when the new Central Orange Senior Center will opens in 2008-2009.

### ***Budget Highlights:***

- Increases to the year-end estimates for CBS Operations includes a carry-forward from 2006-07 (\$13,571) and additional funding from class fees (\$18,000) generated at the senior centers. The Capital Outlay estimate is also attributed to a 2006-07 carry-forward.
- Increases to the Senior Health Coordinator Personnel and Operating categories are tied to the cost of operating the fitness studio at the Seymour Center. Memberships collected from participants cover these increases.

## Aging - Eldercare Program

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Aging - Eldercare Program (General Fund)</b>						<b>Account: 4320</b>
Personnel Services	\$269,713	\$303,275	\$293,844	\$335,458	\$335,767	\$332,267
Operations	\$167,984	\$182,210	\$137,855	\$182,953	\$145,965	\$140,612
Capital Outlay	\$0	\$0	\$0	\$10,486	\$0	\$0
<b>Total Expenditures</b>	<b>\$437,696</b>	<b>\$485,485</b>	<b>\$431,699</b>	<b>\$528,897</b>	<b>\$481,732</b>	<b>\$472,879</b>
<i>Offsetting Revenues</i>	<i>(\$207,266)</i>	<i>(\$215,692)</i>	<i>(\$159,052)</i>	<i>(\$241,158)</i>	<i>(\$184,342)</i>	<i>(\$184,342)</i>
<b>County Costs (net)</b>	<b>\$230,430</b>	<b>\$269,793</b>	<b>\$272,647</b>	<b>\$287,739</b>	<b>\$297,390</b>	<b>\$288,537</b>

### Major Services

- Provide personalized information and assistance on age-related issues through an information and assistance helpline and walk-in office visits.
- Provide community education about aging issues and community resources.
- Provide case assistance, such as in-home assessments of needs, consultations, and counseling regarding long-term care decisions.
- Arrange and fund in-home and adult daycare respite services to provide care for chronically ill seniors.
- Provide services to family caregivers, including: information, consultations, education, individual counseling, respite services, and support groups.
- Provide short-term counseling and behavioral interventions to prolong independence in spite of age-related problems, including depression, memory loss, chronic illness and other predictors of functional decline.
- Coordinate Seniors' Health Insurance and Information Program (SHIIP).
- Conduct in-home safety assessments to recommend changes to prevent falls and declining function.
- Provide non-CAP care management services to vulnerable seniors without social support.
- Provide outreach to churches, especially African American Churches, education and community resources regarding dementia and initiate faith-based support for families.
- Recruit, train, and coordinate a volunteer-based program to assist seniors in their homes.
- Coordinate telephone reassurance and durable medical equipment loan programs.
- Provide service coordination at a community apartment complex for low income seniors.

### Objective

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

### Outcomes

- Responded to 2,950 requests for information and help from consumers calling the information and help line or walking into senior centers to consult with Aging Transitions staff.
- Educated 1,675 individuals through community presentations on aging issues.

## ***Department on Aging - Elder Care Program – continued***

- Provided case assistance and care planning for 380 on-going clients in the community, including 910 home visits for assessments, care planning, care monitoring, and home safety
- Utilized supplemental state & county funding to provide in-home, adult daycare, and respite services for 55 seniors/caregivers.
- Provided psycho-educational group support to 106 family caregivers to foster quality care for chronically ill individuals and reduce caregiver burnout and premature institutionalization.
- Provided individual caregiver counseling to 63 family caregivers.
- Provided short-term individual behavioral counseling for 26 seniors at risk for functional decline due to adjustment-related mood disorders.
- Maintained the SHIP volunteer program to assist 901 seniors with navigating the health care insurance systems, including Medicare Part D.
- Provided 50 in-home assessments to recommend home modifications, assistive equipment, or adaptive techniques to prevent falls and injury.
- Maintained care management services for 31 frail seniors *without* social support and CAP.
- Provided dementia education and community outreach to 339 individuals at African American churches and other community groups and initiated a pilot group respite program.
- Provided volunteers to visit/help 60 isolated seniors in Friend-to-Friend Program.
- Provided 27 frail seniors with daily check-in phone calls.
- Provided 3 seniors with portable ramp loans and loaned 53 families durable medical equipment for bathroom and mobility safety.
- Provided 10 hours of service coordination at Manley Estates, low income senior apartment each week to enable residents to delay institutionalization.
- Provided CAP care management to 15 families.

### ***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
# of telephone or walk-in information consultations		2,284	2,500	2,950	3,000
# of case assistance clients	372	410	350	380	400
# in-home visits/ assess	1,083	1,077	1,100	920	900
# of persons receiving in-home aide or respite services	67	62	65	55	55
# of clients receiving non-CAP-DA care management	42	24	35	31	33
# of clients participating in staff-facilitated psycho-educational support groups		81	50	106	100

**Department on Aging - Elder Care Program – continued**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
# of clients receiving individual clinical counseling		81	50	96	90
# of people reached through community presentations		1,305	1,000	1,675	2,000
# individuals educated to recognize dementia symptoms through faith community outreach		327	325	339	350
# of in-home safety and accessibility assessments (OTR/L)		47	40	50	75
# of seniors receiving assistance from Friend to Friend program	51	60	60	60	60
# of clients receiving CAP-DA	16	12	13	15	0

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**Budget Highlights:**

- Personnel Services includes the approved conversion an Administrative Assistant I position costs/duties to be split between Eldercare and RSVP divisions.
- The additional \$10,000 received in Home and Community Care Block Grant (HCCBG) funding, for Dementia Outreach to African American Churches, has enabled Aging Transitions to educate 339 individuals in the community and teach them how to recognize dementia, connect with medical providers and community resources, and educate others. Efforts are also underway to train community volunteers in the group respite program at the Seymour Center so they can develop faith-based community daycare programs for individuals with dementia to meet the growing community need for services for families affected by Alzheimer’s Disease and other dementia-related illnesses.
- The \$172,766 combined funds from HCCBG, National Family Caregiver Consumer Choice, and County funding has been used to provide day care, group respite, or in-home aide services for 55 seniors. This prudent use of funds (an average of \$3,141 per person per year) is based on clinical assessment and multi-faceted care planning to promote safety and prevent functional decline. The allocation of resources for concrete services is designed to serve as many people as possible with just enough services to delay institutionalization.
- Aging Transitions staff reaches a readership of 11,500 with a monthly column in the *Chapel Hill Herald* on aging issues.

## Aging - Retired Senior Volunteer Program (RSVP)

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Aging - Retired Senior Volunteer Program (RSVP) (General Fund)</b>						<b>Account: 4340</b>
Personnel Services	\$114,421	\$119,893	\$118,773	\$124,005	\$151,718	\$154,932
Operations	\$22,335	\$24,939	\$25,938	\$29,900	\$26,010	\$26,010
Capital Outlay	\$3,029	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$139,785</b>	<b>\$144,832</b>	<b>\$144,711</b>	<b>\$153,905</b>	<b>\$177,728</b>	<b>\$180,942</b>
Offsetting Revenues	(\$74,408)	(\$75,508)	(\$74,228)	(\$75,428)	(\$73,175)	(\$73,175)
<b>County Costs (net)</b>	<b>\$65,377</b>	<b>\$69,324</b>	<b>\$70,483</b>	<b>\$78,477</b>	<b>\$104,553</b>	<b>\$107,767</b>

### 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.
- Enable volunteers to make their desired community contributions, by providing benefits including: Supplemental accident/liability/life insurance coverage, mileage and meal reimbursement, an annual recognition event, recognition events for VITA Tax Volunteers and Sr. Ed. Corps volunteers, and birthday cards sent to each volunteer.
- Recruit, train and consult with agencies in developing or improving their volunteer management systems.
- Senior Education Corps (SEC):
  1. Reading & Math Partners Program: Maintain & continue development of the Senior Education Corps to address educational deficiencies of children and non-English speakers (Federal PNS Grant for Reading Partners - \$10,778)
    - New Math Tutor Training: Initiate and collaborate with Orange County School District to provide an RSVP-led Math Tutor Training targeted to schools that did not meet their state-required goals.
  2. RSVP ESL Program (based on possible reinstatement with RSVP)-Recruit and train volunteers to tutor English as a 2<sup>nd</sup> Language (Federal PNS Grant for RSVP ESL - \$7,500)
  3. Require background checks on volunteers working one-on-one with children.
- Volunteer Income Tax Assistance (VITA):
  1. 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
  2. Offer VITA to local sponsors-towns & county government employees-as a benefit
  3. Provide computerized tax preparation and electronic filing of returns to reduce error rates and accelerate the refund process.

### Objectives

- To develop meaningful and rewarding volunteer placement opportunities to address unmet community needs through non-profit agencies throughout Orange County.
- To recruit volunteers 55 plus years of age with a new focus on attracting baby boomers.

## ***Department on Aging - RSVP - continued***

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### **Outcomes**

- Maintain a core of approximately 580 volunteers with intentions to increase to 600 within the next year through efforts to reactivate and recruit.
- Recruit 20 new volunteers by speaking to retiree groups and individuals.
- Work with 110 volunteer stations annually to assess needs, update job descriptions and affirm their relationship with RSVP.
- Encourage recognition opportunities with 100 volunteer station supervisors for their volunteers such as the NC Governor Awards and WUNC Village Pride Awards.
- Publicize volunteer opportunities through 5-10 media contacts monthly.
- Provide volunteers who serve a combined total of 65,000 hours annually or the equivalent of 33 full-time employees in service to RSVP-registered volunteer stations.
- VITA:  
Recruit, train, and provide support for 102 VITA volunteers to prepare & process tax returns for over 2,000 persons at six sites, provide electronic filing at all sites, provide 20 Orange Co-donated computers, 3 RSVP and 8 IRS printers, 15 IRS laptops.
  1. Homebound/disabled individuals and the physically disabled employees of Orange Enterprise are served by VITA volunteers using laptop computers and small printers to prepare off-site returns.
  2. Hispanic clients: Orange County provides a dedicated Hispanic telephone line to better serve this growing population.
  3. Sites are: UNC Hospitals 2 days/wk (increased-added evening shift), Carrboro Town Hall 2 days/wk (includes evening shift), Central Orange Senior Center 2 days/wk, Chapel Hill Senior Center 3 days/wk (includes evening shift), NEW: Carrboro Plaza Site: 3 days/wk.
  4. Chatham Co. Council on Aging (Pittsboro and Siler City sites).
  5. 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.
  6. Assistance for Hispanic clients to receive tax ID numbers if they do not have valid social security numbers.
- Senior Education Corps (SEC):
  1. RSVP Reading & Math Partners Program for Orange County Schools: Recruit, train, recognize and provide continued support for 25 volunteers.
    - To address the new RSVP initiative, recruit and train volunteers as math tutors for placement in two schools that did not meet state-required goals.
  2. Collaborate with Orange County School District on providing an RSVP-led Math Tutor Training targeted to schools that did not meet their state-required goals.

## Department on Aging - RSVP - continued

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
# Of RSVP volunteers	*553	*558	*580	580	600
# Of volunteer service hours	66,407	**63,420	65,000	65,000	65,000
# Of non-profit agencies served	*102	114	114	114	***110
# of VITA tax volunteers	<b>95</b>	<b>95</b>	<b>96</b>	<b>102</b>	<b>102</b>
Computer trained preparers:	73	68	64	65	65
Administrative volunteers:	22	27	32	6	6
Site Coordinators:				18	18
Appointment schedulers:				13	13
# of persons helped by VITA	1,875	2,041	2,000	2,050	2,050
Value of volunteer hours donated to county agencies (calculated @ \$16.05/hour 2002 Eco. Report to the Pres.)	\$1,065,832	\$1,015,988	\$1,043,250	\$1,043,250	\$1,043,250

**\*\*\*Please note:**

\*The Corporation for National and Community Service, our federal sponsor, issued new directives for RSVP. 1) For 3 years the Federal target was to concentrate on Quality instead of Quantity and to actually show results through reports based on impact measurements. This transition is ongoing. While we continuously strive to meet our Quantitative goals, our focus for 3 years has been 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. 2) The new directive is to once again refocus on building the volunteer base without losing our focus on targeting the most pressing, measurable community needs.

\*\*Due to family health issues, the part-time temporary staff person responsible for collecting and processing volunteer hours was absent extended lengths of time, which accounts for some hours not being reported. The absence of this staff person had an impact on the number of active volunteers.

\*\*\*The federal sponsor (Corporation for National and Community Service) is encouraging programs to make the primary service target those volunteer stations under active "impact measurement plans." It is anticipated that the number of agencies served to be lower in the future due to this initiative.

### Budget Highlights:

- The in-kind contributions from the Town of Carrboro in support of the Orange County RSVP Program have increased this year. In addition to their annual \$1,400 monetary contribution designated for SEC and VITA, the Town of Carrboro has provided internet access for 5 computers and a designated phone line for the VITA site located at the Town Hall. Next year they intend to supply "newer" used computers with LCD monitors and Windows XP operating systems for VITA sites in Hillsborough, Chapel Hill and Carrboro (could total 15 computers).
- Personnel Services includes the requested conversion of two nonpermanent positions: and Administrative Assistant I and an Office Assistant I (Senior Education Corps Coordinator). The Administrative Assistant I position costs/duties will be split between Eldercare and RSVP divisions.

## Animal Services

### Summary

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>By Program (General Fund)</b>						
Administration	100,774	175,529	193,119	207,426	206,882	211,588
Animal Control	429,325	573,371	570,039	583,205	829,774	598,121
Animal Shelter	905,634	810,043	878,857	839,187	946,586	914,788
<b>Total Expenditures</b>	<b><u>1,435,733</u></b>	<b><u>1,558,943</u></b>	<b><u>1,642,015</u></b>	<b><u>1,629,818</u></b>	<b><u>1,983,242</u></b>	<b><u>1,724,497</u></b>
<i>Offsetting Revenue</i>	<i>(375,087)</i>	<i>(379,243)</i>	<i>(419,682)</i>	<i>(405,028)</i>	<i>(397,571)</i>	<i>(397,571)</i>
<b>County Costs (net)</b>	<b>1,060,647</b>	<b>1,179,700</b>	<b>1,222,333</b>	<b>1,224,790</b>	<b>1,585,671</b>	<b>1,326,926</b>

## Animal Services - Administration

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b><i>Animal Services - Administration (General Fund)</i></b>						<b>Account: 2152</b>
Personnel Services	\$89,549	\$167,083	\$179,716	\$195,104	\$193,207	\$197,913
Operations	\$11,025	\$8,021	\$13,403	\$12,322	\$13,675	\$13,675
Capital Outlay	\$200	\$425	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$100,774</b>	<b>\$175,529</b>	<b>\$193,119</b>	<b>\$207,426</b>	<b>\$206,882</b>	<b>\$211,588</b>

### **Major Services**

- Organizational direction and fiscal management
- Coordination and development of departmental resources
- Operations analysis and policy formulation
- Strategic planning and program evaluation
- Staff support to the Animal Services Advisory Board (ASAB) and other animal advisory bodies
- 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, design and construction for a new Animal Services facility

### **Outcomes**

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

## ***Animal Services - Administration - continued***

### ***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
ASAB Meetings & Support	6	11	8	11	11
Website	Created	Revised/ Updated	Updated/ Maintained	Updated/ Maintained	Updated/ Maintained
Program Review	*	Completed	Ongoing	Ongoing	Ongoing
Ordinance Review	Progress	Ongoing	Ongoing	Ongoing	Ongoing
Fee Review	Progress	Progress	Progress	Outreach	Effective
Monthly Service Reports**	Progress	Revised	Ongoing	Ongoing	Ongoing

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

\*\* To view current and past copies of the Monthly Service Report, visit [www.co.orange.nc.us/animalservices/reports.asp](http://www.co.orange.nc.us/animalservices/reports.asp)

### ***Other Measures***

- Staff has been engaged in the process of design, siting and construction for the County's new Animal Services Center, working with the Design Committee appointed by the Board of County Commissioners as well as the architect and engineer. Construction documents were completed by the end of 2007, based upon programming and schematic design. Site work is expected to begin in March or April and construction soon thereafter. December of 2008 remains the date for the project's substantial completion.
- Staff continued to support and coordinate with the County's Tethering Committee appointed by the Board of County Commissioners. The Animal Services Advisory Board (ASAB) reviewed and approved the committee's Final Report and Recommendations. Staff worked with the County Attorney to draft a proposed amendment and the proposed amendment is expected to be considered by the Board of County Commissioners by the end of the current fiscal year. The Board of County Commissioners has held a work session to review the report and expects to review related proposals during the fiscal year.
- Staff coordinated the standing committee of the ASAB responsible for hearing appeals of potentially dangerous dog declarations (as mandated by North Carolina General Statute).
- Staff supported and coordinated with the ASAB's Task Force for the Keeping of Wild Animals until its completion in August of 2007, and assisted in the preparation of a final report for the committee.
- Staff is supporting and coordinating with the Pet Overpopulation Committee (POP), a subcommittee of the ASAB, which is helping to develop guidelines for the Community Spay/Neuter Fund and develop a strategic plan for ending pet overpopulation. The Board of County Commissioners approved a request to declare February 26<sup>th</sup>, 2007 "Spay Day USA" in Orange County. The POP Committee, along with help from the Department of Social Services and Animal Services staff, worked with funds from the Community Spay/Neuter Fund to spay and neuter twenty animals that may not have otherwise been spayed or neutered in celebration of Spay Day.
- Staff is supporting and coordinating with the Adoption and Placement Committee, a subcommittee of the ASAB, responsible for determining adoption guidelines as well as placement partner guidelines and agreements. Staff also prepared an annual report on the foster program for consideration by the ASAB.

## ***Animal Services - Administration - continued***

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- Staff continues to conduct regular department meetings to ensure communication and effectiveness of policies and guidelines. This includes monthly reports that are circulated to all staff members, highlighting disposition and intake statistics and other significant changes and/or comparisons within the department.
- Staff members went to two trainings for Chameleon, the software program used throughout the Animal Services Department. In addition, staff conducted several in-house trainings to ensure consistent use of the program throughout the department.

### ***Budget Highlights:***

- On the basis of the animal services fee study, done with Budget staff and endorsed by the Animal Services Advisory Board, a range of fee and fine increases were approved by the Board of County Commissioners. Some became effective July 1, 2007 while others became effective July 1, 2008.
- With proceeds from an increase in the license (tax) fee for intact adult cats and dogs, Animal Services has created a Community Spay/Neuter Fund to support proactive initiatives aimed at reducing pet overpopulation in our communities— and ultimately the number of companion animals that the County must shelter. The fund is expected to accrue \$25,500 by the end of fiscal year 2007-08 that will be used to begin to address the costly problem of pet overpopulation in our community, as well as others.
- In coordination with the Animal Services Advisory Board, staff is initiating proactive programs for the coming year oriented toward “targeted spaying and neutering,” that is, pet sterilizations that otherwise would not be done. These initiatives will include creating a partnership with Animal Kind’s \$20 Fix Program to serve low-income Orange County residents; empowering staff to issue spay and neuter vouchers as part of a Litter Patrol initiative; developing programs to reduce the number of feral cats in our County (almost all of whom end up being euthanized); and coordinating an annual Spay and Neuter event with the nationally recognized “Spay Day USA” sponsored by the Humane Society of the United States.
- In February of this year, these funds were used to fund a Spay Day event that involved the sterilization of approximately twenty cats and dogs owned by clients of the County’s Department of Social Services (DSS). Animal Services and DSS staff worked together to identify interested residents, and the Board of County Commissioners adopted a resolution declaring February 26<sup>th</sup>, 2008, as Spay Day in Orange County, given the Humane Society of the United States’ sponsorship of that event nation-wide.
- Contracts for animal control and/or Emergency Animal Rescue (EARS) services to the Towns of Chapel Hill and Carrboro were renewed on the basis of their effective delivery through the County’s Animal Services Department. A contract with the Town of Hillsborough for animal service was also renewed to more fully recover the costs of these services.
- Under a new general statute, Animal Services staff worked together to petition District and Superior Court to have the defendant in a case of animal cruelty post bonds in excess of \$15,000 to cover the cost of caring for animals for the duration of the criminal proceeding.

## Animal Services - Animal Control Division

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Animal Services - Animal Control Division (General Fund)</b>						<b>Account: 2153</b>
Personnel Services	\$343,466	\$467,409	\$467,000	\$477,461	\$515,379	\$487,822
Operations	\$85,860	\$98,476	\$103,039	\$104,923	\$103,879	\$103,379
Capital Outlay	\$0	\$7,486	\$0	\$821	\$210,516	\$6,920
<b>Total Expenditures</b>	<b>\$429,325</b>	<b>\$573,371</b>	<b>\$570,039</b>	<b>\$583,205</b>	<b>\$829,774</b>	<b>\$598,121</b>
Offsetting Revenues	(\$112,393)	(\$187,517)	(\$219,652)	(\$190,124)	(\$196,591)	(\$196,591)
<b>County Costs (net)</b>	<b>\$316,932</b>	<b>\$385,854</b>	<b>\$350,387</b>	<b>\$393,081</b>	<b>\$633,183</b>	<b>\$401,530</b>

### Major Services

- Protect residents and their pets from rabies.

### Objectives

- Continue to ensure effective rabies surveillance and control.
- Educate about bite prevention and animal safety (see below for details).
- Offer low-cost vaccination clinics throughout the year to vaccinate pets against rabies.

### Outcomes

- Investigate every reported case of contact between human or pet and rabies suspect and promptly test when there may be an exposure.
- Ensure cat and dog vaccination among pets registered with Animal Control.
- Educate residents in new subdivisions and areas where rabies is confirmed.

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Number of rabies investigations	227	186	218	210	200
Number of specimens tested	182	142	182	168	165
Average monthly vaccinations	1,286	1,314	1,313	1,304	1,310
Low-cost rabies clinics	*	19	*	21	20

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

### Major Services

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

### Objectives

- Respond to every call for service.

### Outcomes

- Respond immediately to priorities such as rabies suspects, animal attacks and bites to humans, animals in need of assistance, law enforcement assistance, imminent threats, or animals attacking animals.
- Respond within 24 hours to all other calls.

## ***Animal Services - Animal Control Division - continued***

- After hours, respond to priority calls in the unincorporated parts of the County and Hillsborough, and coordinate with Emergency Animal Service for the provision of similar services in Chapel Hill and Carrboro.
- Continue to act as a resource for community regarding wildlife damage control.

### ***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Total calls (estimated)	5,942	6,650	5,464	6,300	6,300
Priority calls after hours	573	690	614	625	643
Priority after hour responses-- County and Hillsborough	523	587	557	555	566
Priority After Hour Responses-- Chapel Hill and Carrboro	N/A	371	N/A	382	376
Wildlife calls	450	427	421	432	426

### ***Major Services***

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

### ***Outcomes***

- Mail and process 45,000 to 50,000 registration forms.
- Register more than 21,000 dogs and cats annually.
- Perform kennel inspections and permit issuance.
- Provide public information on licensing and registration.

### ***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Number of applications	46,728	50,416	48,000	49,468	50,000
Number of registrations	21,655	21,602	26,500	23,252	25,000
Ratio of registrations to applications	46%	43%	55%	47%	50%
Number of kennel inspections	20	19	21	16	16

### ***Major Services***

- Educate the public about animal issues and safety.

### ***Objectives***

- Improve residents' knowledge of animal safety issues.
- Educate school children about bite prevention, animal safety and animal services.
- Maintain community education programs and activities.
- Educate the public on major threats such as rabies (bat awareness, etc.).

## ***Animal Services - Animal Control Division - continued***

### **Outcomes**

- Participate in community fairs or festivals or events to raise community awareness of animal issues and safety.
- Continue an education program for young children to be taught by Animal Control Officers in the schools, public and private. Some classes are part of a coordinated effort with Animal Shelter staff focused on "animal services" whereas others have a more specific focus, e.g., animal safety and bite prevention.

### **Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Number of fairs and festivals	8	6	7	6	7
Number of bite prevention sessions	10	6	10	6	7
Number of school presentations	20	10	20	10	15

### **Major Services**

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

### **Objective**

- Respond to animal cruelty/neglect calls and investigations.

### **Outcomes**

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

### **Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Number of cruelty complaints	315	385	318	339	347
Days of cruelty training	10	27	34	33	26

### **Other Measures:**

- Co-sponsored a training session on "Livestock and Horse Body Conditioning Evaluation & Drought Related Issues" with the Orange County Cooperative Extension in January. The training was held for professionals in the animal care and control fields who have and would be dealing with the drought conditions and its negative effects on large animals.
- IT coordination regarding remote field products and services. Began training and use of field laptops for Animal Control Officers to enhance efficiency and effectiveness in all field services.
- Inform media and public of every upcoming rabies clinic and positive rabies test result in the County via media releases. This is in addition to posting fliers (in Spanish and English) throughout the County to advertise upcoming low-cost rabies vaccination clinics. Provided public information for upcoming rabies clinics, tethering information and shelter/animal control events to promote awareness and motivate the public.

## ***Animal Services - Animal Control Division - continued***

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- Vaccinated 495 cats and 961 dogs in 2006-07 at 19 low-cost rabies vaccination clinics, and 397 cats and 822 dogs in 2007-08 at 21 low-cost vaccination clinics.
- Coordinated with the News of Orange on positive rabies cases in Orange County. The *News of Orange* has produced a "Rabies Watch" that maps all positive cases throughout the calendar year in the County (see 2007 Rabies Alert map below).
- Celebrated the first annual World Rabies Day, in September. Low-cost vaccination clinics were held during the week of World Rabies Day and media releases were sent out to inform the public of the event and clinics. In addition, a public lecture on rabies with Dr. Carl Williams, North Carolina Public Health Veterinarian and expert on rabies in North Carolina and beyond, was held to help promote rabies awareness and prevention.

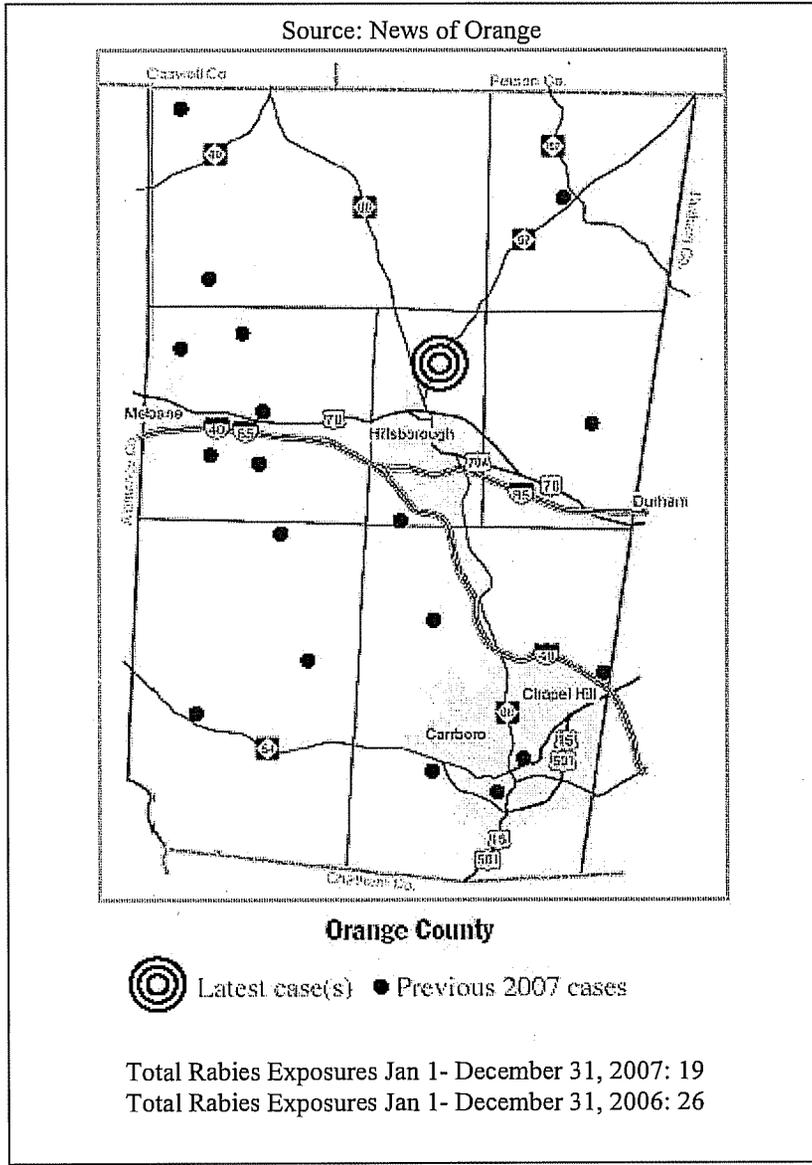
### ***Budget Highlights:***

- The Department requested an Office Assistant II – Dispatcher (1.0 FTE) for FY 2008-09, but the position is not included in the Commissioner Approved budget.
- The Capital Outlay of \$6,920 includes a digital camera for field services, replacement of dog and cat traps, microchip scanners, dart tracking system, and portable corral system.
- The decrease in revenues is due to funds, originally budgeted in the Animal Tax account, now being placed in a separate Spay/Neuter fund.
- Conducted education, outreach and made necessary adjustment for the fee and fine increases approved by the Board of County Commissioners that are to become effective July 1, 2008.
- Pet registration fees collected during FY 2007-08 are expected to total \$150,000. Whereas \$107,500 is projected as operating revenue, another \$25,500 is expected to be collected for the County's new Community Spay/Neuter Fund, and another \$17,000 is expected to be collected and remitted to the Towns of Chapel Hill and Carrboro.
- Identified follow-up procedures for license renewal as part of a broader review and ongoing revision of the County's pet registration.
- Animal Services has requested \$19,421 from the Town of Hillsborough for animal control services for the coming year in order to continue the process of recovering a "fair share" of the costs of providing that service.

**Animal Services - Animal Control Division - continued**

**Rabies Alert Map**

Source: News of Orange



## Animal Services - Animal Shelter Division

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Animal Services - Animal Shelter Division (General Fund)</b>						<b>Account: 2150</b>
Personnel Services	\$655,051	\$546,538	\$598,097	\$562,706	\$663,488	\$632,002
Operations	\$238,208	\$256,534	\$280,760	\$275,565	\$280,688	\$280,376
Capital Outlay	\$12,375	\$6,971	\$0	\$916	\$2,410	\$2,410
<b>Total Expenditures</b>	<b>\$905,634</b>	<b>\$810,043</b>	<b>\$878,857</b>	<b>\$839,187</b>	<b>\$946,586</b>	<b>\$914,788</b>
Offsetting Revenues	(\$262,694)	(\$191,726)	(\$200,030)	(\$214,904)	(\$200,980)	(\$200,980)
<b>County Costs (net)</b>	<b>\$642,940</b>	<b>\$618,317</b>	<b>\$678,827</b>	<b>\$624,283</b>	<b>\$745,606</b>	<b>\$713,808</b>

### Major Services

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

### Objective

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

### Outcomes

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

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Animals sheltered (Stray animals/ Surrendered animals) <sup>(1)</sup>	4,319 (2,633/1,698)	4,610 (2,974/1,636)	4,586	4,470 (2,733/1,737)	4,806 <sup>(3)</sup> (2,989 /1,817)
Reclaim Rate <sup>(2)</sup>	21%	18%	20%	18%	19%

<sup>(1)</sup> Domestic animals only; all wildlife is omitted

<sup>(2)</sup> Rate of stray animal intakes that were reclaimed

<sup>(3)</sup> Includes projected 15% increase for half of FY 08-09 due to impact of new Animal Services Facility

### Objective

- Promote the adoption of healthy, adoptable animals
- Work with Placement Partner Organizations to transfer select animals into their care

### Outcomes

- Offer a website (<http://www.co.orange.nc.us/animalservices/adoption.asp>) that highlights animals available for adoption

## ***Animal Services - Animal Shelter Division - continued***

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

### ***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Placement rate of adoptable animals <sup>(1)</sup>	66%	62%	65%	68%	65%
Annual promotional events	23	20	25	25	25
Educational outreach programs	59	77	65	70	70

<sup>(1)</sup> Adoptable does not include animal intakes in the following categories: wildlife, confiscate/bite, feral, disposal and euthanasia-requested surrenders.

### ***Objective***

- Provide appropriate medical evaluation and care, including vaccinations, preventatives and important health examinations and tests

### ***Outcomes***

- Evaluate, treat and/or develop protocol for animal related health problems within 48 hours of intake
- Spay or neuter all appropriate age, adoptable animals prior to adoption and spay/neuter all others at appropriate time.
- Provide each animal with a rabies vaccination and screen for major diseases

### ***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Potentially adoptable animals are examined and treatment decisions and protocols developed within 48 hours.	82%	80%	80%	80%	90%
Animals in facility monitored for illness or disease daily and provided appropriate treatment in accordance with the Program of Veterinary Care	100%	100%	100%	100%	100%
Rabies vaccination administered to animals in accordance with the Animal Welfare Act NCAC 52J .0210(d)	100%	100%	100%	100%	100%
Animals sterilized prior to or after adoption	99%	99.6%	99%	99.9%	99.9%

### ***Objective***

- Provide animal husbandry in accordance with industry standards of hygiene and care

### ***Outcomes***

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

## Animal Services - Animal Shelter Division - continued

### Measures

Measure	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Occupied primary enclosures cleaned and sanitized daily	100%	100%	100%	100%	100%
Previously occupied primary enclosures cleaned and sanitized prior to reoccupation	100%	100%	100%	100%	100%
Access areas cleaned and sanitized daily	100%	100%	100%	100%	100%
Soiled Animal accessories cleaned and sanitized daily	100%	100%	100%	100%	100%
Animals are fed quality foodstuffs specific to species, age and health.	100%	100%	100%	100%	100%
Animal Visitation areas cleaned and sanitized after each use	100%	100%	100%	100%	100%
Provide counseling to each animal adopter.	100%	100%	100%	100%	100%

### Objective

- Conduct humane euthanasia program
- Maintain Federal and State DEA registration for controlled substances

### Outcomes

- Certified employees perform euthanasia according to veterinarian approved procedures

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Euthanasia by injection performed by employee certified by management and consulting veterinarian	100%	100%	100%	100%	100%
Injectable euthanasia performed with drugs specified by HSUS, AHA and AVMA	100%	100%	100%	100%	100%

### Other Measures:

- Maintained a quality volunteer program with a total of 5,309 volunteer hours in 2006/2007 (average of 442 hours per month) and 5,598 volunteer hours in 2007/2008 (average of 466 hours per month). This program includes regular volunteer training and orientation sessions. In 2006-2007, there were 24 orientations and 17 training sessions held at the shelter, and there were 23 orientations and 16 training sessions in 2007-2008.
- Publicize shelter services and adoptable animals through the media. This includes five featured pets each week in different area newspapers, one 9-picture newspaper spread per month, a monthly WRAL television feature spot, and featured pets on the television program produced through UNC's School of Journalism and Mass Communication.

## ***Animal Services - Animal Shelter Division - continued***

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This is in addition to select display and classified advertisements maintained throughout the year to increase service and awareness.

- Implemented specific online outreach measures to increase the Shelter's awareness and adoption rates via nationally recognized adoption sites such as [www.petfinder.com](http://www.petfinder.com) and [www.1-800-save-a-pet.com](http://www.1-800-save-a-pet.com).
- Maintains above average standards for providing mental stimulation and enrichment to all sheltered animals via programs and activities designed to improve the daily environment (i.e. treats, toys, volunteer socialization, walks, etc).
- Maintain current North Carolina Department of Agriculture & Consumer Services licensure for Operation of an Animal Shelter through compliance with the North Carolina Animal Welfare Act. Licensure required the painting of all floor surfaces to maintain compliance with industry sanitation and disease prevention standards.
- Continues to provide pre-adoption microchips to all adopted animals.
- Began implementation of the "Meet Your Match" program for dogs and cats, to better match animals' unique personality types to the environment and needs of a new home.
- Created and implemented a new identification program that ensures every pet leaving the shelter is properly identified. This includes a rabies tag customized with Orange County Animal Services contact information for those animals of appropriate age that are adopted or transferred to placement partners. For adopted or transferred animals that are too young to receive a rabies vaccination, an Orange County Animal Services tag that states the animal is microchipped is put on each one. And for animals reclaimed by their owners or custodians, a hand-written sealed tag is created for each pet to ensure proper identification for the animal.
- Responded to requests from the Humane Society of the United States and the North Carolina Department of Agriculture to assist with the seizure of animals from a Virginia Puppy Mill and the closure and relocation of animals from a Hendersonville, North Carolina adoption facility.

### **Budget Highlights:**

- Implemented BOCC approved increases for Animal Shelter Fees such as impound and daily board, effective July 1, 2007.
- Stabilized pre-adoption sterilization services through contractual agreements with two community veterinary clinics to ensure continued pre-adoption sterilization services.
- Acquired new Rabies tags with Animal Services contact information and educational message referring to pet's microchip. This was implemented after a substantial increase in the price of the previously used NC Department of Agriculture tags. New tags with more identifying information were able to be secured from a different vendor at the same cost as previous tags.
- CRV training provided to select staff members to increase efficiency and effectiveness of adoption process, and to provide low-cost rabies vaccinations to the public.
- Increases in Personnel Services for FY 2008-09 includes the addition of a Veterinary Health Care Technician (1.0 FTE), effective January 1, 2009 related to the new Animal Services facility, as well as conversion of non-permanent to permanent personnel for an Animal Care Technician (1.0 FTE) effective July 1, 2008. The Department also requested two Animal Care Technicians (2.0 FTE), one effective July 1, 2008 and one effective January 1, 2009, but these positions are not included in the Commissioner Approved budget.
- The Capital Outlay of \$2,410 includes purchase of a microscope, otoscope, microchip scanner, and feral cat boxes.

## Arts Commission

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Arts Commission (General Fund)</b>						<b>Account: 6010</b>
Personnel Services	\$48,334	\$51,893	\$50,763	\$53,867	\$52,993	\$54,222
Operations	\$78,121	\$76,909	\$61,394	\$106,701	\$78,347	\$78,347
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$126,455</b>	<b>\$128,802</b>	<b>\$112,157</b>	<b>\$160,568</b>	<b>\$131,340</b>	<b>\$132,569</b>
Offsetting Revenues	(\$39,564)	(\$39,020)	(\$24,442)	(\$36,130)	(\$36,095)	(\$36,095)
<b>County Costs (net)</b>	<b>\$86,892</b>	<b>\$89,782</b>	<b>\$87,715</b>	<b>\$124,438</b>	<b>\$95,245</b>	<b>\$96,474</b>

### 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, and newsletter via print media and/or website 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, website and services.
- Increase public awareness and participation in Orange County arts events and programs.
- Provide greater access to Arts Commission publications via the Internet to increase exposure.

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
<b>Publications Distributed</b>					
• Arts Resource Guide/Brochures	1,800	1,800	1,800	1,800	1,800
• Newsletters	52,000 (2x/yr)	52,000 (2x/yr)	52,000 (2x/yr)	52,000 (2x/yr)	52,000 (2x/yr)
• Postcards	8,000 (4x/yr)	8,000 (4x/yr)	8,000 (4x/yr)	8,000 (4x/yr)	8,000 (4x/yr)
# of requests for information & referrals	800	900	950	900	1000
# of hits on OCAC website	409,945	510,276	650,000	600,000 (7/1/07-3/18/08)	700,000

## **Arts Commission - continued**

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

### **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**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Publications distributed					
• Calendar of Events/Newsletter (2 times per year)	46,000	50,000	52,000	52,000	53,000
• Postcards (4 times per year)	8,000	8,000	8,000	8,000	8,000
Media Campaigns	8	8	8	8	8
# of press releases & Public Service Announcements distributed	600	600	600	600	600
# of media contacts	100	100	100	100	100
Volunteer participants	25	25	25	25	25
# of collaborative projects	10	10	10	10	10
Workshops	10	10	10	10	10

### **Budget Highlights**

- The approved budget for the Arts Commission reflects a continuation of current staffing and expenditures.

## Board of County Commissioners

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Board of County Commissioners (General Fund)</b>						Account: 2000
Personnel Services	\$330,221	\$350,225	\$349,620	\$376,259	\$403,323	\$402,872
Operations	\$150,778	\$144,658	\$134,691	\$165,570	\$187,721	\$187,721
Capital Outlay	\$1,875	\$6,344	\$0	\$637	\$10,902	\$10,902
<b>Total Expenditures</b>	<b>\$482,874</b>	<b>\$501,227</b>	<b>\$484,311</b>	<b>\$542,466</b>	<b>\$601,946</b>	<b>\$601,495</b>

### Major Services

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

### Objective

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

### Outcomes

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

**Board of Commissioners - continued**

**Measures**

	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected	2007-08 Actual	2008-09 Projected
Telephone calls and requests for information received from citizens and the media	3,500	5,000	2,500	2,500	Approx 3,000	3,500
Requests received from County Commissioners	1,500	1,575	1,500	1,500	Approx 1,500	2,000
Requests received from County departments/employees	1,300	1,350	1,200-1,300	1,200-1,300	Approx 1,500	Approx 2,000
Contracts, Agreements, resolutions and other legal documents maintained in the Clerk's Office	425	550	Approx 400	Approx 400	Approx 400	Approx 400
BOCC meetings	80	80	70	75	80	90
Closed Session Minutes	15	20	29	20	18	20
Regular/Special Meeting Minutes	80	80	70	75	65	80
Membership on Boards and Commissions, TF, and other short-termed committees	400	400	375-400	375-400	360	400
Web page updates	1,000	1,200	Approx 1,000	1,000	1,500	1,500
News Releases prepared and distributed	250	250	300	350	350	375

**Process Highlights:**

- Continues to maintain, in a systematic and effective manner, correspondence files, the permanent agenda files, ordinance books, minute index, and other files for easy access (minutes are both hard copies and electronically on the internet/intranet—PDF format). Staff continues to scan background permanent agenda files (PAF) and the indexed

## ***Board of Commissioners - continued***

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minutes and agenda materials can be linked and accessed through the web—but this process can be labor – intensive.

- In pursuit of laserfiche —a document management tool for local government for records management and public accessibility to County records in order to enforce a more consistent records procedure; to find and access information faster; to protect documents and records; and most importantly to improve access to public records by both staff and the public.
- Maintain detailed BOCC meeting agendas online.
- Indexed minutes up to date (on Intranet and Internet).
- Submittance of articles and news briefs to CountyLines (NCACC newsletter).
- News/media releases.
- Day to day citizen support as the mailbox behind “webmaster”.
- Volunteer PSA’s.
- Events and meetings listed on area media calendars.
- Significant increase in photographic coverage of County events.
- Respond to questions and research requests from citizens.
- Maintain public meetings calendar online.
- Upon request, provide audio, video, and/or text from past BOCC meetings.
- Provide primary web support for BOCC and several departments.
- BOCC/department input for Tax Inserts yearly.
- Notarizations.
- Massage Licenses.

### **Long-range goals and processes include the following:**

- Live-casting of BOCC meetings (only at Southern Human Services Center for now).
- New meeting facility in northern Orange.
- Web streaming of BOCC meetings.
- Professional records management/storage- laserfiche.
- Paperless Agendas (electronic-in coordination with the Manager’s office).
- Continuation of accurate recordings of meetings- cd’s.
- Continuous evaluation and upgrading of Boards/Commissions database to streamline process.
- Less usage of paper (increase usage of electronically transmitted data).
- Efficient scanning of documents.
- Orange Book completed, but awaits further direction from BOCC if any updates are needed.
- Continuation indexing of minutes (Intranet and Internet). Minutes have been approved and indexed up to this year and we continue to keep this up to date.
- Continuing professional staff development for staff.

### **Budget Highlights:**

- Includes partial-year funding for two additional County Commissioners and related operating expenses.
- Capital increase due to upgrades at meeting locations, including new tables, chairs, and microphones for the Commissioners and Clerk.

## Board of Elections

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved  Account: 3100
<b>Board of Elections (General Fund)</b>						
Personnel Services	\$307,203	\$296,478	\$419,356	\$305,072	\$381,320	\$387,435
Operations	\$112,595	\$103,175	\$208,851	\$137,184	\$153,240	\$153,240
Capital Outlay	\$675	\$5,884	\$3,248	\$4,138	\$30,400	\$30,400
<b>Total Expenditures</b>	<b>\$420,472</b>	<b>\$405,537</b>	<b>\$631,455</b>	<b>\$446,394</b>	<b>\$564,960</b>	<b>\$571,075</b>
Offsetting Revenues	(\$52,666)	(\$815)	(\$54,191)	(\$50,060)	\$0	\$0
<b>County Costs (net)</b>	<b>\$367,806</b>	<b>\$404,723</b>	<b>\$577,264</b>	<b>\$396,334</b>	<b>\$564,960</b>	<b>\$571,075</b>

### Major Services

- Conduct federal, state, county and municipal elections.
- Certify election results.
- Issue certifications to elected officials.
- Conduct precinct worker training.
- Conduct filing for elected office.
- Conduct one stop no excuse absentee voting for the Primary and General Elections.
- Conduct statewide recount and random hand-eye recounts in order to validate voting equipment.
- Publish election notifications as required by law.
- Publish updated precinct workers manual.
- Process new registrations and updates.
- Record and report voter statistics.
- Process campaign finance reports and post on website.
- Serve as the County source for information on election law, procedures, and policies.
- Speak to civic, political and educational groups about voting.
- Earn and maintain the public's trust.
- Set the standard for customer service.
- Maintain up to date geo-coding, so all jurisdictional boundaries are legal, current, and accurate.
- Diligently, accurately, and legally maintain voter registration database.
- Educate and inform the public on the new voting laws and procedures.
- Complete telephone installation in remaining precincts.
- Maintain Board of Elections website to provide the public with important election information.

### Objective

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

**Board of Elections - continued**

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

**Outcomes**

- Increase the percentage of total voters who vote early.
- Increase percentage of total of registered voters who voted.

**Measures**

	Primary 2004	General 2004	Primary 2006	General 2006	Primary 2008 Projected	General 2008 Projected
Orange County Registered Voters	83,782	95,570	88,944	91,140	94,000	98,000
Ballots Cast	18,389	65,127	11,767	35,419	45,000	67,000
One-Stop Absentee Ballots Cast	2,225	33,286	1,232	7,296	25,000	35,000

**Budget Highlights**

- The Board of Elections will conduct one (1) national election in FY 2008-09.
- The Board of Elections will continue to educate voters about One Stop voting and will ensure that early votes will be honestly and accurately counted and reported on Election night.
- The Board of Elections will continue to revise and improve the training process for poll workers and plans to hire a provisional coordinator for each precinct to concentrate on completing and processing Provisional ballots.
- The Board of Elections plans to increase advertisements and explore alternative methods for reaching people who are excluded from current advertisements (e.g. not all people read the newspaper).
- The Board of Elections will maintain the percentage of inactive voters in its voter registration database at an acceptable level by continuing to adhere to list maintenance procedures and timelines and will continue reminding the public of the importance of keeping their voter registration records up-to-date.
- The decreases in Personnel Services and Operations for FY 2008-09 is related to only having one (1) election in FY 2008-09; three (3) elections and a run-off election were conducted in FY 2007-08.
- The Capital Outlay of \$30,400 for FY 2008-09 includes the purchase of laptops for 22 precincts to effectively enhance voter registration and processing at the precinct level. This is the first of two planned phases to purchase laptops for all 44 precincts in the County; an additional 22 laptops will be requested in FY 2009-10.
- No revenues are budgeted due to not having municipal elections in FY 2008-09.

## Child Support Enforcement

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Child Support Enforcement (General Fund)</b>						Account: 4400
Personnel Services	\$674,635	\$721,427	\$706,166	\$739,507	\$733,578	\$749,593
Operations	\$105,300	\$105,783	\$142,525	\$114,670	\$153,325	\$145,375
Capital Outlay	\$350	\$5,876	\$2,100	\$2,000	\$6,600	\$6,600
<b>Total Expenditures</b>	<b>\$780,285</b>	<b>\$833,086</b>	<b>\$850,791</b>	<b>\$856,177</b>	<b>\$893,503</b>	<b>\$901,568</b>
Offsetting Revenues	(\$844,057)	(\$817,662)	(\$768,400)	(\$740,400)	(\$830,400)	(\$830,400)
<b>County Costs (net)</b>	<b>(\$63,772)</b>	<b>\$15,425</b>	<b>\$82,391</b>	<b>\$115,777</b>	<b>\$63,103</b>	<b>\$71,168</b>

### Major Services

- Obtain child support for the children of Orange County by:
  - Locating non-custodial parents
  - Establishing paternity for children born outside marriage
  - Establishing child support orders
  - Enforcing 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 \$5,900,000 – a \$100,000 increase.
- New child support orders will be established for 265 families.
- Paternity will be established for 170 children.

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Collections	5,554,855	5,758,254	5,800,000	5,800,000	5,900,000
New child support orders	241	251	240	260	265
Paternity established	164	179	170	160	170

### Budget Highlights:

- The increase in Operations includes an increase in the amount paid in mandatory filing fees for genetic testing; the new payment method now requires the department to pay fees in advance effective July 1, 2008.
- The increase in Revenues for FY 2008-09 includes an increase in anticipated reimbursements.
- The Capital Outlay of \$6,600 for FY 2008-09 includes purchase of two network printers, shredder for disposal of confidential documents, and replacement of old office furniture with ergonomic work stations.

## Cooperative Extension

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Cooperative Extension (General Fund)</b>						Account: 4500
Personnel Services	\$401,886	\$425,253	\$458,010	\$429,683	\$386,777	\$355,326
Operations	\$48,806	\$51,353	\$56,139	\$67,119	\$149,762	\$147,579
Capital Outlay	\$7,270	\$5,763	\$1,475	\$3,416	\$3,243	\$1,943
<b>Total Expenditures</b>	<b>\$457,962</b>	<b>\$482,370</b>	<b>\$515,624</b>	<b>\$500,218</b>	<b>\$539,782</b>	<b>\$504,848</b>
Offsetting Revenues	(\$4,853)	\$0	\$0	(\$3,500)	(\$1,800)	(\$1,800)
<b>County Costs (net)</b>	<b>\$453,109</b>	<b>\$482,370</b>	<b>\$515,624</b>	<b>\$496,718</b>	<b>\$537,982</b>	<b>\$503,048</b>

### 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, alternative marketing, waste management, and farm business management.

### Outcomes

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

**Cooperative Extension - continued**

**Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Participation by farmers, horse owners, and others in educational production programs	420	416	440	445	445
Farmers diversifying their operations	5	7	7	7	6
Number of dairy, swine, poultry, and beef producers increasing knowledge of water quality and waste management	99	90	85	75	70
Assisted beef producers in marketing calves through graded sales and other valued enhanced sales.	17	18	22	19	19

**Objective**

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

**Outcomes**

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

**Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Number of Master Gardener Volunteers	51	42	50	42	55
Number of formal educational program participants	725	600	950	800	1,000
Number of publications distributed	1,530	1,450	1,625	1,530	1,750
Contacts by phone, office, e-mail, demonstrations, (not including mass media)	4,950	4,800	5,250	5,000	5,800
Estimated value of volunteer service provided	65,000	55,000	65,000	55,000	70,000

## **Cooperative Extension - continued**

### **Objectives**

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

### **Outcomes**

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

### **Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
People reached through food, nutrition and health programs.	2,805	4,098	2,000	4,523	2,700
People reached through food safety educational programs.	2,292	1,942	1,000	1,530	1,400
Food service managers participating in 18-hour food safety programs.	157	109	80	99	90
Food service managers receiving certification from the National Restaurant Association by passing certification exam.	123	86	70	83	80
Food service employees participating in 6 hour food safety training.	42	20	15	94	25

### **Objectives**

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

## ***Cooperative Extension - continued***

### **Outcomes**

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

### **Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
People reached through consumer buymanship and estate planning educational programs.	175	572	200	200	200
People reached through money management educational programs	308	227	200	100	200
People reached through consumer fraud educational programs	100	---	250	200	250
Households provided with pest control information	25	50	75	50	75
Homeowners educated on the purchase, caring for, maintaining, and conserving energy in the home	336	605	250	100	250

### **Objectives (Youth Development)**

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

### **Outcomes**

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

## Cooperative Extension - continued

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

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Number of youth enrolled in 4-H activities.	20,000	16,543	18,000	18,000	20,000
Number of youth enrolled in environmental education and science programming.	5,000	7,300	4,000	5,000	6,000
Number of youth enrolled in 4-H programs as a result of their previous experience with 4-H programs and activities.	17,640	12,043	16,000	15,000	17,000

### 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

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Volunteers who complete training in a fiscal year.	894	771	750	800	1,000
Number of volunteers who take part and/or implement county, district, and state level trainings.	400	335	350	400	500
Volunteers that participate in a formal recognition ceremony.	160	150	140	150	200

## ***Cooperative Extension - continued***

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### ***Budget Highlights:***

- The Department requested an Office Assistant I (1.0 FTE) for FY 2008-09, but the position is not included in the Commissioner Approved budget.
- The decrease in Personnel Services and a corresponding increase in Operations for FY 2008-09 are due to a Memorandum of Agreement with the State to move employees from the County payroll to a contract service with the State.
- The Capital Outlay of \$1,943 includes the cost of leasing State computers from North Carolina State University.
- Revenues listed are fees collected from the Public Market.

## County Manager

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>County Manager (General Fund)</b>						<b>Account: 2100</b>
Personnel Services	\$915,419	\$923,416	\$1,027,774	\$995,915	\$1,018,793	\$1,043,908
Operations	\$41,761	\$56,654	\$53,406	\$64,476	\$53,985	\$51,485
Capital Outlay	\$203	\$0	\$2,000	\$2,000	\$16,700	\$16,700
<b>Total Expenditures</b>	<b>\$957,384</b>	<b>\$980,070</b>	<b>\$1,083,180</b>	<b>\$1,062,391</b>	<b>\$1,089,478</b>	<b>\$1,112,093</b>

### Major Services

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

## ***County Manager – continued***

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- Provide frontline customer relations and constituent services to visitors and callers to the Government Services Center

### ***Outcomes***

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

### ***Budget Highlights***

- Personnel Services reflects the shift of the Community Services Director position to Social Services and the Management Analyst position to Public Works.
- The increase in Capital Outlay will provide IT Equipment for the County Engineer, such as updated AutoCad software, printing capabilities for large documents, and editing software (\$16,400). The remaining amount is for a flatbed scanner for general office use.

## Courts

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Courts (General Fund)</b>						<b>Account: 7000</b>
Personnel Services	\$9,000	\$0	\$9,000	\$9,000	\$0	\$0
Operations	\$125,148	\$133,008	\$145,901	\$140,985	\$145,900	\$145,900
Capital Outlay	\$35	\$7,408	\$15,000	\$9,100	\$0	\$0
<b>Total Expenditures</b>	<b>\$134,183</b>	<b>\$140,416</b>	<b>\$169,901</b>	<b>\$159,085</b>	<b>\$145,900</b>	<b>\$145,900</b>

### Major Services

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

### Budget Highlights

- The FY 2008-09 Commissioner Approved budget maintains the current level of service in Operations.
- The decrease in Personnel Services for FY 2008-09 is due to budgeting for Jury Personnel every other year, so funding will not be needed in FY 2008-09.

## Economic Development

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Economic Development (General Fund)</b>						<b>Account: 6000</b>
Personnel Services	\$210,111	\$238,600	\$225,514	\$140,485	\$252,565	\$257,182
Operations	\$42,749	\$45,205	\$52,894	\$42,983	\$75,271	\$75,271
Capital Outlay	\$2,675	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$255,535</b>	<b>\$283,805</b>	<b>\$278,408</b>	<b>\$183,468</b>	<b>\$327,836</b>	<b>\$332,453</b>
Offsetting Revenues	(\$18,000)	(\$18,000)	(\$18,000)	(\$18,000)	(\$18,000)	(\$18,000)
<b>County Costs (net)</b>	<b>\$237,535</b>	<b>\$265,805</b>	<b>\$260,408</b>	<b>\$165,468</b>	<b>\$309,836</b>	<b>\$314,453</b>

### Major Services

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

### Objective

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

### Outcomes

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

## ***Economic Development - continued***

### **Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Information Requests	411	425	425	425	435
Web Contacts – Home Page Visits	167,387	100,000	150,000	175,000	175,000
Responses to Media Request for Information	132	125	125	125	125
Public Speaking – Groups	26	24	24	25	25
Mailing List for Reports & Newsletters	2,800	2,850	2,900	3,000	3,200
Publications Distributed	2,800	3,000	3,000	3,000	3,200
Attendees at State of Local Economy Breakfast	320	360	260	350	360
Loan Requests – Small Business Program	0	3	1	5	10

### **Objective**

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

## ***Economic Development - continued***

### **Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
EDC Business Clients	440	450	450	420	460
Buildings – Sq. Feet Surveyed (Millions)	8.6	8.7	8.7	8.75	8.9
Property Tax Base (\$ Billions)	10.85	11.2	11.2	11.96	12.5
Retail Sales (\$ Billions) *Reporting changed to gross collections in FY06	1.44	1.50	1.50	40.8*	42.0*
Orange County Employment	58,020	59,000	59,000	58,965	59,500
Number of Businesses	3,336	3,050	3,050	3,351	3,375
Average Private Sector Wage (Annual \$)	29,900	30,000	30,000	40,976	42,000
Unemployment Rate (%)	3.8	3.5	3.0	3.0	3.0
Commercial Building Vacancy Rate (%)	5.4	5.5	5.2	5.2	7.5
<i>Buy Local</i> information pieces distributed	2,500	8,000	10,000	10,000	10,000
Number of outlets purchasing Orange County produce	38	44	45	45	50

### **Objective**

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

### **Outcomes**

- In coordination with Cooperative Extension, provide business planning and other technical assistance to farmers, particularly those transitioning away from tobacco and other commodity production. Assistance includes technical and advocacy assistance in working through planning and zoning issues.
- Support for the Small Business and Technology Development Center regional office is included in this budget. The SBTDC provides business plan, marketing, capital, procurement, and other assistance to local businesses at no charge.
- A comprehensive *Small Business Resource Guide* will be updated in Fiscal Year 2008 and will be available in hard copy or via the Internet. This guide will allow prospective and existing businesses to access information regarding permits, licenses, taxes, finance, site location, and much more. The guide will be distributed at all locations where local business licenses are issued, as well as other places around the community.
- Provide ombudsman services to any entrepreneur or business owner as needed including participating in predevelopment conferences and planning for central permitting.
- Continue work to ensure that zoning permits adequate commercial activity in all parts of the county and that infrastructure is available to the Economic Development Districts.

## ***Economic Development - continued***

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- Develop and secure support for a list of desirable businesses for the Economic Development Districts.
- In March 2007, the Board of County Commissioners voted to provide seed capital to a reorganized Small Business Loan Program. The by-laws of the non-profit Orange County Small Business Loan Program Company have changed to ensure business owner participation. It is anticipated that additional funds will be sought from other private and public sources after the program establishes a track record.
- Market local successes in business support to let both internal and external audiences know that "Orange County is open for business."
- Ensure that EDC is aware of upcoming space needs of existing businesses; enhance partnerships to provide advance information.
- Focus on expansion of medium-sized industrial/manufacturing businesses.
- Participate actively in the update of the County's Comprehensive Plan and oversee completion of the economic development element. Complete small area planning work for Eno EDD.

### ***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
SBTDC Local Clients	212	225	225	225	225
Good Work Clients	18	25	25	25	25
Small Business Guides Distributed	700	750	750	750	1,000
Number of Businesses Listed in Women-Owned Business Directory		260	150	150	150
Small Business Loan Applications	1	5	5	1	5
Small Business Loans Approved	0	2	2	0	4

### ***Budget Highlights***

- Hired new Economic Development Director in April 2008.
- Increased Advertising and Contract Services expenses in 2008-09 for website redevelopment and new marketing initiatives to attract prospective businesses to Orange County.

## Efland Sewer Fund

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<i>Efland Sewer Fund</i>	<i>Efland Sewer Fund</i>					Account: 3601
Operations	\$144,258	\$171,950	\$184,250	\$178,599	\$184,250	\$144,250
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$144,258</b>	<b>\$171,950</b>	<b>\$184,250</b>	<b>\$178,599</b>	<b>\$184,250</b>	<b>\$144,250</b>
<i>Offsetting Revenues</i>	<i>(\$59,435)</i>	<i>(\$65,990)</i>	<i>(\$62,000)</i>	<i>(\$77,181)</i>	<i>(\$62,000)</i>	<i>(\$62,000)</i>
<b>County Costs (net)</b>	<b>\$84,823</b>	<b>\$105,959</b>	<b>\$122,250</b>	<b>\$101,418</b>	<b>\$122,250</b>	<b>\$82,250</b>

### Objective

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

### Outcomes

- Complete construction of sewer extensions to the southern end of the Buckhorn Community and where utility service is available, connect those homes, institutions and businesses to the utilities.
- Complete design, permitting, property acquisition and bidding and initiate construction of sewer system extension to serve the un-sewered portions of central Efland.
- Complete design, permitting, bidding and initiate renovation of existing McGowan Creek pump station.

### Objective

Provide new sewer service taps for new sewer customers.

### Outcomes

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

## ***Efland Sewer Fund - continued***

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### ***Objective***

Operate and Maintain sewer system infrastructure as required.

### ***Outcomes***

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

### ***Budget Highlights:***

- As part of compliance issues with the new permit required by the State, all of the easements were cleared this previous year. Going forward, the easements will be cleared on at least an annual basis to allow ready access to the outlying portions of the system for inspection and/or emergencies.
- The State sewer collections system permit only requires that 10% of the system be cleaned and video inspected, which means that the entire system would be cleaned and internally inspected every 10 years. However, because the system is small, has never been video inspected or had a system-wide cleaning, the goal is to video and clean approximately 20% per year for the first five years. This should also allow some economies of scale as compared to cleaning just 10% and have the majority of the old system cleaned before the newly constructed Central Efland portion comes on line.
- A rate study is currently under way to evaluate what level of rate increase would be needed to capture the costs of operating the system. The current rates have remained unchanged since the inception of the system approximately twenty years ago. The results of the study were not available in time for consideration for the FY 2008-09 budget. However, new rates resulting from the study may be implemented during the upcoming fiscal year.
- The Commissioner Approved budget for FY 2008-09 includes a reduction in the County's General Fund subsidy of \$40,000 pending the outcome of the ongoing rate study. The General Fund's subsidy for FY 2008-09 is budgeted at \$82,250.

## Emergency Services

### Summary

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>By Program (General Fund)</b>						
Administration	271,946	193,926	342,958	254,746	549,351	404,845
Emergency Medical Services	3,455,523	3,723,805	3,457,457	4,052,331	4,408,952	3,920,596
Fire Services	185,343	210,906	246,816	275,995	440,929	422,886
Telecommunications	1,572,520	1,658,485	1,723,326	1,839,860	2,137,854	2,055,738
<b>Total Expenditures</b>	<b><u>5,485,332</u></b>	<b><u>5,787,122</u></b>	<b><u>5,770,557</u></b>	<b><u>6,422,931</u></b>	<b><u>7,537,086</u></b>	<b><u>6,804,065</u></b>
<i>Offsetting Revenue</i>	<i>(1,810,810)</i>	<i>(1,921,376)</i>	<i>(1,748,000)</i>	<i>(1,835,828)</i>	<i>(1,848,000)</i>	<i>(1,848,000)</i>
<b>County Costs (net)</b>	<b>3,674,522</b>	<b>3,865,746</b>	<b>4,022,557</b>	<b>4,587,103</b>	<b>5,689,086</b>	<b>4,956,065</b>
<b>Emergency Telephone (Emergency Telephone Fund)</b>						
<b>Total Expenditures</b>	<b>652,938</b>	<b>851,547</b>	<b>726,026</b>	<b>707,566</b>	<b>718,223</b>	<b>723,717</b>
<i>Offsetting Revenue</i>	<i>(671,536)</i>	<i>(740,917)</i>	<i>(726,026)</i>	<i>(743,241)</i>	<i>(718,223)</i>	<i>(723,717)</i>
<b>County Costs (net)</b>	<b>(18,598)</b>	<b>110,630</b>	<b>0</b>	<b>(35,675)</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$6,138,269</b>	<b>\$6,638,669</b>	<b>\$6,496,583</b>	<b>\$7,130,497</b>	<b>\$8,255,309</b>	<b>\$7,527,782</b>

## Emergency Services - Administration

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Emergency Services - Administration (General Fund)</b>						<b>Account: 7500</b>
Personnel Services	\$239,892	\$151,183	\$251,744	\$173,236	\$351,144	\$271,357
Operations	\$32,054	\$42,743	\$91,214	\$81,510	\$150,907	\$122,488
Capital Outlay	\$0	\$0	\$0	\$0	\$47,300	\$11,000
<b>Total Expenditures</b>	<b>\$271,946</b>	<b>\$193,926</b>	<b>\$342,958</b>	<b>\$254,746</b>	<b>\$549,351</b>	<b>\$404,845</b>
Offsetting Revenues	(\$32,354)	(\$30,212)	(\$20,000)	(\$35,512)	(\$20,000)	(\$20,000)
<b>County Costs (net)</b>	<b>\$239,592</b>	<b>\$163,714</b>	<b>\$322,958</b>	<b>\$219,234</b>	<b>\$529,351</b>	<b>\$384,845</b>

### Major Services

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

### Objective

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

### Outcomes

- Maintained a forum for other emergency response agencies and citizens to have a voice and provide input into the Emergency Management program, by interfacing with the Public Health Preparedness Committee, Local Emergency Planning Committee, Evacuation Planning Committee, Fire Chief's Council, and regional Terrorism Planning Task Force, UNC Emergency Response Group, County Communicators Workgroup.
- Continued to work closely with other local and state agencies to prepare for a variety of disasters, including public health emergencies.
- Begun the process of a complete update of the Emergency Operations Plan to be completed in late 2008.
- Continued to lead the Immigrant Emergency Communications Committee and interface these efforts with the County Communicators Workgroup.
- Provided coordination and information to fellow partner agencies regarding the County's participation in the statewide 800 MHz radio system "VIPER" initiative.
- Continued to apply for appropriate emergency preparedness and response grants, and continued managing existing grant programs.

## ***Emergency Services - Administration - continued***

- Continued support of the Orange County Safe Kids/Safe Communities injury prevention and outreach group, including providing emergency preparedness information to community members.
- Conducted one major exercise with 12 Orange County Emergency Partners including The American Red Cross, UNC Healthcare, OC DSS, OCHD.
- Providing support for UNC Active Shooter Exercise Cycle.
- Helped Health Department Coordinate Community Emergency Response Program (CERT) training leading to trainings in 2007.
- Held 5 community outreach sessions at senior and community centers throughout Orange County to educate and distribute preparedness materials.
- Implemented CodeRED alert notifications system throughout Orange County in partnership with municipalities.
- Implementing WebEOC on-line EOC and command coordination system.

### ***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Emergency plans updated / created	0	N/A	10	13	10*
Terrorism Alerts	2	N/A	4	0	4
E.O.C. Readiness	4	N/A	8	1**	2
E.O.C. Activation	0	N/A	4	3 <sup>#</sup>	4
Disaster Recovery Operations	0	N/A	2	0	2

\* Complete update expected

\*\* Severe Weather Planning Session

# 2 Winter weather events, 1 high wind warning

### ***Budget Highlights:***

- The Department requested an Emergency Management Coordinator (1.0 FTE) and a Logistics Technician (1.0 FTE) for FY 2008-09, but the positions are not included in the Commissioner Approved budget.
- The increase in Operations for FY 2008-09 includes \$50,000 for the Fire and Rescue Study.
- The Capital Outlay of \$11,000 for FY 2008-09 includes a sliding equipment tray to load heavier equipment onto the covered logistics truck, and flat panel situation monitors for the Emergency Operations Center.

## Emergency Services - Emergency Medical Services

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Emergency Services - Emergency Medical Services (General Fund)</b>						<b>Account: 7575</b>
Personnel Services	\$2,973,223	\$3,202,133	\$2,941,013	\$3,382,027	\$3,349,854	\$3,213,920
Operations	\$482,300	\$519,841	\$516,444	\$668,804	\$647,934	\$527,641
Capital Outlay	\$0	\$1,831	\$0	\$1,500	\$411,164	\$179,035
<b>Total Expenditures</b>	<b>\$3,455,523</b>	<b>\$3,723,805</b>	<b>\$3,457,457</b>	<b>\$4,052,331</b>	<b>\$4,408,952</b>	<b>\$3,920,596</b>
Offsetting Revenues	(\$1,764,362)	(\$1,870,180)	(\$1,715,000)	(\$1,787,316)	(\$1,815,000)	(\$1,815,000)
<b>County Costs (net)</b>	<b>\$1,691,161</b>	<b>\$1,853,625</b>	<b>\$1,742,457</b>	<b>\$2,265,015</b>	<b>\$2,593,952</b>	<b>\$2,105,596</b>

### Major Services

- Provide thorough paramedic assessment and complaint-appropriate treatment for persons with medical or traumatic emergencies.
- Coordinate transportation resources to provide appropriate transportation of patients, including ambulance, taxi, public transport, or private vehicles.
- Coordinate emergency medical services and public safety preparedness efforts for special events such as sporting events, festivals, and mass entertainment.
- Provide state-mandated continuing medical education for EMS staff, including volunteers.

### Objectives

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

### Outcomes

- EMS responds to more than 11,500 requests for service, makes patient contact with more than 12,000 patients, and provides transport for 7,000 people.
- The out-of-hospital cardiac-arrest save rate for Orange County will be at least 14%.

## ***Emergency Services - Emergency Medical Services - continued***

### ***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Requests for EMS Service	9,486	10,988	10,500	11,463	12,265
Average emergency response	8:45	9:19	10:00	10:49	11:49
Special event coverage hours	2,200	1,800	2,000	2,000	2,000
Number of EMS calls with response > 15 minutes	1,014	1,406	1,400	1,450	1,550
Number of Emergency EMS calls with response > 10 minutes	979	3,883	1,250	4,000	4,500

### ***Budget Highlights:***

- The increase in Personnel Services for FY 2008-09 includes the conversion of non-permanent to permanent personnel EMT-basic positions (4.0 FTE), effective July 1, 2008. The department also requested a full-time Paramedic (1.0 FTE), but the position is not included in the Commissioner Approved budget.
- The Capital Outlay of \$179,035 for FY 2008-09 includes the replacement of three (3) initial response vehicles, replacement of spine boards, as well as various pieces of emergency response equipment.

## Emergency Services - Fire Protection Services

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Emergency Services - Fire Protection Services (General Fund)</b>						<b>Account: 7505</b>
Personnel Services	\$145,513	\$170,995	\$198,798	\$221,248	\$258,340	\$264,598
Operations	\$39,830	\$39,911	\$48,018	\$54,747	\$70,319	\$56,518
Capital Outlay	\$0	\$0	\$0	\$0	\$112,270	\$101,770
<b>Total Expenditures</b>	<b>\$185,343</b>	<b>\$210,906</b>	<b>\$246,816</b>	<b>\$275,995</b>	<b>\$440,929</b>	<b>\$422,886</b>
Offsetting Revenues	(\$14,094)	(\$20,983)	(\$13,000)	(\$13,000)	(\$13,000)	(\$13,000)
<b>County Costs (net)</b>	<b>\$171,249</b>	<b>\$189,923</b>	<b>\$233,816</b>	<b>\$262,995</b>	<b>\$427,929</b>	<b>\$409,886</b>

### Major Services

- Administer the provisions of the North Carolina Fire Prevention Code.
- Review all building and subdivision plans submitted to the County Planning Department for fire code/life safety compliance and disaster planning.
- Provide fire education, life safety/disaster preparedness programs to day care providers, healthcare providers, civic organizations and public events for community outreach, upon request.
- Investigate fires to determine cause and origin of suspicious or undetermined fires.
- Investigate complaints of illegal open burning and other activities that could impact residents and the environment.
- Provide fire education classes to public and private schools upon request.
- Coordinate and deliver training programs to county employees and fire departments for OSHA compliance.
- Provide Community Emergency Response Team training to community members for disaster preparedness.
- Assist fire departments with county fire administration and training issues.
- Support fire and emergency response agencies at emergency incidents in the County.
- Administer the SARA Title III Regulations, which includes collection of data about chemical hazard in fixed storage facilities as well as existing plans and capabilities for emergency response.
- Provide coordination of public safety resources during times of emergencies as well as public events.
- Administer the overall fire protection program for the County.

### Objectives

- Provide fire inspections as mandated in the inspection schedule of the North Carolina Fire Prevention Code.
- Conduct plans reviews as mandated for new construction or major renovations of facilities open to the public for fire code compliance.
- Reduce the numbers of fire re-inspections through fire safety education and awareness.
- Reduce the numbers of fires caused by carelessness or deliberately set fires through increasing public education and community outreach programs.
- Provide support to agencies as needed to mitigate incidents.
- Assist volunteer fire departments with the fire protection program for the County to enhance the levels of service and reduce the effects of fire to residents and their property.

## ***Emergency Services - Fire Protection - continued***

### **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 develop the Special Operations Team to train for bio terrorism and weapons of mass destruction events.
- Assist fire departments with firefighter certification, OSHA training to enhance fire suppression and first responder activities in the rural fire departments.
- Assist departments at emergency scenes that may impact emergency services, residents or the environment.
- Provide fire extinguisher training, haz mat awareness, blood borne pathogens and terrorism training to county employees for quality assurance and fulfill OSHA requirements.
- Assist county fire departments with county fire administration issues, including response-rating surveys of rural fire districts for reduction of fire insurance premiums for residential and commercial properties and to enhance the overall county fire protection program.

### **Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Fire Inspections	190	235	275	270	230
Fire Re-inspections	45	38	60	40	35
Investigations	165	280	350	300	315
Plans Review/Permits	150	160	170	150	165
Haz Mat/Emergency Response	28	20	35	20	25
Fire Education, OSHA Programs, Fire Training Programs	20	18	25	200	231
Emergency Planning	2	3	145	5	5
Special Events	10	8	10	12	14
Automatic Fire Alarms	259	280	330	270	325
Structure Fires	156	135	175	167	190
Woods/Brush Fires	115	120	50	120	100
Vehicle Fires	19	14	35	20	25
Code Enforcement	34	40	65	80	85
Motor Vehicle Accidents	33	20	45	47	40

## ***Emergency Services - Fire Protection - continued***

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### ***Budget Highlights:***

- The increase in Personnel Services for FY 2008-09 includes an Assistant Fire Marshal (1.0 FTE) position, effective July 1, 2008.
- The Capital Outlay of \$101,770 includes the replacement of a six-year old vehicle, a self-contained breathing apparatus to meet OSHA requirements, an 800 MHz mobile repeater to boost radio signals, and the purchase of a Firehouse Web-based software that replaces the existing one which is limited in use and access.

## Emergency Services - Telecommunications

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Emergency Services - Telecommunications (General Fund)</b>						<b>Account: 7550</b>
Personnel Services	\$1,474,051	\$1,553,660	\$1,595,508	\$1,714,556	\$1,903,267	\$1,841,784
Operations	\$96,705	\$104,825	\$127,818	\$120,179	\$189,418	\$180,374
Capital Outlay	\$1,764	\$0	\$0	\$5,125	\$45,169	\$33,580
<b>Total Expenditures</b>	<b>\$1,572,520</b>	<b>\$1,658,485</b>	<b>\$1,723,326</b>	<b>\$1,839,860</b>	<b>\$2,137,854</b>	<b>\$2,055,738</b>
<b>Emergency Telephone System (Emergency Telephone Fund)</b>						
Overhead	\$36,000	\$374,290	\$53,559	\$53,559	\$19,556	\$19,556
Personnel Services	\$126,657	\$131,984	\$160,883	\$120,905	\$196,667	\$202,161
Operations	\$440,731	\$304,793	\$306,584	\$328,102	\$418,000	\$418,000
Capital Outlay	\$49,549	\$40,480	\$205,000	\$205,000	\$84,000	\$84,000
<b>Total Expenditures</b>	<b>\$652,938</b>	<b>\$851,547</b>	<b>\$726,026</b>	<b>\$707,566</b>	<b>\$718,223</b>	<b>\$723,717</b>
Offsetting Revenues	(\$671,536)	(\$740,917)	(\$726,026)	(\$743,241)	(\$718,223)	(\$723,717)
<b>County Costs (net)</b>	<b>(\$18,598)</b>	<b>\$110,630</b>	<b>\$0</b>	<b>(\$35,675)</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Emergency Services - Telecommunications and Related Expenditures</b>						
	<b>\$2,225,458</b>	<b>\$2,510,032</b>	<b>\$2,449,352</b>	<b>\$2,547,426</b>	<b>\$2,856,077</b>	<b>\$2,779,455</b>

### Major Services

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

### Objective

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

### Outcomes

- We have answered 97% of all 9-1-1 calls within the first three rings (within 15 seconds) into the communications center.

## ***Emergency Services - Telecommunications - continued***

- 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 95% in compliance following the correct protocol for the patient's condition and initiating the proper level of dispatch for responding units.

### ***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Calls for Service (Emergency/Non-Emergency) for all agencies	180,421	184,380	186,000	183,611	209,744
Law Enforcement Agencies	121,251	124,562	125,000	123,098	125,000
Fire Service for County and Municipalities	10,247	10,725	11,500	11,303	11,900
Calls following emergency medical and Prioritization and/or pre-arrival instructions	10,442	10,764	11,500	11,339	11,500
Support Agencies & EOC Activation	38,481	38,329	38,000	37,871	38,100

### ***Budget Highlights***

- The Department requested two Telecommunicators (2.0 FTE) for FY 2008-09, but these positions are not included in the Commissioner Approved budget.
- The 12-Month Estimate in Personnel Services for FY 2007-08 is projected to exceed budget due to expenditures related to overtime and temporary personnel coverage needs.
- The increase in Personnel Services for FY 2008-09 includes additional overtime funds consistent with current expenditure trends.
- The increase in Operations for FY 2008-09 includes \$50,000 to cover the annual Wireless contract for 9-1-1 radios that can no longer be paid with 9-1-1 funds.
- The Capital Outlay of \$33,580 includes replacement chairs for the 9-1-1 Center, 9-1-1 Call Taking/Radio Dispatch Training simulator, quality assurance software, and printers related to the new 9-1-1 center.
- The increase in Personnel Services in the Emergency Telephone System fund is due to a new E911 GIS Mapper II position (1.0 FTE) to perform addressing verification work including addressing, maintaining updates, cleaning out old data, and assigning new road names as needed to the 9-1-1 database.
- Prior to January 1, 2008, the surcharge for Wireline was fifty cents per subscriber with the funds coming directly to the County 9-1-1 Fund. On January 1, 2008, the law

## ***Emergency Services - Telecommunications - continued***

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changed and now the surcharge is seventy cents per subscriber with the funds going directly to the State and from there disbursed back out. This change will likely increase revenue received by the Fund, and any increases above the budgeted amount will go into the 9-1-1's fund balance for future capital needs.

## Environment and Resource Conservation

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Environment and Resource Conservation (General Fund)</b>						<b>Account: 6100</b>
Personnel Services	\$408,177	\$514,076	\$552,507	\$529,088	\$596,243	\$610,627
Operations	\$50,179	\$52,055	\$96,834	\$77,250	\$96,600	\$91,600
Capital Outlay	\$0	\$6,082	\$11,700	\$9,400	\$20,200	\$20,200
<b>Total Expenditures</b>	<b>\$458,356</b>	<b>\$572,213</b>	<b>\$661,041</b>	<b>\$615,738</b>	<b>\$713,043</b>	<b>\$722,427</b>

### Major Services

- Coordinate County efforts in environmental protection, resource conservation and preservation, including staff support to four standing advisory boards - the Commission for the Environment (with 4 subcommittees), Historic Preservation Commission, Agricultural Preservation Board, Intergovernmental Parks Work Group, and various ad hoc park design and other special project work groups such as the Climate Change Committee.
- Coordinate and implement the County's Lands Legacy program, an acquisition, evaluation and management plan for prioritizing and acquiring the most-critical County natural and cultural resource lands.
- Identify, acquire, plan and design new County parks, nature preserves and natural areas
- Implement and manage the Voluntary Farmland Protection Ordinance, including the Voluntary Agricultural District Program.
- Maintain and enhance the Comprehensive Resource Database that contains Geographic Information System (GIS) coverages or overlays on the County's identified natural and cultural resources.
- Develop and oversee the creation of elements to the Orange County Comprehensive Plan in the areas of natural resources and cultural resources (Natural and Cultural Resources, Parks and Recreation).
- Develop, with citizen advisory committees and other like mechanisms, master plans for new programmed parks and public open spaces (timing as directed by the Board).
- Coordinate the H2Orange interdepartmental team, including a web site ([www.h2orange.org](http://www.h2orange.org)), drought workshops, and public information and speaking engagements on water conservation and drought issues.
- Coordinate planning for surface water and ground water resources, as part of the Water Resources Initiative and Water Resources component of the Natural and Cultural Systems Element of the Comprehensive Plan.
- Update the Parks and Recreation Element of the Comprehensive Plan, working in conjunction with Parks & Recreation and Planning departments.
- Oversee local and multi-jurisdictional efforts to assess and evaluate climate change and air quality, including greenhouse gas emissions and ground-level ozone.
- Address other environmental issues, as directed by the Board of Commissioners.
- Pursue agricultural preservation programs at both state and local level, and participate with other departments in agricultural economic development efforts.
- Enforce and implement adopted program for historic preservation, including National Register of Historic Places and the Orange Local Landmark Programs, in keeping with state and local legislation.

## ***Environment and Resource Conservation - continued***

### ***Objective***

- Coordinate all efforts for natural and cultural resource conservation and preservation, including 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, produce reports, data, studies 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 (Climate Change Committee), ozone non-attainment, and alternative-fuel vehicles.
- Provide a liaison to other groups with interests in this area.
- Coordinate closely with other conservation agencies on partnership opportunities, including the Orange Land Conservation Alliance, comprised of staffs from area resource conservation groups.
- Work with the Planning Department on goals of rural character and watershed protection implementation.
- Work with the Economic Development Department on agricultural economic development and integrating sustainability principles into County government.
- Work with the Parks and Recreation Department in identifying lands for recreation purposes, long-range planning, and constructing park facilities.

### ***Measures***

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

### ***Objective***

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

## ***Environment and Resource Conservation - continued***

### **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**

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

## ***Environment and Resource Conservation - continued***

### **Objective**

- Administer the Lands Legacy Program

### **Outcomes**

- Prepare 2-Year Action Plan of priorities, using guidance from BOCC and advisory boards.
- Acquire priorities in the action plan.
- Complete and implement Long-Term Priorities document.
- Identify and secure alternative funding sources (grants) / Work collaboratively with other jurisdictions and land trusts on acquisitions.
- Coordinate initiatives approved in the November 2001 Bond referendum.
- Prepare reports and issue papers on emerging issues related to Lands Legacy.

### **Measures**

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Actual	2007-08 Estimate
Prepare Two-Year Action Plan		New action plan in preparation	Adopt 2006-08 action plan, year 1 underway	Action Plan adopted 9/06, activities underway	2008-2010 Action Plan priorities solicited from boards, draft underway (to be presented October 2008)
Acres acquired (all - includes fee, easements and joint acquisitions)	477	130	200	120	515
Complete Lands Legacy Long-Term Priorities document			Update Long-Term Priorities document for next Action Plan (08-10)	Update underway, coupled with new look at long-term objectives.	Status to be addressed as part of consideration of 2008-2010 Action Plan (Oct 2008)
Identify and secure alternative funding sources (grants).		Received grant from USDA for \$846,000 in May 2005. OWASA to fund 50% of 4 new farm easements,	Prepare for 2007 grant requests to variety of sources, including the CWMTF and USDA FRPP.	Joint application to CWMTF for Stollings acquisition with Eno River Assn. was approved (\$500,000)	Submitted grant to NC Farmland Trust Fund for \$250,000 in 12/07, grant awards in July 2008.

## ***Environment and Resource Conservation - continued***

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Actual	2007-08 Estimate
Work collaboratively with other jurisdictions and land trusts on acquisitions		Completed easements with USDA, OWASA, and Carrboro.	Complete 3 easements with USDA, TLC.	3 easements completed with USDA, TLC.	Completed all remaining easements with USDA (9 of 10 grant-funded easements closed), others with TLC, Eno River Assn.
Coordinate with November 2001 bond referendum	NA	NA	NA	NA	NA

### ***Objective***

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

### ***Outcomes***

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

### ***Measures***

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Actual	2007-08 Estimate
Natural and Cultural Systems Element	Work underway on Natural Areas Inventory update	Process identified, work underway on Natural Areas chapter	Natural Areas Component chapter draft under review by CFE Biological	Participated in Comprehensive Plan process as Element Manager (2 elements)	Worked with consultant, ELAB boards and staffs over several months to refine and complete

**Environment and Resource Conservation - continued**

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Actual	2007-08 Estimate
			Resources Committee.	and ELAB meetings. Wrote complete document, conferring with consultant.	draft plan element. Initial draft January 2008, subsequent revisions and additions in March and April. Final draft for public hearing conveyed April 11, 2008. NOTE: This element written by ERCD staff, not by consultant.
Water Resources Initiative		Funding reserved in budget for a new position, to be addressed later.	Pending decisions about Water Resources Initiative to be addressed.	Joint CFE/BOH committee meets on 4 occasions to discuss positions and outcomes, report to County Manager. Board considers coordinated effort, approves Water Resources Coordinator as first step.	Water Resources Coordinator advertised in late 2007, interviews and hiring process underway. New H2Orange team builds new teamwork potential and projects for several departments with water responsibilities, coordinated by ERCD.

**Environment and Resource Conservation - continued**

Parks and Recreation Element			Consideration of whether to make a standing plan element, or incorporate into Natural and Cultural Systems Element	Worked with consultant and P&R and Planning staff to facilitate process for RPAC.	Worked with RPAC, P&R and Planning staffs to review drafts, identify and develop goals and objectives, and consolidate and make revisions for May 2008 public hearing. Final draft transmitted April 2008.
Work with Planning in developing Land Use Element	Provide information and advice as requested	Provide information and advice as requested	Provide information and advice as requested	Meet with Planning staff re process, provide maps and data for Profile Element.	Participate through liaisons in Land Use Element, provide feedback as needed and mapping and information for Profile Element.

**Budget Highlights:**

- Personnel Services increase reflects a full-year of salary and benefits for the Water Resources Coordinator position, which began mid-year in FY 2007-08.
- Capital Outlay request includes funding for general office equipment, property signs for the Lands Legacy property, and a GIS plotter to be shared with the County Engineer.

## Financial Services

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Financial Services (General Fund)</b>						<b>Account: 2200/2300</b>
Personnel Services	\$640,056	\$681,003	\$670,639	\$696,483	\$710,704	\$659,083
Operations	\$35,258	\$36,631	\$39,078	\$49,513	\$176,197	\$173,634
Capital Outlay	\$0	\$1,556	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$675,314</b>	<b>\$719,190</b>	<b>\$709,717</b>	<b>\$745,996</b>	<b>\$886,901</b>	<b>\$832,717</b>

In FY 2007-08, the Budget and Finance Offices merged to become the new Financial Services Department.

### Major Services

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

### Objectives

- Seek long-term solutions to lessen County's reliance on residential property tax revenues as its major source of revenue.
- Continue to seek legislative authority to broaden local governments' revenue options to include real estate transfer taxes and local option sales taxes.
- Seek viable and sustainable commercial development that adds to the property and sales tax bases and enhances employment opportunities for residents.
- Develop five-year financial forecast that projects future revenue growth and anticipates expenditure needs based on current
- Examine opportunities to reallocate/realign/restructure current resources while still being responsible citizenry needs. Conduct a self-assessment of currently offered programs and services to determine their viability in today's world.
  - Evolve from current budget process to one that is more program/service oriented.
  - Identify programs/services that can be streamlined, combined or eliminated.

## ***Financial Services – continued***

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- Encourage all entities receiving County funding, including both school districts and non-profit agencies, to undergo the same self-assessment of their current programs.
- Develop programmatic benchmarks tied to financial incentives.
- Review County departments' dependency on filling permanent staffing needs with temporary employees and overtime.
- Conduct multi-year cost analysis of proposed County service delivery changes, new programs/services and additional facilities to determine full impact of staffing, operational, capital and debt service costs and equate the costs in terms of total dollars and cents on the tax rate prior to Board's commitment to fund (regardless of funding source).
- Conduct multi-year cost analysis, in conjunction with School staffs and possibly School Collaboration Work Group, of proposed School service delivery changes, new programs/services and additional facilities to determine full impact of staffing, operational, capital and debt service costs and equate the costs in terms of total dollars and cents on the tax rate prior to Board's commitment to fund.
- Evaluate current County financial policies, procedures and fee structures for their viability and amend, if needed, and develop/adopt new financial policies as deemed appropriate.
- Retain the GFOA Distinguished Budget Presentation Award and meet all the criteria of the awards program by all reviewers.
- Meet all time lines as required by the North Carolina Local Government and Fiscal Control Act and as established by the Board of County Commissioners.
- Provide information to help Orange County citizens understand the County budget, including County funding sources and tax dollar spending.

### ***Objective***

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

### ***Outcomes***

- Correct financial transaction errors within two days of detection and availability of monthly reports by the tenth working day of each month 95% of the time.
- Insure prompt posting of all general ledger transactions on a daily basis.
- Complete the County's Comprehensive Annual Financial Report by October 31, 2007.
- Monitor financial transactions to insure compliance with Fiscal Control Act, taking corrective action when necessary resulting in no more than two finance related management points.
- Retain the GFOA Certificate of Achievement for Excellence in Financial Reporting.
- Fund balance meets budgeted goals of 10 percent or greater.

**Financial Services – continued**

**Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Estimate	2008-09 Projected
Fund Balance % of General Fund Expenditures	10.43%	10.00%	14.00%	12.00%
CAFR Issued By October 31	Yes	Yes	Yes	Yes
Retention of GFOA Certificate	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**

	2005-06 Actual	2006-07 Actual	2007-08 Estimate	2008-09 Projected
% of time invoices paid within 30 days	98.5%	98%	98%	98%
% of Time Payroll Completed two days prior to payday	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.

## **Financial Services – continued**

### **Measures**

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

### **Budget Highlights:**

- Increase in Personnel Services reflects the conversion of a Financial Services Technician position (1.0 FTE).
- Increase in Operations (+\$124,660) reflects the shift of audit expenditures and indirect costs from the Purchasing and Central Services to Financial Services.

**Health Department**  
*Summary*

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>By Program (General Fund)</b>						
Central Administrative Services	828,972	888,421	897,668	900,379	869,071	887,894
Dental	686,976	698,410	782,061	741,245	1,132,350	1,138,706
Environmental Health	1,008,166	1,040,615	1,305,917	1,242,683	1,404,325	1,433,048
Personal Health	2,872,376	3,082,032	3,096,882	3,375,548	3,402,184	3,337,669
Promotion and Education	360,959	342,924	433,702	438,347	550,693	512,179
Risk Management	218,833	250,094	191,458	181,857	202,610	207,057
<b>Total Expenditures</b>	<b><u>5,976,281</u></b>	<b><u>6,302,495</u></b>	<b><u>6,707,688</u></b>	<b><u>6,880,059</u></b>	<b><u>7,561,233</u></b>	<b><u>7,516,553</u></b>
<i>Offsetting Revenue</i>	<i>(2,130,609)</i>	<i>(2,190,588)</i>	<i>(2,164,251)</i>	<i>(2,191,566)</i>	<i>(2,340,461)</i>	<i>(2,340,461)</i>
<b>County Costs (net)</b>	<b>3,845,673</b>	<b>4,111,907</b>	<b>4,543,437</b>	<b>4,688,493</b>	<b>5,220,772</b>	<b>5,176,092</b>
<b>Other Related Programs (Grant Fund)</b>						
Dental	24,667	34,372	33,850	29,593	0	0
Personal Health	246,202	260,705	195,728	222,238	141,846	141,846
Promotion and Education	76,781	68,781	95,014	82,829	97,099	97,099
<b>Total Expenditures</b>	<b><u>347,650</u></b>	<b><u>363,858</u></b>	<b><u>324,592</u></b>	<b><u>334,660</u></b>	<b><u>238,945</u></b>	<b><u>238,945</u></b>
<i>Offsetting Revenue</i>	<i>(275,534)</i>	<i>(298,687)</i>	<i>(305,946)</i>	<i>(298,795)</i>	<i>(238,945)</i>	<i>(238,945)</i>
<b>County Costs (net)</b>	<b>72,117</b>	<b>65,172</b>	<b>18,646</b>	<b>35,865</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>\$6,323,932</b>	<b>\$6,666,353</b>	<b>\$7,032,280</b>	<b>\$7,214,719</b>	<b>\$7,800,178</b>	<b>\$7,755,498</b>

## Health - Administration

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Health - Administration (General Fund)</b>						<b>Account: 4100</b>
Personnel Services	\$785,818	\$854,311	\$823,732	\$829,705	\$803,835	\$822,658
Operations	\$40,114	\$33,352	\$73,936	\$64,874	\$65,236	\$65,236
Capital Outlay	\$3,040	\$757	\$0	\$5,800	\$0	\$0
<b>Total Expenditures</b>	<b>\$828,972</b>	<b>\$888,421</b>	<b>\$897,668</b>	<b>\$900,379</b>	<b>\$869,071</b>	<b>\$887,894</b>
Offsetting Revenues	(\$76,319)	(\$43,716)	(\$42,885)	(\$82,885)	(\$42,885)	(\$42,885)
<b>County Costs (net)</b>	<b>\$752,653</b>	<b>\$844,704</b>	<b>\$854,783</b>	<b>\$817,494</b>	<b>\$826,186</b>	<b>\$845,009</b>

### Major Services

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

### Objective

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

### Outcomes

- Strive to achieve 100% of birth and death certificates being processed, recorded and made available to citizens of Orange County within a five-day turnaround time required by the State. Issues such as working with an increasing number of non-English speaking clients, an increase in home births (OCHD processes the birth certificates at our administrative offices in Hillsborough), working with the UNC Medical Examiner's Office, and obtaining more burial transit permits for shipment of bodies out of the U.S have contributed to our Department not being able to reach the State processing times.
- Maintain an error rate of less than 5%. Five of the Administrative Staff have attended a State Vital Records Training. We continue to cross-train in our office and are able to maintain a very small error rate.

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Birth Certificates processed	3,257	3,385	3,500	3,600	3,600
Death Certificates processed	1,478	1,462	1,500	1,650	1,400

### Major Services

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

***Health – Administration- continued***

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**Objective**

- Ensure efficient and effective management of all agency program funds.
- Ensure medical and pharmaceutical supplies will be available as needed.
- Ensure vendors are paid in a timely manner; work with vendors for return of merchandise, credits and any problems that may arise with ordering.

**Outcomes**

- Ensure 100% compliance with fiscal and program audit requirements. State programs have started a much stricter audit process. This past year, Smart Start audited several of our grants – checking every invoice paid – and found no errors.
- Ensure 100% compliance with all federal, state and local reporting. Expenditure reports have all been prepared and submitted by the required deadlines. These monthly reports include: Smart Start FSR's, State Contract Agreement – Monthly Expenditure Reports, BT EMRs, Health & Wellness Grant Expenditure reports, Environmental Health Expenditure Reports.
- Provide prompt and friendly services for all customers.
- Promote better planning of medical and pharmacy supply orders.

**Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Answer all incoming calls to main clinic lines within 3 rings	85%	85%	100%	90%	95%
*Compliance with federal, state, and local reporting requirements	100%	100%	100%	100%	100%

*\*New measure*

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

**Major Service**

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

**Objective**

- Provide efficient clinical and clerical support for all programs, including patient appointments/scheduling, data entry and financial interviewing.
- Provide telephone support, including answering incoming calls to the Health Department not going directly to staff extensions.
- Language Coordinator provides interpretation, telephone support and translation of written materials 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.

**Health – Administration- continued**

**Outcomes**

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

**Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
<b>Clinical Measures:</b>					
Collection rate on all billed claims – eligible for reimbursement	See note	92%	85%	90%	90%
(Denied) Medicaid error rate due to staff errors	See note	<3%	<5%	8%	<5%
Error Rate for completing medical records	See note	<3%	<5%	<5%	<5%
<b>Interpreter Services:</b>					
Number of Hispanic/Latino client visits (total number)	1,800	*	2,225	*	**
Number of incoming/outgoing phone calls OCHD Interpreter assisted LEP clients	1,600	*	2,500	*	**
Number of clients OCHD Interpreter assisted with visits	900	*	1,000	*	**
Number of clients Contractors or Language Line assisted with visits	300	*	750	*	**

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

\* Language Coordinator position has been vacant since the beginning of FY 07-08. We have relied on contract interpreters and Language Line (phone assistance) and have been unable to track this data.

\*\* The position of Language Coordinator has been moved from Central Admin Services starting July 1, 2008, and will be reporting to the Immigrant & Refugee Health Project Manager in Health Promotion & Education Division.

**Budget Highlights:**

- The Foreign Language Coordinator position was moved (transferred) to the Health Promotion & Education Division effective July 1, 2008. The decision to move this position was necessitated by increasing language needs and the development of a new Immigrant and Refugee Health program.

### *Health – Administration- continued*

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- The Business Officer; Accounts Payable and Inventory Supervisor, and the Medical Records Supervisor have been active participants on the Accreditation Management Team (AMT) since summer 2007 in preparation for the Accreditation site visit in 2008. In addition to regular day-to-day responsibilities, staff has written policies and procedures, ensured accuracy of personnel records, and gathered missing data / records in anticipation of Accreditation.
- Due to reorganization of the Health Department's network drive (started summer 2007), folders have been assigned "shared" or "protected" status. The shared "Manager's Working Files" folder (accessible to all Management Team members) has enabled staff to easily and accurately share documents for Board of Health and Budget (and others) without e-mailing files. Staff have saved much time and gained accuracy with this new system.
- The 12 Month Estimate for Capital Outlay for FY 2007-08 includes the use of State Accreditation funds to purchase filing cabinets necessary to pass the Accreditation site visit.

## Health - Dental

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Health - Dental (General Fund)</b>						<b>Account: 4101</b>
Personnel Services	\$478,026	\$380,199	\$537,498	\$400,608	\$655,867	\$671,711
Operations	\$189,408	\$307,367	\$241,213	\$336,682	\$290,754	\$283,701
Capital Outlay	\$19,543	\$10,844	\$3,350	\$3,955	\$185,729	\$183,294
<b>Total Expenditures</b>	<b>\$686,976</b>	<b>\$698,410</b>	<b>\$782,061</b>	<b>\$741,245</b>	<b>\$1,132,350</b>	<b>\$1,138,706</b>
<i>Offsetting Revenues</i>	<i>(\$314,175)</i>	<i>(\$252,859)</i>	<i>(\$312,810)</i>	<i>(\$253,429)</i>	<i>(\$402,420)</i>	<i>(\$402,420)</i>
<b>County Costs (net)</b>	<b>\$372,802</b>	<b>\$445,551</b>	<b>\$469,251</b>	<b>\$487,816</b>	<b>\$729,930</b>	<b>\$736,286</b>
<b>Dental Screening (Smart Start Grant Program)</b>						
Personnel Services	\$1,138	\$0	\$0	\$4,134	\$0	\$0
Operations	\$23,529	\$32,903	\$33,850	\$24,373	\$0	\$0
Capital Outlay	\$0	\$1,470	\$0	\$1,086	\$0	\$0
Others	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$24,667</b>	<b>\$34,372</b>	<b>\$33,850</b>	<b>\$29,593</b>	<b>\$0</b>	<b>\$0</b>
<i>Offsetting Revenues</i>	<i>(\$26,350)</i>	<i>(\$34,000)</i>	<i>(\$33,850)</i>	<i>(\$29,593)</i>	<i>\$0</i>	<i>\$0</i>
<b>County Costs (net)</b>	<b>(\$1,683)</b>	<b>\$372</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Health - Dental and Related Expenditures</b>	<b>\$711,643</b>	<b>\$732,782</b>	<b>\$815,911</b>	<b>\$770,838</b>	<b>\$1,132,350</b>	<b>\$1,138,706</b>

### 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.

## ***Health Department - Dental - continued***

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### ***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 2010. From the most recent Oral Health Assessment of 2006/07, 75% (05/06 73%) of kindergarten children in Orange County were caries free.
- Increase the proportion of 5<sup>th</sup> graders whose permanent teeth are free of decay to meet the NC 2010 target of 87%. From the most recent Oral Health Assessment of 2006/07, 85% (05/06 81%) of 5<sup>th</sup> grade children in Orange County are decay free.

To meet the above objectives, 2000 instructions on dental care, sealants, nutrition and fluoride are presented to parents, educators, healthcare professionals and children. For 2006-07 there were educational services provided to 4,187 (2005-06 4,348) children and adults through the following:

- All grade levels at the Ephesus Elementary School
  - All 2 and 3 graders in the Orange County School System
  - All other schools in all grade levels served by the Public Health Dental Hygienist
  - Health Fairs in Orange County
  - Smart Start Preschool Program/Headstart
- 
- Reduce tooth decay in preschool and kindergarten children to meet the NC 2010 target of 1.30 average number of decayed, missing and filled primary teeth with a 10 % improvement. From the most recent Oral Health Assessment of 2006-07, kindergarten children in Orange County are at .83 down from .90. The state average is at 1.65.
  - Increase the proportion of school age children with dental sealants in sixteen elementary schools in Orange County that have not reached the 50% target. (from the most recent screening of 2006/07 of 1215 5th grade children screened in Orange County, it showed that 44% had sealants present by providing the following:
    - annual Seal Orange County Kids Program targeting children in second through fifth grade who do not have sealants.
    - application of sealants to patients in the OCHD Dental Program.
  - Increase the referral and utilization of dental services to 75% of children ages 0-5, found to have dental needs through the Smart Start Screening, Education and Referral Program. Out of 172 children age 0-5 that were found to have dental needs, 147 (84%) were referred for dental treatment. Of the 147 children, 107 (73% up from 53% in 2006) reported having or receiving dental care due to the Smart Start Dental Screening, Education and Referral Program for 2007.
  - 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 and adults. From the NC Medicaid Paid Claims Data for FY 2006, there were 12,979 total Medicaid clients in Orange County. The OCHD Dental Program serves 4% of Medicaid clients.

## **Health Department - Dental - continued**

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

### **Measures**

	<b>2005-06 Actual</b>	<b>2006-07 Actual</b>	<b>2007-08 Budget</b>	<b>2007-08 Estimate</b>	<b>2008-09 Projected</b>
# Preschool, school age and adults educated	4,348	4,187	4,000	4,000	4,000
# Sealants placed on teeth	1,282	1,153	1,500	1,200	1,500
# 5th graders referred for dental sealants	523	715	675	550	675
# Dental Emergency Patients	397	416	412	360	412
# New 20-80 per cent dental patients	304	287	315	200	315
#New Headstart patient visits	20	11	50	19	50
# New Medicaid Dental Visits	217	197	230	160	230
# 20-80 per cent dental visits	1,982	1,927	1,980	1,600	1,980
# Medicaid Dental Visits	1,260	1,118	1,633	1,200	1,633
# Insurance patient visits	370	273	584	260	584
# Health Choice patient visits	242	277	393	280	393
# Headstart children patient visits	43	35	110	50	80
# No charge follow-up patient visits	88	66	100	80	100
# 100 per cent patient visits	25	25	40	25	40
Total number of dental patient visits	4,010	3,722	4,840	3,495	4,810
# Smart Start Preschool children screened	1,446	1,531	1,800	1,700	1,800
# Smart Start Preschool children with dental needs	172	147	170	150	150
# Kindergarten children screened	1,192	1,299	1,300	1,386	1,400
# Kindergarten children caries free	1,061	954	1,100	976	1,100
# 5th grade children screened	1,262	1,215	1,220	1,395	1,300
# 5th grade children caries free	1,208	1,027	1,200	1,081	1,200
# 2nd & 4th grade children screened	2,451	2,609	2,650	2,704	2,700
# 2nd & 4th grade children caries free	2,199	1,763	2,000	1,800	2,000

### **Budget Highlights:**

- For the past two years, the dental program experienced challenges due to the inability to recruit a dentist and dental assistant that has led to lost production and revenue due to clinic closings, lack of experienced dentists, contract dentists through a temp agency and discontinuation of dental student rotations.
- The increase in Personnel Services for FY 2008-09 includes the addition of a Dental Hygienist (1.0 FTE) position, effective July 1, 2008, to coordinate the Smart Start Dental Screening program, and to provide preventive clinical services to scheduled prenatal patients two days per week; this position will be mostly funded with Smart Start funds and revenue generated through the new clinical program serving prenatal clients. Also, an increase in hours for a currently funded Dental Hygienist position from 24 to 32 hours per

## ***Health Department - Dental - continued***

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week is approved in order to provide an additional eight (8) hours of clinic time per week in order to see additional patients, as well as reduce the wait time for recall appointments. The cost of the increase in hours is totally offset by clinic fees and Medicaid reimbursements.

- The increase in Operations for FY 2008-09 includes an increase in mandated interpreter services, as well as operating costs associated with the Dental Hygienist position related to the Smart Start program.
- There are no funds budgeted in the Dental Screening Smart Start grant project for FY 2008-09 due to moving this program to the General Fund.
- The Capital Outlay of \$183,294 for FY 2008-09 includes the replacement of dental equipment at both Hillsborough and Carrboro dental clinics, a barcoding system for inventory of supplies, and handheld personal computers for clinical use with the new Health Information System which is coming on-line in the fall of 2008.
- The increase in revenues for FY 2008-09 is due to additional clinic hours offered by increasing the hours of the current Dental Hygienist, as well as fees collected from providing new services to prenatal patients and the receipt of Smart Start funds, both of these are related to the new Dental Hygienist position.

## Health - Environmental Health

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Health - Environmental Health (General Fund)</b>						<b>Account: 4130</b>
Personnel Services	\$921,589	\$955,763	\$1,102,345	\$1,070,285	\$1,189,603	\$1,218,326
Operations	\$79,980	\$74,140	\$152,222	\$121,898	\$154,722	\$154,722
Capital Outlay	\$6,598	\$10,712	\$51,350	\$50,500	\$60,000	\$60,000
<b>Total Expenditures</b>	<b>\$1,008,166</b>	<b>\$1,040,615</b>	<b>\$1,305,917</b>	<b>\$1,242,683</b>	<b>\$1,404,325</b>	<b>\$1,433,048</b>
Offsetting Revenues	(\$379,045)	(\$446,771)	(\$570,095)	(\$461,894)	(\$581,125)	(\$581,125)
<b>County Costs (net)</b>	<b>\$629,120</b>	<b>\$593,844</b>	<b>\$735,822</b>	<b>\$780,789</b>	<b>\$823,200</b>	<b>\$851,923</b>

### Core Function/Essential Service

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

### Major Services

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

### Objective

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

### Outcomes

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

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Percentage of required inspections (Required Inspections)	90%	85% (1714)	100%	80%	95%
Communicable disease outbreaks in inspected facilities	2	0	<3	1	

***Health Department - Environmental Health - continued***

Educational schools sponsored or participated in: (approximate number of attendees)	4 (260)	4 (106)	2 (100)	2 (108)	Unknown (Pending law change affecting training responsibilities)
(Percentage of food service managers attending ServSafe who became certified by examination)	(85%)	(81%)	(85%)	(85%)	

**Core Function/Essential Service**

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

**Major Services**

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

**Objective**

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

**Outcomes**

- Increased numbers of Wastewater Treatment Management Program (WTMP) inspections. The number of systems requiring WTMP inspections has been projected to increase each year. Failure of systems under the WTMP program should be minimal (<5%).
- Continue as operator for wastewater systems owned by the County.
- Review of the local On-Site Wastewater regulations with recommended amendments to the Board of Health. Explore a memorandum of agreement with DWQ for biosolids, NPDES, and spray systems. Pursue 100% reporting compliance for all biosolids appliers.

**Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Percentage of WTMP inspections (total # of inspections)	96% (396)	100% (431)	100% (500)	100% (480)	100% (500)
Percentage of failing systems documented during WTMP inspections	5% (16)	7% (26/383)	7%	7%	6%

***Health Department - Environmental Health - continued***

Educational outreach activities sponsored or participated in: (Total number of contacts)	20 (600+)	125 Hours of instruction (1230)	20 (600)	125 Hours of instruction (1230)	125 Hours of instruction (1230)
New septic systems properly installed and approved for use according to State and Orange County Rules.	361	249	375	300	300
Backlogs for service	2-3 weeks	2 weeks	1.5 - 2 weeks	1.5 weeks	1.5 weeks
Percentage of Biosolids appliers monitored (number of visits)	40% (10)	60% (39)	60% (15)	60% (40)	100% (50)

***Core Function/Essential Service***

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

***Major Services***

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

***Objective***

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

***Outcomes***

- At least six educational sessions for the public on water quality issues will be conducted.
- As needed, intensive well water sampling and well problem evaluation for specific communities with water problems.
- Implementation of new well construction legislative mandates.
- Major revision of local Groundwater Protection Rules with adoption by the Board of Health. Adoption of state drinking water regulations and well construction regulations.
- Mandatory testing of all newly constructed wells.

***Health Department - Environmental Health - continued***

**Measures**

	<b>2005-06 Actual</b>	<b>2006-07 Actual</b>	<b>2007-08 Budget</b>	<b>2007-08 Estimate</b>	<b>2008-09 Projected</b>
Public education sessions (Approximate number of participants)	5 (100)	4 (100)	6 (200)	6 (400)	6 (400)
New wells properly installed and approved for use according to State and Orange County Rules.	333	243	350	325	325
Percentage of bacteria samples with fecal coliform (Number of samples)	2.4% (457)	3.2% (311)	3% (500)	3% (500)	3% (500)

***Budget Highlights:***

- The increase in Personnel Services for FY 2008-09 includes full year funding for an Environmental Health Specialist (Food and Lodging Program) and an Environmental Health Specialist (Well Construction Program). These positions were approved and budgeted for six months during FY 2007-08 (starting January 1, 2008).
- The Capital Outlay of \$60,000 for FY 2008-09 includes funds for the completion of Permits Plus to meet basic needs of the division, and the purchase of a new filing system for non-computerized permit records.
- Beginning July 1<sup>st</sup> 2008, Environmental Health will operate under a significantly revised Groundwater Protection regulation. Originally proposed to be implemented January 1<sup>st</sup> 2008, delays in the development of state regulations, accreditation projects, and staff vacancies have postponed implementation. The most significant budget impact will be an increase in well permit fees to cover additional trips, mandatory sampling, and a dramatic increase in sampling costs through the state lab. The number of new wells is likely to be lower than expected due to a decline in new construction activities.
- WTMP inspections are being conducted at 100% while collection of revenue is still a major challenge. The county is exploring a move toward central permitting which will likely involve a different software platform that is fully supported by the vendor. It is anticipated that billing functions and tracking activities will improve for Environmental Health with this move.
- The county recently purchased a new field inspection system for food & lodging establishments which will increase efficiency of data management and eliminate triple entry of data. Tracking of activities will improve and will ensure that establishments are inspected at the proper frequency.

## Health - Personal Health

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Health - Personal Health (General Fund)</b>						Account: 4140
Personnel Services	\$2,354,144	\$2,509,160	\$2,504,141	\$2,717,759	\$2,678,192	\$2,667,400
Operations	\$496,838	\$548,521	\$592,741	\$628,677	\$647,116	\$620,468
Capital Outlay	\$21,394	\$24,350	\$0	\$29,112	\$76,876	\$49,801
<b>Total Expenditures</b>	<b>\$2,872,376</b>	<b>\$3,082,032</b>	<b>\$3,096,882</b>	<b>\$3,375,548</b>	<b>\$3,402,184</b>	<b>\$3,337,669</b>
Offsetting Revenues	(\$1,194,452)	(\$1,253,159)	(\$1,129,287)	(\$1,202,164)	(\$1,172,457)	(\$1,172,457)
<b>County Costs (net)</b>	<b>\$1,677,924</b>	<b>\$1,828,873</b>	<b>\$1,967,595</b>	<b>\$2,173,384</b>	<b>\$2,229,727</b>	<b>\$2,165,212</b>
<b>Enhance CSC, Child Care Health Consultant, and Intensive Home Visiting (Grant Project)</b>						
Personnel Services	\$240,382	\$257,507	\$190,691	\$210,767	\$133,816	\$133,816
Operations	\$5,820	\$3,198	\$5,037	\$8,471	\$8,030	\$8,030
Capital Outlay	\$0	\$0	\$0	\$3,000	\$0	\$0
Others	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$246,202</b>	<b>\$260,705</b>	<b>\$195,728</b>	<b>\$222,238</b>	<b>\$141,846</b>	<b>\$141,846</b>
Offsetting Revenues	(\$185,823)	(\$208,322)	(\$177,082)	(\$204,202)	(\$141,846)	(\$141,846)
<b>County Costs (net)</b>	<b>\$60,379</b>	<b>\$52,383</b>	<b>\$18,646</b>	<b>\$18,036</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Health - Personal Health and Related Expenditures</b>	<b>\$3,118,577</b>	<b>\$3,342,737</b>	<b>\$3,292,610</b>	<b>\$3,597,786</b>	<b>\$3,544,030</b>	<b>\$3,479,515</b>

### Core Function/Essential Service:

To decrease the incidence of communicable disease in the community

### Major Services:

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

### Objectives:

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

### Outcomes:

- At least 88% of 2 yr. old children served by OCHD will have age appropriate immunizations documented in the NC Immunization Registry
- 100% of Long-Term Care (LTC) facilities, Group Homes, and Senior Centers will be provided with flu vaccine to prevent morbidity/mortality from Influenza
- 80% of all persons who begin preventive treatment for latent Tuberculosis infection will complete treatment
- 100% of active TB cases will be placed on Directly Observed Therapy (DOT) in accordance with NC TB policy

***Health Department - Personal Health - continued***

- 85% of close contacts to an active TB case will receive a Tuberculin Skin Test within 7 days of identification
- 100% of reportable communicable diseases will be investigated and appropriate measures taken to prevent spread of disease
- 90% of refugees will receive a communicable disease screening within 30 days of arrival in Orange County

***Measures***

	<b>2005-06 Actual</b>	<b>2006-07 Actual</b>	<b>2007-08 Budgeted</b>	<b>2007-08 Estimate</b>	<b>2008-09 Projected</b>
% of 2 yr old children at OCHD with age appropriate immunizations in NCIR	79%	87%	81%	87%	88%
% of LTC, Group Homes, & Senior Centers provided with flu vaccine	100%	100%	100%	100%	100%
% of preventive TB therapy cases who complete therapy	84% 41/49	83% 38/46	75%*	75%*	80%
% of active TB cases placed on DOT therapy	100% 1/1	100% 4/4	100% 2/2	100%	100%
	<b>2005-06 Actual</b>	<b>2006-07 Actual</b>	<b>2007-08 Budgeted</b>	<b>2007-08 Estimate</b>	<b>2008-09 Projected</b>
% of close contacts to active TB case who receive a TB Skin Test within 7 days	n/a (no close contacts needing testing)	37%** (84/230)	85%	60%**	85%
% of reportable communicable diseases investigated and prevented from spreading***	100% 142/142	100% 159/159	100%	100%	100%
% of refugees receiving CD screening within 30 days of arrival	Not Measured	Not Measured	Not Measured	30%	90% (with additional resources)

\*many are former jail inmates who were released and are now being treated for LTBI; not as compliant as general population

\*\*all were jail-related contacts; many were unable to be located or did not respond to contact attempts

\*\*\*does not include HIV/STD suspects and contacts

## ***Health Department - Personal Health - continued***

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### ***Core Function/Essential Service:***

To assure the quality and accessibility of health services

### ***Major Services:***

- Preventive clinical services 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.
- Primary Care clinical services provided in Hillsborough and Chapel Hill for clients enrolled in preventive services. Services include diagnosis and treatment of acute and chronic health conditions.
- Clinical services provided for STD (Sexually Transmitted Disease) clients including diagnostic testing, examination, treatment and education.
- Screening services provided for adults including blood pressure checks, glucose and cholesterol laboratory testing, skin testing for tuberculosis and pregnancy testing.
- Immunization and TB diagnosis/treatment services provided to children, adolescents and adults.

### ***Objectives:***

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

### ***Outcomes:***

- Increase the number of family planning clients served to 1220.
- 20% of total family planning clinic clients served are teens.
- 95% of prenatal clients deliver a newborn weighing more than 2500 grams.
- Serve 320 clients with 625 encounters in Primary Care clinic.
- 40% of enrollees in Primary Care in Hillsborough Clinic are uninsured or underinsured; 80% of these clients are 0-20% pay
- Increase the % of children ages 2-4yrs at OCHD with a Body Mass Index < 85<sup>th</sup> percentile but above the 5<sup>th</sup> percentile for age and gender to 65%
- Increase the % of children < 1 year of age at OCHD who receive WIC Services to 85%
- Increase the number of STD tests performed by 6%.

***Health Department - Personal Health - continued***

***Measures***

	<b>2005-06 Actual</b>	<b>2006-07 Actual</b>	<b>2007-08 Budgeted</b>	<b>2007-08 Estimate</b>	<b>2008-09 Projected</b>
# of family planning clients served	1,191	1,156	1,220	1,150	1,220
# of teens in family planning clinic (% of total served)	258 (22%)	213 (18%)	268 (22%)	218 (19%)	244 (20%)
% of OCHD prenatal clients with a newborn weighing >2500 grams	92%	94%	95%	94%	95%
# of Primary Care clients served/clinic encounters provided	278 clients/540 enc	342 clients/664 enc	320 clients/625 enc	320/625	320/625
% in Hillsborough Primary Care uninsured or underinsured / % 0-20% pay	41% / 80%	41% / 92%	Not Measured	40% / 80%	40%/ 80%
% of children 2-4 with BMI <85% but >5%	CY 59.7%	CY 62.2 %	Not Measured	63%	65%
% of children <1yr in Child Health Clinic who receive WIC services	87.3	81.9	Not Measured	82%	85%
# of STD tests (% positive)	4,771 (3%)	5,171 (2%)	4,700 (3%)	4,700 (3%)	5,000 (3%)

***Core Function/Essential Service:***

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

***Major Services:***

- Baby Love Program: Maternal Care Coordinators (Social Workers) and Maternal Outreach Workers (paraprofessionals) provide counseling, education, supportive and referral services to Medicaid-eligible pregnant women through clinic and home visits.
- Child Service Coordination – Nurses and Social Workers provide case management services to children 0-5 years of age who are at risk for or diagnosed with medical or social developmental delays through home visits and telephone contacts.
- Intensive Home Visiting: Nurse or Social Worker make frequent home visits to pregnant women and families at risk of child abuse/neglect to provide supportive counseling, parent education and referrals.
- Psychosocial Counseling – LCSW provides behavioral and emotional counseling to Medicaid – eligible children and adults with referrals as appropriate

## ***Health Department - Personal Health - continued***

- Post-Partum/Newborn Home Visiting – Nurses provide home visits shortly after birth to assess the health of Medicaid – eligible mothers and babies, provide counseling, identify potential problems, and assure ongoing postnatal/infant care.

### ***Objectives:***

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

### ***Outcomes:***

- The number of Medicaid-enrolled pregnant women at OCHD who receive MCC services will increase by 15.
- 85% of newborn/postpartum home visits to Medicaid eligible OCHD prenatal clients will be completed by a public health nurse within one month of delivery.
- 400 children with or at risk for developmental delays will be served via 2800 Child Service Coordination encounters.
- 95% of parents enrolled in Intensive Home Visiting (IHV) Program will show an increase in child development knowledge and express confidence in their parenting skills.
- 95% of families enrolled in IHV for longer than 6 months will not be substantiated for child abuse and/or neglect.
- 80% of Orange County Medicaid eligible children will receive at least one regular checkup (HealthCheck).
- 25 referral sources will be contacted to educate about and promote Baby Love and CSC Programs.

### ***Measures***

	<b>2005-06 Actual</b>	<b>2006-07 Actual</b>	<b>2007-08 Budgeted</b>	<b>2007-08 Estimate</b>	<b>2008-09 Projected</b>
# of additional Medicaid-eligible pregnant women at OCHD receiving MCC services	NM	NM	15	15	15
% of NB/PP home visits to OCHD Medicaid-eligible prenatals completed within 4 weeks of delivery	Not Measured (64% within 2 weeks)	90	85	85	85
# of children with or at risk for developmental delays served by the CSC Program / # of encounters provided	350/2,697	343/2,373	400/2,800	400/2,800	400/2,800

***Health Department - Personal Health - continued***

% of IHV enrolled parents showing an increase in child development knowledge/parenting skills	95	100	95	95	95
% of IHV families enrolled > 6 months without substantiated child abuse and/or neglect	100	100	95	95	95
% Medicaid eligible children receiving at least one regular check up	78.5	76.2	80	80	80
# of referral sources contacted to educate about/promote FHV programs	Not Measured	Not Measured	25	25	25

***Budget Highlights:***

- The increase in Personnel Services for FY 2008-09 includes a new Family Nurse Practitioner (.50 FTE) position, effective July 1, 2008, to provide adequate staffing to expand the current refugee program and provide timely health assessments to new refugees. The department also requested a Public Health Nurse II (Communicable Disease Nurse – 1.0 FTE) to provide communicable disease screening to all newly arriving refugees, but the position is not included in the Commissioner Approved budget.
- The increase in Operations for FY 2008-09 is to cover contracted interpreter services costs due to an increased number of clients with multiple language needs.
- The Capital Outlay of \$49,801 includes the purchase of two (2) hybrid vehicles for the Family Home Visiting section, and a computer and furnishings for the new position.
- The 12 Month Estimate in Personnel Services includes temporary personnel costs associated with primary care services offered from funds received during FY 2007-08.
- The decrease in Grant Project funding for FY 2008-09 is due to losing 50% funding from Smart Start for the Enhanced Child Service Coordination (Help 4 Kids) program. Due to this loss of funding, the program will not be offered by the department in FY 2008-09.

## Health - Promotion and Education

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Health - Promotion and Education (General Fund)</b>						Account: 4120
Personnel Services	\$336,010	\$294,348	\$374,915	\$362,737	\$470,351	\$441,816
Operations	\$20,249	\$48,576	\$58,787	\$75,610	\$77,367	\$69,963
Capital Outlay	\$4,700	\$0	\$0	\$0	\$2,975	\$400
<b>Total Expenditures</b>	<b>\$360,959</b>	<b>\$342,924</b>	<b>\$433,702</b>	<b>\$438,347</b>	<b>\$550,693</b>	<b>\$512,179</b>
<i>Offsetting Revenues</i>	<i>(\$27,516)</i>	<i>(\$51,716)</i>	<i>(\$33,961)</i>	<i>(\$84,800)</i>	<i>(\$76,361)</i>	<i>(\$76,361)</i>
<b>County Costs (net)</b>	<b>\$333,443</b>	<b>\$291,207</b>	<b>\$399,741</b>	<b>\$353,547</b>	<b>\$474,332</b>	<b>\$435,818</b>
<b>Health and Wellness Trust (Grant Project)</b>						
Personnel Services	\$46,901	\$47,342	\$51,719	\$51,719	\$54,304	\$54,304
Operations	\$29,148	\$21,439	\$43,295	\$31,110	\$42,795	\$42,795
Capital Outlay	\$732	\$0	\$0	\$0	\$0	\$0
Others	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$76,781</b>	<b>\$68,781</b>	<b>\$95,014</b>	<b>\$82,829</b>	<b>\$97,099</b>	<b>\$97,099</b>
<i>Offsetting Revenues</i>	<i>(\$63,361)</i>	<i>(\$56,365)</i>	<i>(\$95,014)</i>	<i>(\$65,000)</i>	<i>(\$97,099)</i>	<i>(\$97,099)</i>
<b>County Costs (net)</b>	<b>\$13,420</b>	<b>\$12,417</b>	<b>\$0</b>	<b>\$17,829</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Health - Promotion and Education and Related Expenditures</b>	<b>\$437,740</b>	<b>\$411,705</b>	<b>\$528,716</b>	<b>\$521,176</b>	<b>\$647,792</b>	<b>\$609,278</b>

### Public Health Core Function/Essential Services

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

### Major Services

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

### Objective(s)

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

## **Health – Promotion and Education - continued**

- Effectively communicate information to create health awareness, empower behavior change, alert medical providers to emerging health threats and provide residents with necessary action steps to respond positively to public health incidents.

### **Outcomes**

#### **Build Community capacity to improve health status:**

- Submission of the state mandated health assessment, and in alternate years the State of the County (SOTCH) reports.
- Submission of Healthy Carolinians of Orange County community action plans.
- Maintain a loan library of a minimum of 4 health education kits for use by partners, students and residents.
- Train a minimum of 2 natural helper groups to address emerging health issues especially in disparate populations.

#### **Focused communications to improve and encourage action for positive health change:**

- Collaborate with departmental divisions to produce a minimum of 4 educational/awareness campaigns promoting healthy behaviors.
- Review an update departmental communications plan.
- Develop, implement and evaluate a health information distribution system.
- Conduct media training for staff serving as subject matters experts.
- Collaborate with departmental divisions to submit a minimum of 6 news articles addressing community health priorities.
- Provide interactive educational exhibits for at least 6 traditionally well attended community events facilitating health education outreach to diverse community audiences
- Actively participate and serve as a technical resource for at least 6 health-related coalition/task forces assisting with policy development, program development, grant writing and advocacy.

#### **Maintain compliance with Title VI**

- Maintain a cadre of 5 qualified contract foreign language interpreters and/or translators.
- Refine 4 program procedures related to LEP issues.
- Create database-tracking system of LEP clients receiving interpreter services.

#### **Provide Medical Nutrition Therapy (MNT) and general nutrition counseling, increasing the availability of such services for high-risk populations, within the department's clinic and the community.**

- 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.

**Health – Promotion and Education - continued**

**Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
<b>Build Community capacity to improve health status:</b>					
Community Assessment submitted	Due 2007		1	1	Due 2011
Healthy Carolinians Community Action Plan(s) completed & submitted	*Reviewed and updated annually	*Due May '08	*Due May '08	3	3
SOTCH Report completed	1	0	Due Dec. '08,'09'10	0	1
# of Natural Helper Groups trained	3	2	2	2	2
<b>Focused communications to improve and encourage action for positive health change:</b>					
Communications Plan review & update	new	new	new	1	1
# of educational/ awareness campaigns	5	2	4	2	4
Functioning health information distribution system	new	new	new	new	1
Media Training conducted for Subject matter experts	new	new	1	1	1
# of health-related news articles submitted	29 Two staff had regular column in CH News	24 Two staff had regular column in CH News	24 Two staff had regular column in CH News	18 1 staff had regular column in CH News	6
# of community outreach events attended	33	18	20	10	6
# Health-related Coalition/Task Force receiving Technical Resource Services	15	10	10	8	6
<b>Maintain compliance with Title VI:</b>					
# of qualified contract foreign language interpreters and/or translators	New	New	New	New	5
# program refined procedures related to LEP issues	New	New	New	New	4

**Health – Promotion and Education - continued**

LEP database-tracking system created/ maintained/monitored	New	New	New	New	1
<b>Provide Medical Nutrition Therapy (MNT) and general nutrition counseling, increasing the availability of such services for high-risk populations, within the department’s clinic and community.</b>					
# of clinic client encounters	112	209	115	115	100
# of private client encounters	111	115	100	100	75
# of CSC home visits	1	0	4	1	2
Senior Center Visits	8	8	8	8	15
# of participants	107	101	100	100	100
% participants with increased knowledge of healthy eating or lifestyle behaviors	100%	100%	100%	100%	100%
# Wellness Programs					
# participating	3	3	2	2	1
	443 (Co. Employee HRA, Diabetes)	220 (Co. Employee HRA, Diabetes)	50	75	25
% participants with increased knowledge of healthy eating or lifestyle behaviors	90%	100%	90%	100%	90%

**Budget Highlights:**

- Division accomplishments during FY 2007-08 included:
- Received a Strowd Roses grant during FY 2007-08 for Health Promoter Leadership training with two Latina Promoter groups receiving \$1000 for individual projects: Zumba fitness training and a community health fair.
- One of the division’s Senior Health Public Educators received a Refugee Health Award for service and advocacy.
- Healthy Carolinians received the Health Coalition of the Year Award from NC Prevention partners. Healthy Carolinians co-sponsored the Brown Bag lunch series with over 100 professionals attending sessions on domestic violence, gangs, Internet crimes and more.
- Over 66 volunteers conducted a community health survey during 4 days this spring. 203 residents completed the survey.
- 13 Churches participated in “Orange Co. Churches Eating Smart Moving More” establishing policies on nutrition and physical activity. 12 churches were African-American. Churches were given \$500 mini-grants to support their policies. Activities

## **Health – Promotion and Education - continued**

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reported include: walking programs, educational classes, blood pressure checks, Yoga, health fairs, healthy newsletters, exercise demonstrations from the pulpit and more.

- 119 County Employees participated in and completed a Health Risk Appraisal.
- The Increases in Personnel Services for FY 2008-09 includes the reassignment of a Foreign Language Coordinator position from Central Administration to this division.
- The increase in revenue for FY 2008-09 includes the receipt of Aid to County funds for use in essential services, and second year grant funds of a three year Healthy Carolinians project.

## Health - Risk Management

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Health - Risk Management (General Fund)</b>						<b>Account: 4160</b>
Personnel Services	\$175,403	\$188,165	\$170,380	\$107,627	\$181,532	\$185,979
Operations	\$13,495	\$55,426	\$21,078	\$58,730	\$21,078	\$21,078
Capital Outlay	\$29,936	\$6,503	\$0	\$15,500	\$0	\$0
<b>Total Expenditures</b>	<b>\$218,833</b>	<b>\$250,094</b>	<b>\$191,458</b>	<b>\$181,857</b>	<b>\$202,610</b>	<b>\$207,057</b>
Offsetting Revenues	(\$139,103)	(\$142,367)	(\$75,213)	(\$106,394)	(\$65,213)	(\$65,213)
<b>County Costs (net)</b>	<b>\$79,731</b>	<b>\$107,728</b>	<b>\$116,245</b>	<b>\$75,463</b>	<b>\$137,397</b>	<b>\$141,844</b>

### 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.

### Objective(s)

- Finalize public health emergency operation plans as adjuncts to the Orange County Multihazard Plan.
- Develop and maintain the Orange County Medical Reserve Corps Unit.
- 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, infection control, and HIPAA privacy and security.
- Develop and implement employee and volunteer orientation and training programs in consultation with each division.

### Outcomes

- Finalize revisions to Core Public Health Emergency Operations Plan (PHEOP) and 3 Annexes.
- Plan and participate in at least three exercises that evaluate the PHEOP and/or Annexes.
- Recruit and orient at least 50 new volunteers to the Orange County Public Health Reserve Corps (PHRC).
- Train Orange County Public Health Reserve Corps volunteers to assist Orange County Health Department personnel with public health emergency response.
- Collaborate with Orange County Emergency Management to implement the Orange County Community Emergency Response Team (CERT) Program.

***Health Department – Risk Management - continued***

- Recruit 10 emergency response partners to instruct community classes for the Orange County CERT program
- Educate a minimum of 48 Orange County residents about how to be self-reliant for up to 72 hours following a disaster through the Orange County CERT program
- Recruit at least 75 Orange County PHRC and CERT volunteers to participate in new or ongoing core public health programs or 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 all five divisions regarding needed policies and procedures as required by accreditation standards and review/revise those in the QA/RM unit.
- Review in-place safety plans for all five divisions and consult on revising and updating these plans.

***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Volunteers recruited for Orange County Medical Reserve Corps.	29	17	60	60	50
Orange County residents trained through the Orange County CERT Program	n/a*	16	48	48	48
Volunteers recruited for core public health programs and activities	n/a <sup>1</sup>	79	n/a	n/a	75
Components of Public Health Emergency Plan finalized or revised	4	4	4	4	4
Exercises conducted testing emergency response plans	3	3	3	3	3
Consultations performed regarding divisional policies and procedures and safety plans	5	5	5	5	5

\*New objective starting FY 2006-07

<sup>1</sup>New objective starting FY 2008-09 but have actual for FY 2006-07

***Budget Highlights:***

- This division includes a current Senior Public Health Educator (1.0 FTE - Volunteer Coordinator) position that is approved to receive additional General Fund support in FY 2008-09 to continue to coordinate activities of the Medical Reserve Corps and Community Emergency Response Team programs by recruiting and training volunteers to assist the community during disasters and other times of need. In fiscal year 2007-08, the County costs for this position was estimated at \$25,500. For FY 2008-09, there will be additional County costs of \$22,781, for a total of \$48,281.

### *Health Department – Risk Management - continued*

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- The 12 Month Estimate in Operations for FY 2007-08 includes expenditures related to additional CERT, Medical Reserve Corps, and Pan Flu funds received during FY 2007-08. The 12 Month Estimate in Capital Outlay for FY 2007-08 includes the purchase of training software.
- North Carolina Accreditation of Orange County Health Department was a major effort in FY 2007-08.
- Staff attended ICS trainings to comply with requirement that all Health Department staff have at least ICS 100 and 200. Management, first responders & critical staff received training up to ICS 400; conducted Respiratory Protection Training for OCHD staff and school nurses.
- This division is adding Dental Health Services audit to the Quality Improvement Program, and is developing a Financial Billing Audit tool to be used starting in FY 2008-09.

## Housing and Community Development

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Housing and Community Development (Section 8 - Housing Fund)</b>						<b>Account: 4800</b>
Personnel Services	\$338,259	\$337,205	\$357,990	\$428,446	\$429,518	\$429,518
Operations	\$19,062	\$19,924	\$0	\$18,489	\$26,176	\$26,176
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Rental Assistance	\$3,910,334	\$3,826,851	\$4,050,596	\$4,141,717	\$3,601,740	\$3,601,740
<b>Total Expenditures</b>	<b>\$4,267,655</b>	<b>\$4,183,980</b>	<b>\$4,408,586</b>	<b>\$4,588,652</b>	<b>\$4,057,434</b>	<b>\$4,057,434</b>
Offsetting Revenues	(\$4,499,918)	(\$4,488,351)	(\$4,408,586)	(\$4,588,652)	(\$3,975,720)	(\$3,975,720)
<b>County Costs (net)</b>	<b>(\$232,264)</b>	<b>(\$304,371)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$81,714</b>	<b>\$81,714</b>

### Major Services

- Assist low/moderate income families and individuals in obtaining safe, decent, and sanitary housing at reasonable rates.
- Provide rent subsidies to low-income families and individuals leasing standard housing in the County through the HUD sponsored Section 8 Housing Choice Voucher Program.

**Objective** Administer the Section 8 Housing Choice Voucher Program.

### Outcomes

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

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Number of applications processed	900	600	700	800	700
Number of families receiving rent subsidies	615	615	615	615	615

### Budget Highlights:

- For FY 2008-09, due to an increase in the Housing and Community Development Director's role in non-Section 8 housing activities, such as the County's involvement in affordable housing programs, 70% of the Director's salary and benefits (\$81,714) are approved to be funded by the General Fund through a Transfer to Affordable Housing.

## ***Housing and Community Development - continued***

- Also a change in FY 2008-09, includes the budgeting for .50 FTE instead of 1.0 FTE for the Housing Rehabilitation Specialist position within this program; the remaining .50 FTE will be paid out of the Scattered Site Housing Rehabilitation Program.

### ***HOME Program***

#### ***Expenditures - HOME Program (Housing and Community Development Fund)***

Homeownership Assistance – OCHLT	\$100,000
Homeownership Assistance – HOH – Highland Woods	\$120,000
New Construction – Hillsborough – Highland Woods	\$ 56,250
Housing Rehabilitation	\$465,225
Operational Support – OCHLT	\$ 33,000
Program Administration	\$ 66,176
<b>Total</b>	<b>\$810,651</b>

#### ***Revenue***

Town of Chapel Hill – 2008	\$ 61,047
Town of Carrboro – 2008	\$ 20,845
Town of Hillsborough – 2008	\$ 7,445
Orange County Match – 2008	\$ 59,558
HUD Grant – 2008	\$661,756
<b>Total</b>	<b>\$810,651</b>

#### ***Major Services***

- Housing Rehabilitation Program
- New Construction Partnerships
- First Time Homebuyer Programs
- Property Acquisition

#### ***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.

## ***Housing and Community Development - continued***

- 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***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Repair existing substandard housing units.	2	2	2	4	10
Provide new single-family housing units for first-time homebuyers with incomes at or below 80% of the area median income	N/a	7	12	10	N/a
Facilitate the provision of affordable rental housing for persons with incomes at or below 50% of the area median income	N/a	N/a	N/a	N/a	10
Provide second mortgage assistance to first-time homebuyers at 50% of the area median income.	8	4	10	14	10

### ***Urgent Repair Program***

#### ***Expenditures – Urgent Repair Program (Housing and Community Development Fund)***

Urgent Repairs	\$ 50,000
Program Administration	\$ 65,865
<b>Total</b>	<b>\$115,865</b>

#### ***Revenue***

Transfer from Affordable Housing Fund	\$115,865
<b>Total</b>	<b>\$115,865</b>

### ***Major Services***

- Small Housing Rehabilitation Services

## ***Housing and Community Development - continued***

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### ***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***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Repair dwelling units with immediate health and/or safety hazards.	18	30	20	25	30

## ***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***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Repaired substandard dwellings in the County.	4	4	3	2	4

## ***Housing and Community Development - continued***

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### ***Budget Highlights:***

- Includes budgeting .50 FTE of the Housing Rehab Specialist position within this program for FY 2008-09, with the remaining .50 FTE of this position budgeted in the Section 8 Housing Program.

### ***Affordable Housing Initiatives:***

#### ***Homelessness Partnership Program (Housing & Community Development Fund)***

##### ***Expenditures***

Personnel	\$ 74,578
Program Administration	\$ 6,320
<b>Total</b>	<b>\$ 80,898</b>

##### ***Revenue***

Transfer from Affordable Housing Reserve	\$ 32,989
Contribution from Town of Chapel Hill	\$ 32,738
Contribution from Town of Carrboro	\$ 11,179
Contribution from Town of Hillsborough	\$ 3,992
<b>Total</b>	<b>\$ 80,898</b>

### ***Major Services***

- Work with identified partners to build capacity and a process to provide at least two housing first units to chronically homeless individuals prior to the end of calendar year 2008.
- Coordinate at least one Discharge Planning Training session, modeled after *Stopping the Revolving Door*, by the end of calendar year 2008.
- Develop tools and a process for evaluating the impact of the Orange County Ten Year Plan to End Homelessness.

### ***Outcome***

- Reduce the number of homeless individuals and families in Orange County.
- Facilitate increased access to services for homeless individuals and families.
- Increase public participation in ending homelessness in Orange County.

## ***Housing and Community Development - continued***

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### ***Individual Development Account (IDA) Homeownership Program***

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

### ***Affordable Housing Bond Program***

The Affordable Housing Bond Program continues to provide funding for affordable housing development initiatives in the County. To date, approximately \$3 million of the \$4 million dollar referendum approved by the voters has been committed to land acquisition, new housing construction, and second mortgage assistance.

## Human Resources

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Human Resources (General Fund)</b>						<b>Account: 2500</b>
Personnel Services	\$563,043	\$596,786	\$646,427	\$617,038	\$699,669	\$765,385
Operations	\$113,243	\$134,635	\$134,399	\$144,662	\$166,460	\$127,087
Capital Outlay	\$399	\$530	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$676,685</b>	<b>\$731,951</b>	<b>\$780,826</b>	<b>\$761,700</b>	<b>\$866,129</b>	<b>\$892,472</b>

### 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.

### Objective

- 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.
- Complete review of 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

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Openings	148	110	190	155	145
Openings posted the Friday after receipt	n/a	n/a	95%	97%	96%
Applications received	2,815	4,500	3,000	2,015	2,175
Referrals completed within same week	78%	75%	88%	95%	92%
Offered within 24 hours of selection decision	n/a	95%	95%	95%	95%
Permanent hires	107	107	120	135	130

## ***Human Resources - continued***

### **Objective**

- Communicate personnel policy, benefit, 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**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Employee Handbook distributed	120	n/a	125	135	130
Newsletters issued	6	4	6	6	6
Benefit inquiries	n/a	7,865	7,800	6,974	6,800
New employees receiving benefit orientation	n/a	n/a	131	135	150
Exit Interviews	n/a	n/a	103	90	105

### **Objective**

- 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**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Participants in Training Programs (all types)	1,157	895	1,200	650	2,500
Computer class participants	70	15	75	50	75
Work Place Violence Prevention Training	42	77	60	75	100
Spanish Language Training	18	35	35	20	45
Multi-Cultural Awareness	278	101	130	85	200
Supervisory Training (inc. Performance Mgmt)	169	100	200	85	250

## ***Human Resources - continued***

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### ***Objective***

- Process personnel actions timely and accurately to support correct payroll 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***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Personnel actions processed	1,500	1,083	2,000	1,750	1,750

### ***Budget Highlights***

- A full-time Safety and Risk Management Analyst Position was requested for FY 2008-09, but not included in the Commissioner Approved Budget.
- Approved Personnel Services includes \$110,750 reserved for County temporary needs as they arise. Departments can petition to receive additional temporary positions/funds and Human Resources will oversee this process.

## Human Rights and Relations

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Human Rights and Relations (General Fund)</b>						Account: 4600
Personnel Services	\$272,076	\$251,911	\$309,132	\$313,607	\$330,209	\$327,305
Operations	\$57,250	\$41,530	\$64,300	\$115,213	\$91,000	\$62,586
Capital Outlay	\$0	\$1,055	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$329,326</b>	<b>\$294,497</b>	<b>\$373,432</b>	<b>\$428,820</b>	<b>\$421,209</b>	<b>\$389,891</b>
Offsetting Revenues	(\$161,454)	(\$37,780)	(\$49,700)	(\$67,000)	(\$41,000)	(\$41,000)
<b>County Costs (net)</b>	<b>\$167,872</b>	<b>\$256,717</b>	<b>\$323,732</b>	<b>\$361,820</b>	<b>\$380,209</b>	<b>\$348,891</b>

### Major Services

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

### Objectives

- Increase community understanding of civil rights laws and protections by providing workshops and other technical assistance;
- Increase community awareness of social justice issues by providing workshops and other educational intervention;
- Receive, investigate and seek to resolve discrimination complaints in the areas of housing, public accommodation and bias related incidents;
- Receive and refer employment discrimination complaints to the EEOC<sup>1</sup>;
- Receive and refer hate crimes and hate related incidents to State and National reporting agencies;

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

## ***Human Rights and Relations - continued***

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

### ***Measures: Training Sessions Provided***

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2006-07 Estimate	2007-08 Projected	2008-09 Projected
Dismantling oppression	3	1	1	1	1	1
Anti-discrimination	8	7	10	12	10	12
Cultural diversity	0	2	2	2	2	2
Model minority	3	1	1	1	1	1
Inter-ethnic conflict	1	2	1	3	1	2
Hate-related violence	2	2	2	2	2	3
Economic justice	2	2	2	2	2	3

### ***Human Relations Commission***

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

### ***Commission for Women***

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

### ***Capacity Building***

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

## ***Human Rights and Relations - continued***

### ***Civil Rights Ordinance Enforcement, Education and Outreach***

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

### ***Measures***

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2007-08 Estimate	2008-09 Projected
Complaints Received	24	28	30	35	35
Cases initiated	11	16	20	12	15
Cases Closed	11	18	20	12	15
Complaints forwarded to judicial system	1	2	1	2	3
Average length of resolution (days)	139.5	115	130	105	100
Supportive Service Provided	217	276	281	200	250
# of workshops and presentations	26	28	24	10	32
# in attendance at workshops and presentations	901	815	800	500	2,000
Partnerships with non-profits serving under-represented populations	5	7	5	5	7
Organizations/agencies receiving technical assistance	12	13	15	8	10

### ***Budget Highlights***

- The Orange County Human Rights and Relations Office received funding from the United States Department of Housing and Urban Development to begin a Community Civil Rights Educator (CCRE) Program. The CCRE program is designed to empower Orange County residents and help residents understand their rights and responsibilities. Additionally, use of CCRE will increase the level of trust community members have in the process and increase the likelihood that individuals will seek to vindicate their rights.
- The 12 Month Estimate for FY 2007-08 includes expenses related to Housing and Urban Development (HUD) carryover funds available from the previous year.
- The decrease in Operations for FY 2008-09 is due to two cost saving measures: delaying the Teen Girl Mentoring Program (\$1,500), and combining the annual Community Dinner with the Human Relations kick-off (\$1,500).

## Information Technologies

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Information Technologies (General Fund)</b>						<b>Account: 3150</b>
Personnel Services	\$663,168	\$789,973	\$787,984	\$792,682	\$1,054,281	\$1,016,172
Operations	\$486,497	\$524,579	\$759,950	\$634,565	\$881,170	\$794,009
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,149,665</b>	<b>\$1,314,552</b>	<b>\$1,547,934</b>	<b>\$1,427,247</b>	<b>\$1,935,451</b>	<b>\$1,810,181</b>

### 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 850 networked PCs, 170 mainframe connections and 300 printers by providing technical services for troubleshooting, resolving hardware and software problems and responding to IT work orders.
- Pursue eGovernment initiatives in coordination with all departments to enhance the use of the Internet for better citizen service.
- Support users and departments in deploying systems to replace legacy systems currently in operation on the County mainframe.
- Provide training for information technology users through programs with departmental information technology coordinators and directly to users through specialized workshops.

### Objectives

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

## ***Information Technologies - continued***

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### ***Outcomes***

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

### ***Measures – Computing Service Uptime***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Network Reliability	99.56%	99.24	99.7%	99.71	99.8

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

### ***Measures – Trouble Ticket Resolution***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Incoming tickets	1,609	2,447	2,800	3,733	4,200
Resolution within targets	88%	75%	85%	70%	80%

### ***Budget Highlights:***

- The department requested a Systems Analyst (1.0 FTE), effective July 1, 2008, but the position is not included in the Commissioner Approved budget. The increase in Personnel Services for FY 2008-09 is due to the transfer of the Land Records Director and GIS Application Developer positions from the Assessor's Office to Information Technologies.
- The increase in Operations for FY 2008-09 includes new networking telephone charges associated with the new Animal Services/Solid Waste campus.

## Library Services

### Summary

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>By Program (General Fund)</b>						
Carrboro Cybrary	71,181	88,847	81,639	84,945	87,808	85,132
Carrboro Library	130,908	136,078	138,173	140,370	140,863	132,466
Cedar Grove Library	87,845	115,944	106,072	111,516	109,304	102,646
Orange County Library	738,666	776,937	760,775	805,434	818,306	818,631
<b>Total Expenditures</b>	<b><u>1,028,600</u></b>	<b><u>1,117,805</u></b>	<b><u>1,086,659</u></b>	<b><u>1,142,265</u></b>	<b><u>1,156,281</u></b>	<b><u>1,138,875</u></b>
<i>Offsetting Revenue</i>	<i>(168,268)</i>	<i>(178,414)</i>	<i>(155,596)</i>	<i>(172,577)</i>	<i>(163,796)</i>	<i>(163,796)</i>
<b>County Costs (net)</b>	<b>\$860,333</b>	<b>\$939,391</b>	<b>\$931,063</b>	<b>\$969,688</b>	<b>\$992,485</b>	<b>\$975,079</b>
<b>Related Program (General Fund)</b>						
Other Municipal Support	250,033	250,033	250,033	250,033	250,033	250,033
<b>Total Library and Related Expenditures</b>	<b>\$1,278,633</b>	<b>\$1,367,838</b>	<b>\$1,336,692</b>	<b>\$1,392,298</b>	<b>\$1,406,314</b>	<b>\$1,388,908</b>

## Library - Carrboro Cybrary

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Library - Carrboro Cybrary (General Fund)</b>						<b>Account: 5006</b>
Personnel Services	\$59,665	\$69,712	\$66,199	\$69,800	\$72,918	\$70,242
Operations	\$11,516	\$14,911	\$15,440	\$15,145	\$14,890	\$14,890
Capital Outlay	\$0	\$4,224	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$71,181</b>	<b>\$88,847</b>	<b>\$81,639</b>	<b>\$84,945</b>	<b>\$87,808</b>	<b>\$85,132</b>
Offsetting Revenues	(\$1,427)	(\$1,508)	(\$1,400)	(\$1,650)	(\$1,500)	(\$1,500)
<b>County Costs (net)</b>	<b>\$69,755</b>	<b>\$87,339</b>	<b>\$80,239</b>	<b>\$83,295</b>	<b>\$86,308</b>	<b>\$83,632</b>

### Major Services

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

### Objectives

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

### Outcomes

- Publish bimonthly paper newsletter and monthly email newsletter.
- Provide computer and Internet assistance 44 hours per week.
- Provide reference and informational assistance 44 hours per week.
- Obtain materials from other regional libraries in a timely manner.
- Facilitate three branch book clubs (two monthly, one quarterly).
- Offer four free computer classes each month with UNC Libraries.
- Offer quarterly literary/cultural programs with Carrboro Recreation & Parks.

### Measures

	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Estimate	2008-09 Projected
Monthly Door Count	950	1,663	1,420	1,500	1,600
Monthly Computer Use	719	1,220	1,189	1,200	1,300
Monthly Circulation	165	250	248	250	250
Adult programs	7	43	61	60	65

### Budget Highlights

- Operating expenses reflects in increase in Advertising (\$200) for library promotion costs.

## Library - Carrboro Library

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Library - Carrboro Library (General Fund)</b>						<b>Account: 5001</b>
Personnel Services	\$97,576	\$100,561	\$100,686	\$101,435	\$103,021	\$94,624
Operations	\$33,332	\$35,516	\$37,487	\$38,935	\$37,842	\$37,842
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$130,908</b>	<b>\$136,078</b>	<b>\$138,173</b>	<b>\$140,370</b>	<b>\$140,863</b>	<b>\$132,466</b>
Offsetting Revenues	(\$7,902)	(\$7,196)	(\$7,000)	(\$7,800)	(\$8,000)	(\$8,000)
<b>County Costs (net)</b>	<b>\$123,006</b>	<b>\$128,881</b>	<b>\$131,173</b>	<b>\$132,570</b>	<b>\$132,863</b>	<b>\$124,466</b>

### Major Services

- Provide a branch library in Carrboro offering books, audio books, CDs, DVDs, reference services, programs and classes.

### Objective

- Provide increased visibility to entire southwestern Orange County community.

### Outcomes

- Increase patron registration and new registrations each year.
- Operate a branch library in Carrboro with 26 service hours per week
- Increase registration of southwestern Orange County children and adults.
- Increase computer literacy of adult population with regular computer classes.
- Offer programs and classes for both children and adults, to number at least 12 per month.
- Increase local awareness of the arts with quarterly art classes and demonstrations.

### Measures

	2005-06 Actual	2006-07 Budget	2006-07 Actual	2007-08 Estimate	2008-09 Projected
Patron Registration	4,848	6,700	6,163	7,229	7,801
Programs and classes	147	125	139	145	155
Circulation	53,857	50,000	55,645	56,444	58,000

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

### Budget Highlights

- This budget includes a \$1,000 increase in office supplies due to library card replacement costs.

## Library - Cedar Grove Library

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Library - Cedar Grove Library (General Fund)</b>						<b>Account: 5005</b>
Personnel Services	\$64,514	\$78,311	\$75,767	\$67,707	\$76,723	\$70,065
Operations	\$22,718	\$29,885	\$30,305	\$43,491	\$30,355	\$30,355
Capital Outlay	\$613	\$7,748	\$0	\$318	\$2,226	\$2,226
<b>Total Expenditures</b>	<b>\$87,845</b>	<b>\$115,944</b>	<b>\$106,072</b>	<b>\$111,516</b>	<b>\$109,304</b>	<b>\$102,646</b>
Offsetting Revenues	(\$581)	(\$487)	(\$450)	(\$650)	(\$550)	(\$550)
<b>County Costs (net)</b>	<b>\$87,264</b>	<b>\$115,457</b>	<b>\$105,622</b>	<b>\$110,866</b>	<b>\$108,754</b>	<b>\$102,096</b>

### Major Services

- Operate a branch library in Cedar Grove offering Adult/Children Fiction and Non-Fiction books, CDs, Audio books, DVDs, Adult/Children books in Spanish, References services Wireless Internet Access and collaboration with agencies in the county.
- Offer children's programs along with special programs/celebrations throughout the year.
- Offer adult programming (Book Club, Computer Classes, Knitting Circle, Literacy, etc).

### Objective

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

### Outcomes

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

### Measures

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

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

### Budget Highlights

- Capital Outlay includes an IT request to replace the Circulation Desk PC. The current PC is not functioning and staff must check out books using pen/paper methods. This increase also reflects the purchase of a printer for public use, which has never been available before at this branch.

## Library - Orange County Library

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Library - Orange County Library (General Fund)</b>						<b>Account: 5000</b>
Personnel Services	\$542,193	\$575,026	\$580,849	\$605,992	\$635,092	\$610,162
Operations	\$184,169	\$186,890	\$179,926	\$198,868	\$181,515	\$206,770
Capital Outlay	\$12,304	\$15,021	\$0	\$574	\$1,699	\$1,699
<b>Total Expenditures</b>	<b>\$738,666</b>	<b>\$776,937</b>	<b>\$760,775</b>	<b>\$805,434</b>	<b>\$818,306</b>	<b>\$818,631</b>
Offsetting Revenues	(\$158,358)	(\$169,222)	(\$146,746)	(\$162,477)	(\$153,746)	(\$153,746)
<b>County Costs (net)</b>	<b>\$580,308</b>	<b>\$607,715</b>	<b>\$614,029</b>	<b>\$642,957</b>	<b>\$664,560</b>	<b>\$664,885</b>

### Major Services

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

### Objective

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

### Outcomes

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

### Measures

	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Estimate	2008-09 Projected
Total units circulated	153,435	167,000	178,911	180,000	185,000
Adult Programs	19	38	47	45	55
Total registered patrons	15,751*	20,729	18,800	25,000	27,000

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

### Major Services

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

### Objectives

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

## ***Orange County Library - continued***

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

### ***Outcomes***

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

### ***Measures***

	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Estimate	2008-09 Projected
Total # of reference volumes	2,363	2,411	2,475	2,493	2,500
Total # of information services transactions	19,603	20,841	21,900	20,000	22,000
Public use computers (acquired through *Federal grants)	15	16	16	16	16
Computer Usage	20,007	22,672	25,109	22,250	23,000

### ***Major Services***

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

### ***Objective***

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

### ***Outcomes***

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

## **Orange County Library - continued**

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### **Measures**

	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Estimate	2008-09 Projected
Number of Treasure and Traveling Treasure Boxes	66	67	68	68	69
Treasure and Traveling Treasure Boxes Circulated	745	722	664	675	675

### **Budget Highlights**

- The County anticipates the new Library to open in May 2009 and projects operating expenses to be \$24,349.
- Capital allocation includes replacement of a faulty Circulation Desk PC (\$1,000). Replacement of this PC will permit the branch to maintain existing service levels for the public. The request also includes the purchase of a scanner/printer for the branch (\$699).

## OPC Mental Health

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Orange-Person-Chatham Area Program (General Fund)</b>						Account: 4205
Personnel Services	\$78,452	\$16,115	\$0	\$0	\$0	\$0
Operations	\$1,385,782	\$1,294,030	\$1,314,704	\$1,314,704	\$1,370,973	\$1,370,973
<b>Total Expenditures</b>	<b>\$1,464,233</b>	<b>\$1,310,145</b>	<b>\$1,314,704</b>	<b>\$1,314,704</b>	<b>\$1,370,973</b>	<b>\$1,370,973</b>
Offsetting Revenues	(\$38,640)	(\$39,829)	\$0	(\$38,000)	(\$40,000)	(\$40,000)
<b>County Costs (net)</b>	<b>\$1,425,593</b>	<b>\$1,270,316</b>	<b>\$1,314,704</b>	<b>\$1,276,704</b>	<b>\$1,330,973</b>	<b>\$1,330,973</b>

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

## Orange Public Transportation

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Orange Public Transportation (General Fund)</b>						<b>Account: 4350</b>
Personnel Services	\$730,362	\$760,918	\$789,304	\$827,101	\$767,115	\$716,146
Operations	\$224,306	\$243,879	\$264,553	\$290,534	\$235,553	\$235,553
Capital Outlay	\$1,445	\$378	\$0	\$4,520	\$85,000	\$0
<b>Total Expenditures</b>	<b>\$956,114</b>	<b>\$1,005,174</b>	<b>\$1,053,857</b>	<b>\$1,122,155</b>	<b>\$1,087,668</b>	<b>\$951,699</b>
Offsetting Revenues	(\$568,946)	(\$643,857)	(\$586,476)	(\$641,998)	(\$539,976)	(\$539,976)
<b>County Costs (net)</b>	<b>\$387,168</b>	<b>\$361,317</b>	<b>\$467,381</b>	<b>\$480,157</b>	<b>\$547,692</b>	<b>\$411,723</b>

### Major Services

- Administer the operation of 22 vehicles for community, human services agency and public transportation.
- Provide transportation to a total of 6,200 different persons system-wide.
- Design and operate a total of 20 subscription routes for 8 different agencies.
- Operate 8 daily medical demand-response routes.
- Operate rural Orange County's only public transportation service.
- Prepare NC Department of Transportation grant applications for Community Transportation Program (CTP) and Rural Operating Assistance Program (ROAP) funding.
- Comply with Federal Transportation Administration and North Carolina Department of Transportation guidelines.
- Provide staff support to the Transportation Services Board and the Board of County Commissioners.
- Promote regionalization with surrounding local transit agencies.
- Promote and market all public and para-transit services provided by OPT.
- Support community activities through mass transportation.
- (Wheels For Work) Provide assistance and individualized transportation plans for persons with mobility problems.

### Objective

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

### Outcomes

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

## **Orange Public Transportation - continued**

- CMAQ funding utilized to offer park and ride lots, Hillsborough in town route, and bus shelters.
- (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**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Total Passengers	116,988	117,809	117,000	118,369	117,000
Number of routes open to general public	14	14	16	18	18
Re-evaluate OPT routes; Hillsborough to Chapel Hill route, in-town Hillsborough route, Efland nutrition route, and mid-day Hillsborough to Duke route	North/South route merger Implemented Jan, 2006		Public route expansion planned to add stops and increase ridership.	Accomplished August 2007	Coordinate transit services with Chapel Hill Transit by September 2008

### **Budget Highlights**

- The division received an additional \$41,813 from the North Carolina Division of Transportation (NCDOT) and the Rural Operating Assistance Program (ROAP) for Temporary Personnel in FY 2007-08.
- Personnel Increase due in part to an FTE Change for two employees. Each employee will be divided 0.75 FTE for Administration and .25 FTE to OPT, to reflect federal funding distribution to the department. Previously, each position was allocated 0.60 FTE to Administration and 0.40 FTE to OPT. This change will result in an increase in personnel costs for Central Administration and a decrease in costs for OPT.
- Temporary Personnel will experience a reduction (\$17,500) due to fewer personnel required after canceling driver lease agreements with Orange Enterprises and Middle School Afterschool. These agreements were ended to comply with new state vehicle regulations that prohibit special purpose trips in NCDOT vehicles. The change in the driver lease program has reduced revenues by \$46,500.
- Temporary Personnel realized an increase of \$40,397 after 1.5 FTE positions were eliminated from the division and a portion of these savings diverted to temporary costs.

**Parks and Recreation**  
*Summary*

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>By Program (General Fund)</b>						
Recreation and Parks	1,416,107	1,555,866	1,715,039	1,715,476	2,351,778	1,928,386
<b>Total Expenditures</b>	<b><u>1,416,107</u></b>	<b><u>1,555,866</u></b>	<b><u>1,715,039</u></b>	<b><u>1,715,476</u></b>	<b><u>2,351,778</u></b>	<b><u>1,928,386</u></b>
<i>Offsetting Revenue</i>	<i>(232,696)</i>	<i>(284,675)</i>	<i>(282,321)</i>	<i>(197,365)</i>	<i>(353,496)</i>	<i>(353,496)</i>
<b>County Costs (net)</b>	<b>1,183,412</b>	<b>1,271,191</b>	<b>1,432,718</b>	<b>1,518,111</b>	<b>1,998,282</b>	<b>1,574,890</b>
<b>Related Program (General Fund)</b>						
Other Municipal Support	125,108	125,108	125,108	125,108	125,108	125,108
<b>Total Expenditures</b>	<b>\$1,541,215</b>	<b>\$1,680,974</b>	<b>\$1,840,147</b>	<b>\$1,840,584</b>	<b>\$2,476,886</b>	<b>\$2,053,494</b>

## Parks and Recreation

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b><i>Parks and Recreation (General Fund)</i></b>						<b>Account: 5100</b>
Personnel Services	\$1,043,509	\$1,141,271	\$1,213,035	\$1,236,744	\$1,438,547	\$1,320,507
Operations	\$338,237	\$393,784	\$500,590	\$477,061	\$676,376	\$513,824
Capital Outlay	\$34,362	\$20,811	\$1,414	\$1,671	\$236,855	\$94,055
<b>Total Expenditures</b>	<b>\$1,416,107</b>	<b>\$1,555,866</b>	<b>\$1,715,039</b>	<b>\$1,715,476</b>	<b>\$2,351,778</b>	<b>\$1,928,386</b>
<i>Offsetting Revenues</i>	<i>(\$232,696)</i>	<i>(\$284,675)</i>	<i>(\$282,321)</i>	<i>(\$197,365)</i>	<i>(\$353,496)</i>	<i>(\$353,496)</i>
<b>County Costs (net)</b>	<b>\$1,183,412</b>	<b>\$1,271,191</b>	<b>\$1,432,718</b>	<b>\$1,518,111</b>	<b>\$1,998,282</b>	<b>\$1,574,890</b>

### Major Services

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

## ***Parks and Recreation - continued***

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### **Goal**

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

### **Objectives**

- Recruit, hire and train personnel, both full and part time with the essential experience and education required to manage park operations as well as the support functions required.
- Participate in the planning and development process for new parks and preserves.
- Continue to evaluate and select equipment and materials necessary to carry out essential tasks.
- Assess and evaluate products and procedures available for development and use while planning for the operation and maintenance needs for current and future parks.
- Manage the construction projects scheduled to begin during this fiscal year or continuing through this fiscal year: Northern Park, Fairview Park and West Ten Soccer Center.
- Provide in-house mowing and/or operations at New Hope, Millhouse, Twin Creeks, River Park and Hollow Rock properties.
- Operate Northern Park, Efland Cheeks Park, Central Recreation Park, Fairview Park, Little River Park, West Ten Soccer Center

### **Goal**

- Continue to improve Customer Service

### **Objectives**

- Provide adequate access for disabled persons to all recreation centers.
- Properly identify all recreation centers and developed parks and preserves.
- Assist with set up and breakdown for facility reservations. Assist as may be required for athletic reservations.
- Monitor and evaluate reservation management procedures.
- Continue to provide building improvements at the Central Recreation Center through remaining capital funding. (i.e. Installation of smoke and fire alarms, west side drainage improvements, handicapped parking, sun/rain awnings at doorways, bleacher replacement, etc.)
- Provide customers with the opportunity to pay for services with credit cards through the software module associated with RecTrac, our registration and reservation software.
- Work with managers in the re-drafting of ordinance language and related policies affecting the use of parks and recreation properties.

### **Goal**

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

### **Objectives**

- Provide recreation and athletics programs for people of all ages, interests and abilities.
- Increase opportunities in athletics, in particular with the formation of adult leagues and activities.
- Provide a "Performance Series" including the sixth annual Gospel Festival, sixth annual Jazz Festival, fourth annual Community Theatre Program and fourth Annual Bluegrass Festival.

## ***Parks and Recreation - continued***

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- Continue to develop and market the “Arts Studio” at the Northern Human Services Center.
- Identify area facilities, which may be available for use.
- Assist Chapel Hill Parks and Recreation with the year ‘round Special Olympics Program.
- Work with Orange County Schools in the operation of Tennis courts for public use and recreation programs and lessons.

### ***Goal***

- Operate The Little River Regional Park and Natural Area

### ***Objectives***

- Monitor Group Camping activity.
- Renovate, repair and stabilize identified trail sections.
- Work with Durham County and a consultant to develop a Management Plan and accompanying Master Plan.
- Deconstruct the Laws House.
- Close discussion on equestrian trails.
- Continue to implement environmental programming.
- Develop interpretive signage throughout the park.
- Plan and implement Pack House improvements.
- Re-chink large tobacco barn/maintenance shed.
- Continue to plan and implement controlled burn program.
- Archeological study - phase II

### ***Goal***

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

### ***Objectives***

- Continue to order equipment and supplies necessary for center operations and maintenance.
- Recruit and orient staff needed to begin full operations in August or September of 2008.
- Develop Public Private Partnerships.
- Develop field surfaces and field use policy using best field management practices.
- Schedule outside user groups as field conditions and available time slots allow.
- Plan and initiate concession operations.
- Plan and implement grand opening.

### ***Goal***

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

### ***Objectives***

- Continue to order equipment and supplies necessary for park operations and maintenance.
- Recruit and orient staff needed to begin full operation in August or September of 2008.
- Host fourth annual Bluegrass Festival, possibly in conjunction with park opening in late September.
- Develop field surfaces and field use policy using best field management practices.
- Construct a shed for mower and equipment storage using deconstructed materials.

## ***Parks and Recreation - continued***

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### ***Budget Highlights***

- Two new full year projects have been added (for West Ten Soccer Center and Northern Park) as well as one start-up year project (Fairview Park) in order to clearly identify proposed spending for these projects. Increases in the overall Parks and Recreation requests are, for the most part, associated with these projects. West Ten Soccer Center and Northern Park are scheduled to open in August 2009.
- Between the projects above, three new FTEs were proposed: two Parks Conservation Technician I positions and one Parks Conservation Technician II position. Only the Parks Conservation Technician II position is included in the Commissioner Approved Budget.
- An increase in Department Supplies is requested to cover increasing costs in these items. In addition this amount covers projected increases in enrollment following current trends, from which at least 75% of direct costs are recovered through fees charged. Departmental supplies funding is also used to replace or repair materials, supplies, and facilities rented out to the public.

# Planning

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Planning (General Fund)</b>						<b>Account: 6200</b>
Personnel Services	\$2,131,272	\$2,279,131	\$2,281,649	\$2,434,047	\$2,411,800	\$2,443,481
Operations	\$180,151	\$193,741	\$221,589	\$192,107	\$223,800	\$219,800
Capital Outlay	\$3,180	\$1,651	\$0	\$0	\$56,975	\$56,975
<b>Total Expenditures</b>	<b><u>\$2,314,603</u></b>	<b><u>\$2,474,523</u></b>	<b><u>\$2,503,238</u></b>	<b><u>\$2,626,154</u></b>	<b><u>\$2,692,575</u></b>	<b><u>\$2,720,256</u></b>
Offsetting Revenues	(\$1,208,259)	(\$1,078,423)	(\$1,071,300)	(\$1,029,498)	(\$980,300)	(\$980,300)
<b>County Costs (net)</b>	<b><u>\$1,106,344</u></b>	<b><u>\$1,396,099</u></b>	<b><u>\$1,431,938</u></b>	<b><u>\$1,596,656</u></b>	<b><u>\$1,712,275</u></b>	<b><u>\$1,739,956</u></b>

## Major Services - 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.
- Manage and assists in intradepartmental objective achievement.
- Manages interdepartmental collaboration.

## Committees /Task Forces/Teams/Work Groups

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. Addressing Project</li> <li>2. Affordable Housing Bond Project Review &amp; Selection Committee</li> <li>3. AGRI-BUSINESS</li> <li>4. Business Climate Work Group</li> <li>5. Churton Street Corridor</li> <li>6. Durham-Chapel Hill-Orange Work Group</li> <li>7. Durham Tech Satellite Campus</li> <li>8. Economic Development District (EDD)</li> <li>9. Efland/Mebane Small Area Plan Task Force</li> <li>10. Fairview Park Master Plan</li> <li>11. Hillsborough/OC Strategic Growth Plan Phase II</li> <li>12. LSMT [Land Services Management Team]</li> <li>13. NCACC – Manufactured Housing Task Force Committee</li> <li>14. NCDOT [North Carolina Department of Transportation]</li> <li>15. Northern Human Services Center &amp; Northern Park</li> </ol> | <ol style="list-style-type: none"> <li>16. Orange County Economic Summit Infrastructure Work Group</li> <li>17. Orange Co./Hillsborough Comp. Stormwater Mgmt.</li> <li>18. Pickard Mtn. Eco-Institute</li> <li>19. Rogers Road Area &amp; Greene Tract from Eubanks Road</li> <li>20. Rural Economic Development Districts</li> <li>21. Small Business Work Group</li> <li>22. Solid Waste Operations Center/Transfer Station</li> <li>23. Sportsplex/Senior Center</li> <li>24. TDR Task Force</li> <li>25. Triangle J Council of Governments Smart Growth Task Force</li> <li>26. Triangle Area Rural Trans. Planning Org. (Triangle Area RPO)</li> <li>27. Triangle Leadership Database</li> <li>28. Twin Creeks</li> <li>29. US Census Bureau</li> <li>30. Upper Neuse River Basin Assn. (UNRBA)</li> <li>31. Web Redesign Project Steering Committee</li> </ol> |
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## ***Planning - continued***

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### ***Major Services - 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.

### ***Major Services - Current Planning Division***

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

## ***Planning - continued***

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### ***Major Services - Erosion Control Division***

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

### ***Major Services - 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, to achieve compliance with and enforce the North Carolina State Building Codes.
- Interact with all county divisions on matters of Building Code issues,
- Respond to the general public regarding investigation of code violations.
- Conducts safety inspections of schools and child/adult care facilities.
- Increase customer service through use of field pen tablets which will connect 'automatically' a code section with each inspection 'turn-down' Additionally, will offer use of drawing program to allow inspectors to sketch useful diagrams to further communicate with customers in field.
- Increase customer service through use of GPS enabled field pen tablets which will capture the location of all buildings (commercial and residential)
- Post Occupancy Load in all assemblies in the unincorporated areas of Orange County and the Town of Hillsborough.
- Identify and post as 'Condemned', all unsafe structures in the unincorporated areas of Orange County and the Town of Hillsborough.

### ***Objectives - Administrative/GIS Division***

- 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.

## Planning - continued

### Measures

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

### Objectives – Comprehensive Planning Division

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

### Outcomes

- Manage/coordinate Comprehensive Plan Update Process, which is to be completed this fiscal year.
- Upon adoption by the BOCC, coordinate the implementation of the Comprehensive Plan.
- Manage/coordinate the implementation phases of Small Area Plans including: NC 57 Speedway Area, Efland-Mebane, Hillsborough-Orange County Strategic Growth Plan, and Eno.
- Coordinate with the Zoning Division to distribute first-class mail notification and develop Public Hearing presentations for Land Use Element and Zoning Map amendments.
- Continue to analyze impacts of growth and development to inform Commissioners and interested citizens of its impacts.

*Note: With the approval of the Comprehensive Planning Division's request to add hours to a currently funded part-time permanent position (from 21-hrs per week to 40-hrs per week), several additional transportation planning related outcomes and measures can be added.*

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budgeted	2007-08 Estimated	2008-09 Projected
Develop process to update Comprehensive Plan	Underway	Complete			
County Profile (Data) Element		Underway	Complete	Complete	
Management/Coordination of Comprehensive Plan Elements	Underway	Underway	Underway	Underway	Complete
Comprehensive Plan Implementation					Underway
Small Area Plan Implementation					Underway
Prepare & distribute advisory board agendas	59	65	65	65	65
Planning Board	16*	20*	22*	26*	20
Orange Unified Transportation Board	2**	12	12	14	12
Ordinance Review Committee	8	8	8	8	8
Other Committees	19	28	28	38	38

\*Includes quarterly public hearings and special meetings for Comprehensive Plan.

\*\*1<sup>st</sup> Mtg. in May 2006

## Planning - continued

### Objective - Current Planning Division

- 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.
- Create Rural Enterprise provision in Zoning and Subdivision Regulations.
- Efland Small Area Plan – Integrate recommendations of the Committee into current Zoning Ordinance and Subdivision Regulations.
- Smart Growth Initiative – Integrate recommendations into current ordinance and regulations.

### Measures

#### Customer Service and Permit Reviews

	2005-06 Actual	2006-07 Actual	2007-08 Estimated	2008-09 Projected
Customer Service (walk-in, telephone)	7000	5190*	5122	5300
Zoning Approval for Building Permits	675	649	484	475
Home Occupation Permits	8	0	4	4
Environmental Impact Ordinance Reviews	2	4	3	5
Subdivision Field Inspections (New Measure)	75	48	58	65
Zoning Compliance Permit Field Inspections	*	439	800**	750

\*Letters, faxes, emails removed from measure.

\*\*Some projects require multiple inspections (i.e., foundations).

**Planning - continued**

**Subdivision Plans/Plats and Exempt Plats**

	2005-06 Actual	2006-07 Actual	2007-08 Estimated	2008-09 Projected
Total Plats & Plans Reviewed	199	149	207	174
Plats Reviewed	168	123	155	126
Major Plats	2	5	6	6
Minor Plats	64	42	60	50
Exempt Plats	102	76	89	70
Subdivision Plans Reviewed	31	26	52	48
Major Plans	2	7	6	6
Minor Plans	29	19	46	42

**Floodplain Management**

	2005-06 Actual	2006-07 Actual	2007-08 Estimated	2008-09 Projected
Letter of Map Amendments	3	2	7	3
Elevation Certificates	0	4	78	5
Elevation Determination	27	40	31	35
Map Information Queries	48	101	82	90
Training Seminars	2	2	2	2
No Rise Certifications	0	0	1	2
Letter of Map Revisions	0	0	2	1

**Ordinance and Regulation Amendments**

	2005-06 Actual	2006-07 Actual	2007-08 Estimated	2008-09 Projected
Unification of Land Development Code		Ordinance Review Committee		
Stream Buffer Text Amendments		Public Hearing	Public Hearing	Adoption
Economic Development District Text Amendment			Public Hearing/Adoption	
Stream Classification Text Amendment		Public Hearing	Public Hearing	Adoption
Zoning Enforcement Text Amendment			Public Hearing/Adoption	
Master Telecommunications Plan	Suspended	Suspended	Suspended	Public Hearing/Adoption

**Planning - continued**

Transfer of Development Rights Amendment	Study	Study	Study	Public Hearing/Adoption
Comprehensive Plan Zoning Ordinance Amendments		Study	Public Hearing	Adoption
Rural Character/Farmland Amendments	Suspended	Suspended		Public Hearing
Flood Damage Prevention Ordinance Amendments	Public Hearing	Adopted	Revision Adopted	
Rural Enterprise Amendments		Public Hearing		
Efland Area Zoning Map/Text Amendments		Study	Public Hearing/Adoption	
Signage Text Amendments		Public Hearing	Adoption	
NC 57 Text Amendments		Public Hearing	Recommendation	Adoption
Revision to EDD Design Manual			Public Hearing	
Landscape Ordinance Amendments				Public Hearing

**Board of Adjustment Cases and Zoning Atlas Amendments**

	2005-06 Actual	2006-07 Actual	2007-08 Estimated	2008-09 Projected
Special Use Permits	2	5	5	5
Variance/Appeals	3	3	5	5
Zoning Map Amendments	0	2	2	2

**Zoning Enforcement**

	2005-06 Actual	2006-07 Actual	2007-08 Estimated	2008-09 Projected
New Complaints Received	187	150*	80	70
Cases Successfully Closed	140*	90*	60	50
Number of Site inspections Performed	450	600**	200	100
Civil Penalties Pending	0	28	5	5
Cases in Court	2	15	2	2

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

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

## Planning - continued

### Advisory Board Agenda Preparation and Distribution

	2005-06 Actual	2006-07 Actual	2007-08 Estimated	2008-09 Projected
Prepare & distribute Advisory Boards' agendas	66	60	75	
Planning Board/QPH	20	20	20	20
Board of Adjustment	5	9	10	10
Ordinance Review Committee	8	0	4	5
Other Committees and Studies	12	12	10	10
BOCC Items	12	12	18	24

### Objectives - Erosion Control Division

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

### Outcomes

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

### Measures

	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Estimated	2008-09 Projected
Erosion control plans reviewed	<b>82</b>	<b>61</b>	<b>70</b>	<b>71</b>	<b>100</b>
Rural	60	35	42	40	40
Urban	8	20	11	21	40
Intense Urban	13	6	12	10	10
Grading permits issued	<b>82</b>	<b>61</b>	<b>70</b>	<b>71</b>	<b>100</b>
Rural	60	35	47	40	40
Urban	8	20	11	21	40
Intense Urban	13	6	12	10	10
Stormwater Management Plans	0	0	1	1	1
Inspections conducted	2,000	1,914	1,500	1,600	1,600
Surface Water ID	N/A	99	56	90	90

**Planning - continued**

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**Total Permitted Erosion Control Projects**

		FY 2007-08
Total Project Acres	965	through 3 <sup>rd</sup> quarter
Total Acres Disturbed	182	through 3 <sup>rd</sup> quarter
Surface water identification, stream sites	62	through 3 <sup>rd</sup> quarter

**Actual Land Disturbance Of Less Than 10,000 Square Feet**

	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Estimated	FY 08-09 Projected
University Lake Watershed	54 projects	60 projects	60 projects	60 projects
Cane Creek Watershed	8 projects	10 projects	10 projects	15 projects
Upper Eno Watershed	19 projects	20 projects	20 projects	35 projects

Investigated and resolved 16 of 20 complaints in 2004.  
 Investigated and resolved 41 of 45 complaints in 2005.  
 Investigated and resolved 21 of 21 complaints in 2006.  
 Investigated and resolved 7 of 7 complaints in 2007.

**Objectives - Building Division**

- 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 permit and inspection software.
- Maintain Continuing Education for all trades through providing in-house training and attending off site training.
- Provide training of Inspections staff in Green Building certification programs.

**Outcomes**

- Reduce paper usage by going paperless in field inspections, through use of pen tablets.
- Implement International Building, Electrical, 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.

## Planning - continued

- 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 inspection and permit software.
- 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.
- Maintain electronic connections to customers alerting them of:
  - Impending permit expiration
  - Permit approval
  - Permit fees
  - Inspection results
- Maintain project files to archived status.
- Take Green Building certification training in order to further implementation of Green Building requirements.

## Measures

### INSPECTIONS DIVISION ACTIVITY AND REVENUE ESTIMATES FOR BUDGET YEAR 2008/2009

	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Budgeted	2007-08 Estimated	2008-09 Projected
Permits issued	4,015	3,649	3,754	3,659	3,400	3,570	3,200
Building	985	864	953	914	825	891	800
Electrical	1,311	1,226	1,302	1,293	1,225	1,353	1,250
Plumbing	1,006	900	908	870	1,020	800	700
Mechanical	713	602	591	579	450	527	500
Inspections conducted	17,775	18,239	18,726	18,222	18,500	17,000	16,590
Number of required Inspections per NEWSF permit **	19	19	19	20	20	20	20
Complaint/Inquiries	69	98	31	32	25	25	25
Incoming/outgoing calls/day	247	260	270	288	300	288	300
Commercial plan review	173	267	102	120	130	296	240
New single family	447	405	363	370	375	300	290
New mobile home	30	38	22	33	20	18	20
Replacement mobile home	60	92	38	35	21	21	10

## Planning - continued

	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Budgeted	2007-08 Estimated	2008-09 Projected
Schools inspected	27	27	27	27	27	28	28
Child care facilities inspected	6	6	7	4	4	8	9
Adult care facilities inspected	3	3	5	4	4	6	6
Commercial facilities for ABC licenses inspected	6	5	0	7	5	15	10
Occupancy loads posted in restaurants	6	5	2	6	5	3	3

### Initiatives

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

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

### BOARD OF COUNTY COMMISSIONERS GOALS FOR 2004-2005

#### PRIMARY RESPONSIBILITY

- Adequate Public Facilities (APF) and Phased Growth
- Comprehensive Plan
- Cooperative Agreements
- Drainage and Stormwater Management
- Economic Development Districts
- Efland/Mebane Small Area Plan
- Growth and Development Impacts Analysis
- Public School Impact Tax/Fee
- Regional Transportation Planning

## **Planning - continued**

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- Rural Character Preservation Regulations
- Telecommunications Towers
- Transfers of Development Rights

### **SECONDARY & SUPPORT RESPONSIBILITY**

- Affordable Housing
- Lands Legacy Program
- Natural and Cultural Resources
- Shaping Orange County's Future
- Sustainability
- Wastewater Treatment Management Program
- Water Resource Quantity and Quality
- Watershed Protection

### **Administration/GIS**

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

### **Comprehensive Planning**

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

### **Current Planning**

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

### **Erosion Control**

## ***Planning - continued***

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- Issue National Pollutant Discharge Elimination System (NPDES) permits on behalf of Division of Water Quality (DWQ)
- All division personnel certified by State of North Carolina to establish ephemeral/intermittent point of county surface waters.
- Develop Stormwater Plan for Town of Hillsborough to enforce Neuse Rules within Hillsborough municipal limits and extraterritorial jurisdiction.
- Implement countywide stream buffers for first order streams per Neuse Rules.
- Provide assistance to public to resolve Stormwater/Erosion problems.

### **Building**

- Provide residential plans review for 100% of residential applications
- Maintain current ISO rating through residential plans review
- Proactive communications program between Department and builders/citizens, including conducting seminars/classes on code updates and interpretations.
- Preparing and mailing information flyers to builders/clients.
- Upgrading field inspection and development restriction monitoring.
- Train and implement new International Building Codes.
- Public outreach seminars with Green Building techniques and certification programs.

### ***Budget Highlights***

- An .FTE increase for a Planner position was requested for FY 2008-09, but not included in the Commissioner Approved Budget.
- Capital Outlay for 2008-09 (\$56,975) includes the replacement of two vehicles and a Ruggedized, GPS-enabled, field laptop for a Zoning Enforcer.

## Public Works - Buildings and Grounds

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Public Works - Buildings and Grounds (General Fund)</b>						<b>Account: 3400</b>
Personnel Services	\$1,575,318	\$1,535,695	\$1,667,446	\$1,766,828	\$1,842,402	\$1,876,058
Operations	\$1,267,379	\$1,381,365	\$1,936,695	\$1,915,158	\$3,226,859	\$2,600,558
Capital Outlay	\$14,392	\$1,956	\$0	\$12,000	\$396,308	\$110,790
<b>Total Expenditures</b>	<b>\$2,857,089</b>	<b>\$2,919,017</b>	<b>\$3,604,141</b>	<b>\$3,693,986</b>	<b>\$5,465,569</b>	<b>\$4,587,406</b>
County Costs (net)	\$2,857,089	\$2,919,017	\$3,604,141	\$3,693,986	\$5,465,569	\$4,587,406

### Major Services

- Maintain buildings and facilities for 43 County-owned and 6 leased properties (FY 2008/09) – electrical, heating/ventilation/air conditioning (HVAC), painting, plumbing, carpentry, etc. Services are provided through use of in-house staff and/or outside vendors as required.
- Assist in planning, designing and performance and/or administration/contract management of renovation work and new construction, including landscaping, etc.
- Provide grounds care services (mowing, trimming, mulching, tree and shrub care, etc.) for approximately 175 acres of County-owned properties including approximately 49 acres of landscaped areas.<sup>1</sup>
- Maintain road signs for all State maintained roads in the County.
- Provide inclement weather services (sanding, ice melt, snow removal, brine application, storm debris cleanup and removal).
- Provide daily custodial services at 28 buildings, and periodic floor care for an additional three facilities. Provide custodial supplies for additional locations, including Jail, Carr Mill Mall dental clinic, Homestead and Efland Community centers. Provide contract administration for Seymour Center custodial contract.
- Provide support services for sound system operation and maintenance and meeting set and up and break down for County government meetings.
- Manage service contracts (elevator maintenance, pest control, alarm inspections, utilities management, etc.)
- Provide departmental services (moves, furniture assembly, hanging of items, etc.).

### Goal

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

### Objectives

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

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

## ***Public Works - Buildings and Grounds - continued***

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### **Outcomes**

- Complete approximately 6,400 customer-generated service requests and in-house-generated work orders by the end of FY 2007-08. The following major projects have been completed or will be in progress by the end of FY 2007-08:
  - Animal Control – repairs to building façade
  - Animal Shelter – application of epoxy floor coating in animal contact areas
  - Court Street Annex – exterior painting
  - New Courthouse – assistance for implementation of voice over IP by court system
  - Historic Courthouse – replaced central heat pumps
  - Dickson House – wood siding repairs; exterior painting
  - Government Services Annex – exterior painting
  - Clerk of Courts Annex – installed intruder alarm system
  - Northern Human Services Center – new well placed in service
  - Southern Human Services Center – Health Department exam room expansion and improvements;
  - Jail – complete interior painting of 1997 addition;
  - Jail – plumbing fixture upgrades in 1997 addition;
  - Jail – replacement of chiller and two rooftop package units;
  - Jail - lighting upgrades for energy reduction (replaced T-12 fluorescent bulbs and ballasts with more efficient T-8's)
  - Northside complex – renovations for Work First program, including computer lab set-up
  - Northside 1 & 2 – installation of intruder alarm system
  - Orange Enterprises (former) – assisted in set-up of building for use by DSS (Toys for Tots), Elections (voting equipment & related storage), IT (temporary computer storage)
  - Richard E. Whitted Human Services Center – elevator modernization
  - Richard E. Whitted Human Services Center – power assisted door opener installation (six entrances)
  - Central Recreation building – restroom improvements; accessibility improvements
  - Sheriff Department – exterior painting
  - Skills Development Center – installation of intruder alarm system
  - Meadowlands Annex – Installed/upgraded fire and intruder alarm systems
  - Gateway Center occupied – full responsibility for utilities and custodial service, limited responsibility for maintenance during year 1 due to leased space and warranty for new systems.

## Public Works - Buildings and Grounds - continued

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
<b>County-owned Buildings</b>					
• # of buildings	35	36	39	37	43
• Total area (gross square feet)	406,709	431,709	515,700	454,557	689,435
• Landscaped area (acres)	47	47	TBD	47	TBD <sup>2</sup>
<b>County-leased Buildings</b>					
• # of buildings	11	10	10	11	6 <sup>3</sup>
• Total area (sq. ft.)	38,850	27,610	29,810	50,458	38,146
• Landscaped area (acres)	1.6	1.6	1.6	1.6	TBD
<b>Buildings and Facilities Repair and Maintenance Service Requests</b>					
• Total received/generated	5,770	5,157	6,500	6,397	6,717
• Percent completed within:					
o Less than 1 hour	11%	10%	25%	15%	20%
o 1 to 4 hours	69%	68%	60%	63%	60%
o More than 4 hours	20%	22%	15%	22%	20%
• Emergency service requests responded to within 30 minutes	97%	98%	95%	98%	100%
<b>Custodial Services</b>					
• Total area provided with custodial services (GSF)	279,200	304,200	361,900	327,048	469,445
• Total number of restrooms	106	110	116	115	TBD
• Total desk-side trash cans emptied daily	1,360	1,400	1,500	1,600	TBD
• Total number of meeting set-ups			50	50	50
<b>Road Signs</b>					
• Total number of sign work orders completed	304	115	375	140	140
• Number of inspections performed during the fiscal year	3	4	4	4	4
• Signs repaired/replaced:					
o Within 7 days of notification when sign is in stock	*	*	*	95%	100%
o Within 45 days of notification when sign must be ordered from sign company	*	*	*	95%	100%

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

<sup>2</sup> A number of parameters related to new buildings and facilities are unknown at this time.

<sup>3</sup> Gateway Center may convert from leased to owned in FY 2008/09. Leased space for Central Orange Senior Center (three suites) to be vacated during FY 2008/09 following completion of new Central Orange Senior Center.. Leased space at Sawyer Building to be vacated during FY 2008/09.

## ***Public Works - Buildings and Grounds - continued***

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### ***Budget Highlights:***

- The increase in Personnel Services for FY 2008-09 includes a Building Maintenance Technician (1.0 FTE) position, effective January 1, 2009, related to the opening of new facilities. The department also requested a Senior Building Maintenance Technician (1.0 FTE), effective December 1, 2008, but the position is not included in the Commissioner Approved budget.
- The increase in Personnel Services for FY 2008-09 also includes the conversion of a non-permanent to permanent Office Assistant I (1.0 FTE) position, effective July 1, 2008.
- The majority of the increase in Operations for FY 2008-09 is related to custodial contract services, other professional contracts, and utilities costs for new facilities coming on-line during FY 2008-09. These facilities include the following:
  - Gateway Center (22,646 square feet) on-line March 2008
  - Public Market House on-line March 2008
  - Emergency Services building (22,069 square feet) – scheduled to go on-line during FY 2008-09
  - Central Orange Senior Center (15,000 square feet) – scheduled to go on-line during FY 2008-09
  - Gateway Office Building (46,716 square feet) – scheduled to go on-line during FY 2008-09
  - Library (23,454 square feet) – scheduled to go on-line during FY 2008-09
  - Animal Services Building (23,500 square feet) – scheduled to go on-line during FY 2008-09
  - Justice Facility (40,227 square feet) – scheduled to go on-line during FY 2008-09
  - Hillsborough Commons (56,000 square feet) – scheduled to go on-line during FY 2008/09
  - Animal Shelter, EMS-911 Center Building, Sawyer Building, Graham Building, Courts Annex Building, Purchasing & Central Services Building, existing Central Orange Senior Center (33,016 total square feet) – scheduled to go off-line during FY 2008/09
  - Sheriff Department Building will be vacated for portion of FY 2008/09 for renovations but will be reoccupied during FY 2008/09. Animal Control building assumed to become storage space during FY 2008/09.
- The Capital Outlay of \$110,790 includes one (1) vehicle for the new Building Maintenance Technician position, a replacement mower, and various building maintenance equipment items.

## Public Works - Motor Pool

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Public Works - Motor Pool (General Fund)</b>						<b>Account: 3405</b>
Personnel Services	\$310,253	\$342,709	\$351,595	\$359,948	\$363,207	\$364,797
Operations	\$67,525	\$92,643	\$203,797	\$311,808	\$604,827	\$207,873
Capital Outlay	\$0	\$0	\$0	\$11,227	\$36,750	\$36,750
<b>Total Expenditures</b>	<b>\$377,778</b>	<b>\$435,351</b>	<b>\$555,392</b>	<b>\$682,983</b>	<b>\$1,004,784</b>	<b>\$609,420</b>
Offsetting Revenues	(\$123,928)	(\$128,136)	(\$125,808)	(\$160,556)	(\$186,340)	(\$186,340)
<b>County Costs (net)</b>	<b>\$253,850</b>	<b>\$307,215</b>	<b>\$429,584</b>	<b>\$522,427</b>	<b>\$818,444</b>	<b>\$423,080</b>

### Major Services

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

### Objective

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

### Outcomes

- 916 preventive maintenance services completed by the end of FY 2007-08.
- 1,204 corrective maintenance services completed by the end of FY 2007-08.
- Approximately 178 other services performed on County owned equipments such as generators, mowers, trailers and miscellaneous equipment
- Complete annual state emissions test and/or safety inspections on all County-owned vehicles and trailers

## ***Public Works - Motor Pool - continued***

- Standardized preventive maintenance procedures at 5,000, 15,000, 30,000 and 90,000 mile intervals
- The County now has eight CNG and seven hybrid vehicles in service and continues to use biodiesel.

### ***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Preventive Maintenance Services	899	857	700	916	1,000
Corrective Maintenance Services	1,474	1,262	1,500	1,204	1,200
Other Services	134	122	175	178	200
<b>TOTAL SERVICES</b>	<b>2,507</b>	<b>2,241</b>	<b>2,375</b>	<b>2,299</b>	<b>2,400</b>
Miles Driven	3,220,863	3,236,090	3,075,000	3,644,336	3,800,000
Gasoline dispensed (gal) – County only	223,410	230,4236	*	235,370	247,138
Gasoline dispensed (gal) – Town of Hillsborough	45,559	43,120	44,691	45,623	47,903
Gasoline dispensed (gal) – other	6,922	9822	10,255	9292	9292
Diesel dispensed (gal) – County only	50,624	56,707	*	58,136	61,042
Diesel dispensed (gal) – Town of Hillsborough	10,021	11,729	12,480	10,982	10,982
Compressed natural gas (CNG) dispensed (GGE)	N/A	635	*	3,085	3,085
<b>Fleet Age (% of total)</b>					
0-5 years	*	41%	34%	44%	45%
6-10 years	*	38%	38%	35%	35%
10+ years	*	21%	28%	21%	20%

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

### ***Budget Highlights:***

- Personnel Services in FY 2008-09 includes the conversion of a non-permanent to permanent Office Assistant I (.50 FTE) position, effective July 1, 2008.
- The Capital Outlay of \$36,750 in FY 2008-09 includes replacement of a motor fleet vehicle, replacement of a vehicle lift, additional shelving for parts storage, and two laptop computers to enhance computerized diagnostics of vehicles.

## Purchasing & Central Services

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Purchasing &amp; Central Services (General Fund)</b>					<b>Account: 2400/2401/2402</b>	
Personnel Services	\$340,685	\$381,738	\$386,657	\$411,752	\$497,443	\$509,837
Operations	\$1,574,344	\$1,724,275	\$2,509,215	\$2,737,853	\$2,400,817	\$2,400,817
Capital Outlay	\$1,857	\$6,295	\$0	\$16,661	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,916,886</b>	<b>\$2,112,308</b>	<b>\$2,895,872</b>	<b>\$3,166,266</b>	<b>\$2,898,260</b>	<b>\$2,910,654</b>
Offsetting Revenues	(\$190,123)	(\$190,869)	(\$191,545)	(\$191,545)	(\$383,858)	(\$383,858)
<b>County Costs (net)</b>	<b>\$1,726,763</b>	<b>\$1,921,439</b>	<b>\$2,704,327</b>	<b>\$2,974,721</b>	<b>\$2,514,402</b>	<b>\$2,526,796</b>

### 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.
- Provide telephone support, including answering incoming calls not routed through the automated attendant, and training all employees in the use of the phone system.
- Administer the contract with Orange Enterprises, who provides mail and courier services to County Departments.
- 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.
- Administrative account in which lease amounts for the following properties are budgeted:
  - Contribution for lease at Carrboro Plaza to provide a Driver License Bureau office in southern portion of County.
  - Gateway Center; Occupants: Register of Deeds, Land Records, Tax Assessor, Revenue
- Note: The following leased facilities are included in departmental budgets:
  - Carr Mill Mall: 52% Health Department; Dental Clinic space
  - Carr Mill Mall: 48% Courts; Public Defender space
  - Meadowlands senior center site: Department on Aging
  - 110 N. Churton St. Hillsborough: Child Support Enforcement

## ***Purchasing & Central Services – continued***

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- 103 Laurel Avenue, Carrboro : Courts.
- Cornerstone: Recreation and Parks; Parks Operations Base
- Building insurance is also budgeted in this account.

### ***Objective***

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

### ***Outcome***

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

### ***Measures***

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

### ***Objective***

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

### ***Outcomes***

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

### ***Measures***

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

### ***Objective***

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

## ***Purchasing & Central Services – continued***

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### ***Outcomes***

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

### ***Measures***

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

### ***Objective***

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

### ***Outcomes***

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

### ***Measures***

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

### ***Objective***

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

### ***Outcomes***

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

### ***Measures***

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

### ***Objective***

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

## ***Purchasing & Central Services – continued***

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### ***Outcomes***

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

### ***Measures***

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

### ***Objective***

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

### ***Outcomes***

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

### ***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.

### ***Budget Highlights:***

- Personnel Services reflects the conversion of a previously contracted position to a full-time, Value-Added Engineer; it also reflects the conversion of three temporary positions a full-time Sustainability Coordinator.

## Register of Deeds

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Register of Deeds (General Fund)</b>						Account: 3250
Personnel Services	\$781,156	\$806,554	\$829,209	\$852,481	\$854,277	\$873,803
Operations	\$145,181	\$132,503	\$181,834	\$153,160	\$159,604	\$159,604
Capital Outlay	\$2,035	\$1,185	\$650	\$4,100	\$950	\$950
<b>Total Expenditures</b>	<b>\$928,373</b>	<b>\$940,243</b>	<b>\$1,011,693</b>	<b>\$1,009,741</b>	<b>\$1,014,831</b>	<b>\$1,034,357</b>
Offsetting Revenues	(\$1,837,819)	(\$1,795,134)	(\$1,948,799)	(\$1,804,888)	(\$1,836,501)	(\$1,836,501)
<b>County Costs (net)</b>	<b>(\$909,446)</b>	<b>(\$854,891)</b>	<b>(\$937,106)</b>	<b>(\$795,147)</b>	<b>(\$821,670)</b>	<b>(\$802,144)</b>

### Major Services

- File documents presented for registration
- Index and scan all filed documents to create permanent public records
- Create permanent records of births, deaths, marriages and military discharges
- Issue marriage licenses
- Issue certified copies of public permanent records
- Respond to citizen inquiries
- Special Projects
- Customer Service

### Objectives

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

## **Register of Deeds – continued**

### **Outcomes**

- Each document was reviewed and certified to proof of acknowledgment of execution and other prerequisites to registration to ensure compliance with NC recording laws and submitted each land-related document to Land Records for PIN (Parcel Identifier Number) assignment within five minutes of presentation approximately 99% of the time.
- Completed the filing process, after document was returned from Land Records, affixed book and page, time and date, collected/receipted fee within ten minutes, approximately 97% of the time.
- Indexed document within twenty minutes of filing process approximately 96% 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 100% of the time.
- Scanned recorded documents within three hours of recording approximately 98% of the time and printed permanent record book copies
- Returned filed documents to designated party within 2 to 4 days of filing approximately 97% of the time
- Issued marriage license within 20 minutes of application approximately 99% of the time.
- Indexed births, deaths the same day received approximately 99% of the time, marriages indexed within an hour after issuance approximately 97% of the time.
- Responded to citizens' requests courteously and timely.
- Special Projects:
  - Indexed, scanned and labeled "old" birth records
  - Scanned associated images of pre-1995 indexed records
  - Indexed and labeled associated images of indexed records pre-1985
  - Scanned and indexed accounts payable and revenue records
- Customers acknowledged and serviced as quickly as possible.

### **Measures**

	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Estimate	2008-09 Projected
Deeds, Deeds of Trust, D/T Cancellations, other documents, UCCs recorded, scanned and indexed	27,000	24,951	27,206	28,744	29,313
Marriage Licenses issued	841	809	810	742	757
Births indexed	3,275	3,686	3,601	3,701	3,775
Deaths indexed	1,455	1,506	1,494	1,605	1,637
Certified copies of Vital records issued	16,367	16,649	12,150	15,223	15,523

### **Budget Highlights:**

- The Capital Outlay of \$950 for FY2008-09 includes the purchase of a filing cabinet and a plat cabinet.
- Revenues are budgeted to decrease in FY 2008-09 due to a slower economy which has affected deeds and re-financing activity.

# Sheriff

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Sheriff (General Fund)</b>						<b>Account: 7100</b>
Personnel Services	\$7,149,200	\$7,495,576	\$7,531,831	\$8,115,168	\$8,295,896	\$8,229,185
Operations	\$1,173,210	\$1,231,004	\$1,357,475	\$1,539,867	\$1,726,419	\$1,458,989
Capital Outlay	\$3,366	\$20,027	\$5,700	\$38,200	\$724,200	\$239,025
<b>Total Expenditures</b>	<b>\$8,325,775</b>	<b>\$8,746,608</b>	<b>\$8,895,006</b>	<b>\$9,693,235</b>	<b>\$10,746,515</b>	<b>\$9,927,199</b>
Offsetting Revenues	(\$3,134,717)	(\$3,402,236)	(\$3,170,035)	(\$2,690,904)	(\$3,225,200)	(\$3,225,200)
<b>County Costs (net)</b>	<b>\$5,191,058</b>	<b>\$5,344,371</b>	<b>\$5,724,971</b>	<b>\$7,002,331</b>	<b>\$7,521,315</b>	<b>\$6,701,999</b>

## 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*

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**Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Number of OCSO Break-ins	438	309	350	428	458
Number of OSCO Larcenies	606	298	425	409	439
Number of OCSO suspicious/persons/conditions	11,597	11,641	12,200	6,739	7,200

**Crisis Division**

**Objective**

Work in cooperation with other community agencies to empower victims of domestic violence and provide them with the resources available to prevent and remove themselves from domestic violence.

**Outcomes**

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

**Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Number reported domestic violence incidents	3,120	2,279	2,279	2,479	2,500
Number of child abuse cases	225	444	300	454	468
Number of juvenile contacts by deputies ( <b>state law now requires juvenile contacts be reported</b> )	10,486	22,755	21,804	22,500	22,800

**Objective**

Continue to involve citizens, especially parents of school age children in our drug awareness prevention programs. Encourage citizen participation in solving community problems and decrease overall incidents of crime.

**Outcomes**

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

***Sheriff - continued***

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

***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Number of drug arrest in targeted neighborhoods	438	324	525	525	535
Increase juvenile contacts through DARE/CARE/ GREAT Classes	14,280	22,755	22,800	22,800	30,000

***Objective***

Meet federal and state jail standards as mandates.

***Outcomes***

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

***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Average number of federal inmates per month	80	78	80	75	75
% of state/federal regulations, inspections and compliance met	100%	100%	100%	100%	100%
Average number of inmates per month	150	162	170	170	170

***Budget Highlights:***

- The increase in Personnel Services for FY 2008-09 includes six new Deputy Sheriff I (6.0 FTE) positions, effective July 1, 2008. Two (2) of these positions will be funded with Grant funds received. Other increases in Personnel Services as well as in the 12 Month Estimate are due to overtime and temporary personnel costs associated with courtroom security and patrol coverage demand.
- The increase in Operations for FY 2008-09 reflects the operational needs for the six new Deputy Sheriff I positions.
- The Capital Outlay of \$239,025 for FY 2008-09 includes weapons, IT equipment, and vehicles.
- Grant funds to cover the cost of two Deputy Sheriff I positions are included in the revenues for FY 2008-09.

## Department of Social Services

### Summary

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>By Program (General Fund)</b>						
Administration	1,328,365	1,580,803	1,921,984	2,925,606	2,776,115	2,368,396
Children/Family Services	4,079,836	4,359,576	4,633,724	4,750,696	4,789,203	4,826,577
Economic Services	3,234,516	3,649,680	4,111,212	3,981,131	4,220,021	4,253,951
Public Assistance	4,946,183	5,193,275	5,109,732	4,928,854	3,544,002	3,544,002
Skills Development Center	60,096	62,031	75,163	73,021	70,232	71,325
Subsidy	4,907,022	5,247,369	5,594,192	5,860,440	6,010,394	6,010,394
Veterans' Services	58,858	61,941	60,836	64,271	62,003	63,505
<b>Total Expenditures</b>	<b><u>18,614,875</u></b>	<b><u>20,154,676</u></b>	<b><u>21,506,843</u></b>	<b><u>22,584,018</u></b>	<b><u>21,471,970</u></b>	<b><u>21,138,150</u></b>
<i>Offsetting Revenue</i>	<i>(10,204,510)</i>	<i>(11,203,899)</i>	<i>(11,575,691)</i>	<i>(11,868,232)</i>	<i>(13,102,182)</i>	<i>(13,175,935)</i>
<b>County Costs (net)</b>	<b>8,410,365</b>	<b>8,950,777</b>	<b>9,931,152</b>	<b>10,715,786</b>	<b>8,369,788</b>	<b>7,962,215</b>
<b>Orange-Chatham Justice Partnership (Grant Fund)</b>						
<b>Total Expenditures</b>	<b>247,892</b>	<b>235,486</b>	<b>216,431</b>	<b>204,385</b>	<b>216,431</b>	<b>240,866</b>
<i>Offsetting Revenue</i>	<i>(244,094)</i>	<i>(224,565)</i>	<i>(191,897)</i>	<i>(210,712)</i>	<i>(185,332)</i>	<i>(185,332)</i>
<b>County Costs (net)</b>	<b>3,798</b>	<b>10,921</b>	<b>24,534</b>	<b>(6,327)</b>	<b>31,099</b>	<b>55,534</b>
<b>Total Expenditures</b>	<b><u>\$18,862,767</u></b>	<b><u>\$20,390,162</u></b>	<b><u>\$21,723,274</u></b>	<b><u>\$22,788,403</u></b>	<b><u>\$21,688,401</u></b>	<b><u>\$21,379,016</u></b>

## Social Services - Administration

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Social Services - Administration (General Fund)</b>						Account: 4001
Personnel Services	\$952,887	\$1,117,945	\$1,104,498	\$1,231,882	\$1,249,484	\$1,271,751
Operations	\$352,836	\$429,938	\$733,886	\$770,249	\$1,454,691	\$1,027,485
Capital Outlay	\$22,642	\$32,920	\$83,600	\$923,475	\$71,940	\$69,160
<b>Total Expenditures</b>	<b>\$1,328,365</b>	<b>\$1,580,803</b>	<b>\$1,921,984</b>	<b>\$2,925,606</b>	<b>\$2,776,115</b>	<b>\$2,368,396</b>
Offsetting Revenues	(\$472,944)	(\$474,899)	(\$487,148)	(\$491,284)	(\$959,697)	(\$733,450)
<b>County Costs (net)</b>	<b>\$855,421</b>	<b>\$1,105,904</b>	<b>\$1,434,836</b>	<b>\$2,434,322</b>	<b>\$1,816,418</b>	<b>\$1,634,946</b>

<b>Orange/Chatham Justice Partnership (Grant Projects)</b>						
Personnel Services	\$50,574	\$30,112	\$69,612	\$23,067	\$50,084	\$50,084
Operations	\$197,318	\$205,374	\$146,819	\$177,418	\$166,347	\$190,782
Capital Outlay	\$0	\$0	\$0	\$3,900	\$0	\$0
<b>Total Expenditures</b>	<b>\$247,892</b>	<b>\$235,486</b>	<b>\$216,431</b>	<b>\$204,385</b>	<b>\$216,431</b>	<b>\$240,866</b>
Offsetting Revenues	(\$244,094)	(\$224,565)	(\$191,897)	(\$210,712)	(\$185,332)	(\$185,332)
<b>County Costs (net)</b>	<b>\$3,798</b>	<b>\$10,921</b>	<b>\$24,534</b>	<b>(\$6,327)</b>	<b>\$31,099</b>	<b>\$55,534</b>

<b>Total Social Services - Administration and Related Expenditures</b>	<b>\$1,576,257</b>	<b>\$1,816,289</b>	<b>\$2,138,415</b>	<b>\$3,129,991</b>	<b>\$2,992,546</b>	<b>\$2,609,262</b>
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### Major Services-Administration

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

### Objectives

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

### Outcomes

- Have had no material or significant findings in the single county audit
- Collected 100 percent of budgeted revenue available to Orange County
- Provided 28,200 walk-ins with referrals, information requests, and/or service access assistance
- Bilingual receptionists were available at each site to assist public with language barriers
- Maintained contracts with qualified interpreters
- Maintained expenditures within approved county budget

### Major Services - Criminal Justice Partnership Program (CJPP)

- Provide a continuum of care, through a Resource Center, for eligible I-sanctioned offenders including Intensive Outpatient Services, Detoxification, Residential Placement, and CBI Services

## ***Social Services - Administration - continued***

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- Provide additional services including: Assessment; Support Services; Aftercare Services; Drug Screening; Educational Services; Job Development, Housing and Life Skills Services; and Domestic Violence Support and Counseling.

### ***Objective***

- To reduce recidivism;
- To reduce the number of probation revocations;
- To reduce alcoholism and other drug dependencies among offenders; and
- To reduce the cost to the State and the counties of incarceration.

### ***Major Services – Juvenile Crime Prevention Council (JCPC)***

- Local programs include: Victim/Offender Mediation; Alternative-to-Suspension Program; Emergency Youth Shelter; Parent/Family Counseling; Clinical Case Management; Substance Abuse Treatment/Education; Psychological/Intensive Services; Community Service & Restitution; and Teen Court.

### ***Objective***

- To develop community-based alternatives to youth detention centers;
- To provide community-based delinquency and substance abuse prevention strategies and programs; and
- To provide non-institutional dispositional alternatives that will protect the community and the juveniles.

### ***Budget Highlights***

- The Personnel Services increase reflects the addition of the Community Services Director Position from the County Manager's Office, merit increases, and the 2007-08 approved COLA.
- Two hybrid cars are being requested to assist the social workers assigned to the Chapel Hill office (\$43,600).
- Additional funds are requested in the contract line item to expand the automation of Social Services client files. There is also a request for additional IT equipment to implement the electronic file contract (\$25,340).
- The Capital Outlay estimate for FY 2008-09 reflects an \$800,000 carry-forward for Building Improvements for the Whitted Building.
- The increase in estimated and recommended Operations for the Orange/Chatham Justice Partnership includes an additional \$18,815 for contracted services provided by Freedom House.
- The majority of the funding for CJPP and JCPC programs is from the NC Department of Correction (\$169,973) and NC Department of Juvenile Justice & Delinquency Prevention (\$283,951).

## Social Services - Child/Family Services

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Social Services - Child/Family Services (General Fund)</b>						<b>Account: 4002</b>
Personnel Services	\$3,482,075	\$3,696,172	\$3,816,358	\$3,864,754	\$3,984,018	\$4,021,392
Operations	\$597,761	\$663,403	\$817,366	\$885,942	\$805,185	\$805,185
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$4,079,836</b>	<b>\$4,359,576</b>	<b>\$4,633,724</b>	<b>\$4,750,696</b>	<b>\$4,789,203</b>	<b>\$4,826,577</b>
Offsetting Revenues	(\$1,962,451)	(\$2,125,883)	(\$2,165,982)	(\$2,133,255)	(\$2,241,464)	(\$2,341,464)
<b>County Costs (net)</b>	<b>\$2,117,385</b>	<b>\$2,233,693</b>	<b>\$2,467,742</b>	<b>\$2,617,441</b>	<b>\$2,547,739</b>	<b>\$2,485,113</b>

### 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.

### Social Services – Child/Family Services – Child Protective Services

#### Objective

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

#### Outcomes

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

#### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Total Children's Services inquiries	4,937	4,048	4,900	5,000	5,000
Children in households reported for suspected child abuse/neglect	1,240	1,284	1,449	1,260	1,300

## ***Social Services - Child/Family Services - continued***

Average number of Families receiving child welfare services	186	184	220	170	180
Individuals receiving parenting services	118	140	145	123	150
# children in DSS legal custody	136	145	140	140	140
# children who entered custody	59	76	70	60	65
# children freed for adoption	13	9	15	13	15
# children who achieved permanence	69	57	60	60	65
# children adopted	22	17	18	18	23

### **Social Services – Child/Family Services - Adoption**

#### **Objective**

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

#### **Outcomes**

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

#### **Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Monthly recruitment activities	4	4	6	4	4
Total # of children who are placed in adoptive homes	20	15	20	25	21
Pre-service training	5 groups/yr (150 hrs)				
# Licensed Foster Homes	73	65	80	80	80

### **Social Services – Child/Family Services – Adult Services**

#### **Objective**

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

#### **Outcomes**

- Provided Adult Protective Services (APS) intake coverage 24 hours per day year round.
- Provided Community Alternative Program (CAP) and in-home services to appropriate individuals.

## ***Social Services - Child/Family Services - continued***

- Provided information regarding placement resources and level of care needed.
- Monitored all adult care homes monthly for compliance with state standards.
- Provided guardianship services and acted as protective payee for individuals when no other resource could be identified in the community.

### ***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
APS investigations	32	29	40	52	40
% confirmed	17%	34%	40%	33%	40%
CAP clients	84	69	86	74	86
In-home services clients	30	18	36	23	23
Adults receiving heavy care services	35	32	35	44	46
Guardianship cases	22	23	22	26	26
Payee cases	20	21	20	22	28

### ***Budget Highlights***

- Personnel Services reflected the addition of a new Social Worker II (Day Care) position (\$48,974). Child Care and Development Funds (CCDF) will offset \$30,000 of this position.
- Turnover in child welfare positions has remained high. Some funds have been recommended for contract services within the administrative budget to hire temporary staff. If this trend continues, some lapsed salary money may also need to be transferred to the contract line item to assure that the agency meets legal mandates.
- Continued high demand and anticipated rate increases have necessitated an increase in Contract Services (\$28,684) for in-home aide services for elderly and disabled adults.
- The funds in the Emergency Care Contract have been reduced (\$71,000) to reflect the loss of the contract with Caring Family Network. The funds for the part time worker from mental health remain in that line item. Emergency care will now be provided through the foster care line item in the subsidy section.
- Although there is no increase in the hourly rate for legal fees, there has been an increase in demand that is reflected in that line item (\$14,000).
- Revenue increases include At-Home Specialist Funds (\$3,000), CCDF (\$28,913), Transportation (\$30,000), and Case Visits (\$14,306—new funding).

## Social Services - Economic Services

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Social Services - Economic Services (General Fund)</b>						Account: 4030
Personnel Services	\$2,858,489	\$3,169,002	\$3,539,371	\$3,256,798	\$3,770,087	\$3,804,017
Operations	\$376,027	\$406,504	\$571,841	\$586,805	\$449,934	\$449,934
Capital Outlay	\$0	\$74,175	\$0	\$137,528	\$0	\$0
<b>Total Expenditures</b>	<b>\$3,234,516</b>	<b>\$3,649,680</b>	<b>\$4,111,212</b>	<b>\$3,981,131</b>	<b>\$4,220,021</b>	<b>\$4,253,951</b>
Offsetting Revenues	(\$3,454,506)	(\$4,002,275)	(\$4,285,596)	(\$4,401,759)	(\$4,546,533)	(\$4,746,533)
<b>County Costs (net)</b>	<b>(\$219,990)</b>	<b>(\$352,594)</b>	<b>(\$174,384)</b>	<b>(\$420,628)</b>	<b>(\$326,512)</b>	<b>(\$492,582)</b>

### Major Services

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

### Work First Program

#### Objective

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

#### Outcomes

- Enabled 180 families to avoid welfare through Diversion Assistance.
- Enabled 140 recipients to obtain employment.
- Tracked families for 12 months after Work First assistance ended.
- Assisted 30 public assistance recipients in improving their skill level by accessing short-term vocational training.
- Conducted 4 two-week life management and 90 job keeping/seeking workshops.
- Provided intensive employment services to 100 recipients.
- Provided adult drivers' training to 20 Work First recipients.

#### Measures: Work First

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Families Assessed	200	170	180	170	180
Employed Families (unduplicated)	116	116	120	140	140
Training Completions	32	25	40	30	30

**Social Services - Economic Services – continued**

Work Experience Sites	49	20	60	20	25
County Participation Rate	43%	54%	65%	65%	65%
Job Readiness/Preparation Workshops	129	100	110	80	100

**Adolescent Parenting Program**

**Major Services**

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

**Objectives**

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

**Outcomes**

- 100% percent of teen mothers active in the Adolescent Parenting Program avoided a second pregnancy.
- Provided information, education and peer support by conducting 15 peer group meetings.
- Ensured that 90% of adolescent parents continue their education.
- Assured each adolescent will have a day care arrangement.
- Strengthened the involvement and participation of fathers. Fathers are encouraged to become involved with the program as a participant and/or attend monthly peer group meetings with topics ranging from budgeting/finance to dental care for themselves and their children.
- Provided intensive case management support for teen parents and their families.
- Improved life management and parenting skills for the participants.
- Services enabled teen parents to graduate from high school. Ten students are projected to graduate in June 2008.

**Measures: Adolescent Parenting Program**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Adolescent Parents	32	29	35	32	30
2 <sup>nd</sup> Pregnancy Avoidance	97%	100%	85%	100%	100%
Peer Group Meetings	16	13	15	15	17
Education Continuance	91%	90%	85%	100%	100%

## ***Social Services - Economic Services – continued***

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### ***Budget Highlights***

- The agency is participating in a three-year pilot in the Work First program. Funds were received in 2006-07 and 2007-08, and although the exact amount for 2008-09 is unknown, estimates of expenditures and revenues are included in the proposed budget. Specifically, the budget includes funds for four time-limited positions that were previously approved by the Board of County Commissioners, incentive funds, and funds for numerous temporary staff, previously approved by the County Manager.
- Personnel Services increase includes the conversion of two Social Worker II positions that work with the Adolescent Parenting Program (\$108,878). The agency is proposing to use TANF funds, currently used to contract with social workers in the two school systems, to bring the two Adolescent Parenting positions into the agency. This program has been very effective at helping teen parents finish school. Bringing the positions back to the county will allow the program to more effectively serve teens regardless of the number of teens enrolled in the program in each school system. The net impact of these changes is an increase in the personnel line item, which is offset by a decrease in the contract line item. There are no additional costs to the county; funding was transferred from the Contract Services line item that previously paid for these two positions.
- The contract line item has also been reduced to reflect that some of the TANF funds are being transferred to Public Assistance to help with emergency assistance for families with children.
- A new transfer of assets policy in Adult Medicaid will increase research and evaluation time for workers reviewing client eligibility. This could have a potential negative impact on worker caseload management and client service time.

## Social Services - Public Assistance

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Social Services - Public Assistance (General Fund)</b>						Account: 4000
Operations	\$4,946,183	\$5,193,275	\$5,109,732	\$4,928,854	\$3,544,002	\$3,544,002
<b>Total Expenditures</b>	<b>\$4,946,183</b>	<b>\$5,193,275</b>	<b>\$5,109,732</b>	<b>\$4,928,854</b>	<b>\$3,544,002</b>	<b>\$3,544,002</b>
Offsetting Revenues	(\$228,021)	(\$251,407)	(\$143,778)	(\$232,160)	(\$146,025)	(\$146,025)
<b>County Costs (net)</b>	<b>\$4,718,162</b>	<b>\$4,941,868</b>	<b>\$4,965,954</b>	<b>\$4,696,694</b>	<b>\$3,397,977</b>	<b>\$3,397,977</b>

### Major Services

- Work First Cash Assistance
- Food and Nutrition Services (Formerly Food Stamps)
- Medical Assistance
- Special Assistance for Domiciliary Patients
- Emergency Assistance

### Objective

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

### Outcomes

- Provided Work First payments to 300 families per month to help meet the basic needs of dependent children.
- Provided Food and Nutrition Services assistance to 3,230 households per month to help meet nutritional needs.
- Provided Medicaid to 6,424 eligible families and individuals per month to help meet medical expenses.
- Provided Special Assistance payments to 276 low-income disabled and elderly adults per month to help meet the costs of rest home care.
- Provided emergency assistance to 595 households per month to help alleviate financial crisis situations.
- Provided health insurance through Health Choice to 632 children per month.

### Measures (Figures represent Monthly Averages)

PROGRAM	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Work First Cases	351	269	350	300	350
Food Stamps Households	2,987	2,978	3,370	3,230	3,582
Medicaid Cases	5,785	6,019	6,475	6,424	6,770
Special Assistance Recipients	234	248	276	276	316
Emergency Assistance Services	512	576	635	595	635
Health Choice Recipients	652	561	652	632	675

## ***Public Assistance - continued***

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### ***Budget Highlights***

- Caseloads remain high for Public Assistance. There has been 5% increase in the Food and Nutrition Services caseload and a 3% increase in the Medicaid caseload since fiscal year 2006-07.
- More than 2,400 Emergency Assistance payments are made yearly from several funding sources.
- A decrease in Food and Nutrition Services available to able-bodied adults without dependants could result in an increase in emergency assistance payments. It could also negatively impact the participation rate for this program.
- Medicaid Relief has resulted in a decrease of \$1,646,336 in county match.
- Special Assistance payments for persons placed in Adult Care Homes as well as persons in the Special Assistance In-Home Program are expected to increase.

## Social Services - Subsidy

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Social Services - Subsidy (General Fund)</b>						<b>Account: 4050</b>
Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0
Operations	\$4,907,022	\$5,247,369	\$5,594,192	\$5,860,440	\$6,010,394	\$6,010,394
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$4,907,022</b>	<b>\$5,247,369</b>	<b>\$5,594,192</b>	<b>\$5,860,440</b>	<b>\$6,010,394</b>	<b>\$6,010,394</b>
Offsetting Revenues	(\$4,329,011)	(\$4,606,019)	(\$4,765,138)	(\$4,881,725)	(\$5,196,463)	(\$5,196,463)
<b>County Costs (net)</b>	<b>\$578,011</b>	<b>\$641,351</b>	<b>\$829,054</b>	<b>\$978,715</b>	<b>\$813,931</b>	<b>\$813,931</b>

### Major Services

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

### Objective

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

### Outcomes

- Provided child care subsidy for 1000 children of working families.
- Provided a safe, stimulating, learning environment for 55 children and respite for parents as part of the protection plan when children have been neglected or abused.
- Assured that 75 children have child care while low-income parents attended school to meet their goal of self-sufficiency (Primarily high school, technical, trade, or skill development programs).
- Assured that 35 foster children received child care services to supplement foster care services when the foster parent(s) work outside the home.
- Assisted families who are in crisis or who live at the shelter for the homeless to become more stable and provided a more secure environment for their children (25 children).
- Provided child care information and referral services to parents on availability, quality and subsidy for child care (1,500 information and referral contacts on child care issues were made).
- Provided supportive casework services to 575 families.
- Provided child care for 10 children who have developmental delays or other special needs.
- Provided technical assistance to 120 Child Care Providers regarding participation in the DSS Child Care Subsidy Program.
- Coordinated training for more than 1,050 child care teachers and providers
- Provided child care subsidy transportation for 60 children.
- Sought sufficient funding to assure that full-time employed parents wait no longer than four months for subsidy.

## Social Services - Subsidy - continued

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Average # of children served per month	669	642	709	735	685
# of children approved for subsidy	317	280	350	330	280
# of Eligibility Re-certifications	506	422	495	370	330
# of Case Consultations	3,235	2513	3,300	3000	2575
# of Information and Referral Contacts	1,460	1282	1,700	1400	1325
Total # of Children served in year	1,025	1141	1,075	1275	1215

### Budget Highlights

- Currently the agency has no waiting list for child care subsidy for full-time employed parents.
- There is a projected decrease of 6.5% of state and federal funds for child care subsidy for 2008-09.
- County funds in the amount of \$25,000 have been budgeted to "payback" the costs for county employees receiving subsidy.
- Little money was utilized from county sponsorship funds, mostly due to the availability of other funds to serve families. DSS proposes to continue to use these funds for matching sponsors as the waiting list begins to grow.
- There is a proposed increase in the foster care board rate which will require additional funds be directed to that line item. There will also be a change in how payments are issued. The county will be required to make the full payment for the cost of care and then request reimbursement from the state. This change is expected to cost the county an additional \$180,000 in 2008-09.
- Since the rate for adoption assistance payments is based on the foster care rate, an increase of \$50,000 is anticipated for next year.
- There has been an increased need for psychological evaluations to be conducted for parents. It is expected that this trend will continue, and the budget reflects that expectation.
- A proposed increase in adoption vendor payments will require that more funds be allocated to this line item. This change reflects the needs for specialized services needed by children being adopted.
- The IV-E waiver ended in 2007-08 and those funds are no longer available for services.
- The Miles Second Family is a private foundation that has committed funds to assist with children in foster care. In addition to services provided directly to the child, the foundations makes supplemental payments to foster parents who have agreed to work with the foundation staff. The payments are included in the foster care board payments but are reimbursed by the Foundation.

## Social Services - Veterans' Services

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Social Services - Veterans' Services (General Fund)</b>						<b>Account: 4003</b>
Personnel Services	\$58,240	\$61,364	\$59,606	\$63,631	\$62,003	\$63,505
Operations	\$617	\$577	\$1,230	\$640	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$58,858</b>	<b>\$61,941</b>	<b>\$60,836</b>	<b>\$64,271</b>	<b>\$62,003</b>	<b>\$63,505</b>
Offsetting Revenues	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)
<b>County Costs (net)</b>	<b>\$56,858</b>	<b>\$59,941</b>	<b>\$58,836</b>	<b>\$62,271</b>	<b>\$60,003</b>	<b>\$61,505</b>

### Major Services

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

### Objective

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

### Outcomes

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

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Compensation Applications	194	152	149	160	150
Education Applications	2	12	9	15	14
Burial Applications	17	20	24	28	26

### Budget Highlights

- The Veterans' Services office is now located in the Whitted Building. The costs for training and for telephones have now been incorporated into the Social Services Administration budget.

## Soil and Water

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Soil and Water (General Fund)</b>						Account: 6300
Personnel Services	\$253,154	\$272,073	\$265,093	\$280,249	\$281,595	\$287,961
Operations	\$10,550	\$12,220	\$12,334	\$11,446	\$12,334	\$12,334
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$263,704</b>	<b>\$284,293</b>	<b>\$277,427</b>	<b>\$291,695</b>	<b>\$293,929</b>	<b>\$300,295</b>
Offsetting Revenues	(\$49,000)	(\$56,490)	(\$53,000)	(\$53,000)	(\$53,000)	(\$53,000)
<b>County Costs (net)</b>	<b>\$214,704</b>	<b>\$227,803</b>	<b>\$224,427</b>	<b>\$238,695</b>	<b>\$240,929</b>	<b>\$247,295</b>

### Major Services

- Improve water quality in Orange County utilizing the North Carolina Agricultural Cost Share Program and the North Carolina Community Conservation Assistance 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 and the Cape Fear 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 (2008-2009) to the Division of Soil and Water by June 1, 2008 prioritizing and determining the needs and feasibility of Best Management Practices (BMP's) in solving existing water quality problems.

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Allocation received from NCDEHR-DSWC*	\$101,733	\$102,881	\$100,000	\$106,780	\$100,000
Funds Obligated to NCACSP Contracts**	\$101,733	\$102,881	\$100,000	\$106,780	\$100,000

\*\*Includes prior year's cancellations. \* NC DEHR-Division of Soil and Water Conservation

### Objective

- Plan, design, and install Best Management Practices (BMP's) through NCACSP contracts to improve water quality in Orange County.

### Outcomes

- Provide technical assistance to landowners; planning and designing BMP's to treat water quality problems.

## **Soil and Water - continued**

- Develop NCACSP contracts providing cost-share assistance to landowners for the installation of BMP's treating sediment and nutrient runoff problems.
- Encumber 100% of Orange County's total allocation from the NCACSP.

### **Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
No. of contracts written	35	21	32	28	30
% of total allocation encumbered	100%	100%	100%	100%	100%
Animal operations assisted with BMP's	16	17	13	21	18
Acres affected by NCACSP contracts	662	385	637	610	605

### **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**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
% of all active contracts checked	9.8	9.8	10	10	10
% of all animal waste management contracts checked	100	100	100	100	100

### **Objective**

- Plan, design, and install Best Management Practices (BMP's) through NC Community Conservation Assistance Program (CCAP) cost-share contracts to improve water quality on non-agricultural lands, private and public, in Orange County.

### **Outcomes**

- Provide technical assistance to landowners; planning and designing BMP's to treat water quality problems that occur in urban areas.
- Develop NC CCAP contracts providing cost-share assistance to landowners for the installation of BMP's treating sediment and storm water runoff problems.
- Develop NC CCAP contract providing cost-share assistance to landowners for the closure of abandoned wells working directly with and using guidelines from the Orange Co. Environmental Health Dept. and the NC Division of Water Quality.

## Soil and Water - continued

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Allocation received from DSWC	n/a	n/a	n/a	\$42,000*	\$15,000
Number of abandoned well closure contracts	n/a	n/a	n/a	25	20

\*grant funding became available in Oct.'07

### 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

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Promote natural resources conservation and assist citizens with information on resource concerns.	345	410	450	450	450
Provide educational opportunities as requested to participants involved in each educational activity throughout the year.	1,750	1,735	1,750	1,750	1,750

### Objective

- Assist land users in Implementing Federal, State and Local regulations while using applicable cost-share programs to improve water quality.

### Outcomes

- Provide land users with most current information on water quality regulations.
- Provide assistance to producers with animal waste systems to meet state permitting requirements.
- Provide individual planning covering requirements, alternatives, costs and feasibility to land users.
- Revise plans with landowners as regulations and land user priorities change.

## ***Soil and Water - continued***

- Promote total resource management systems that include not only erosion reduction on farmland, but wildlife enhancement, water quality improvement and reforestation through available cost share programs.
- Conduct annual status reviews on active compliance plans.
- Provide assistance to land users to enroll agriculture acres into the Conservation Reserve Program to enhance wildlife buffers. CP-33 is the bobwhite quail initiative included under the Conservation Reserve Program.

### ***Measures***

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Develop Environmental Quality Incentive Program (EQIP) contracts (no.)	15	15	20	10	15
Contact active farmers & landowners to review and update compliance plans (no.)	90	75	100	100	100
Conduct status reviews on compliance plans (%)	5%	5%	5%	5%	5%
Allocate EQIP Funding for installation of conservation practices	\$120,000	\$150,000	\$150,000	\$130,000	\$160,000
Apply for Federal Farmland Protection Program funding for easements	\$500,000	\$250,000	\$100,000	0	\$100,000
Develop Resource Management plans on farmland (acreage amt)	300	350	400	400	400
Enroll farmland (acreage amt.) in CP-33	125	200	100	50	30

### ***Process Highlights:***

- Continue to maintain a high level of customer service through agriculture planning, implementation, construction, and review of best management practices (BMP) that will improve soil and water quality in Orange Co. watersheds.
- Increase awareness to citizens about the importance of conservation and preservation of natural resources through educational programs and workshops for students and adults. Continue to inform landowners of voluntary agriculture and non-agricultural programs that are available to citizens of Orange Co.
- Continue to assist the ERCD office with review of conservation plans and securing federal funding for the Orange county Farm Preservation/Purchasing development rights on agricultural lands.
- Increase awareness of new program, NC Community Conservation Assistance Program that provides education, technical and financial assistance to non-agricultural landowners, public and private, to protect natural resources.

### ***Budget Highlights***

- Personnel Services reflects the general increase in salary and benefits.

**Solid Waste Department**  
*Summary*

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>By Program (Enterprise Fund)</b>						
Administration	989,301	1,015,953	1,460,132	1,427,571	1,951,680	1,964,921
Landfill Operations	2,608,863	2,073,660	3,345,681	3,882,367	3,768,727	3,722,246
Recycling Operations	3,972,084	3,469,415	3,149,192	3,120,738	3,713,973	3,735,890
Sanitation Operations	0	1,517	2,215,894	2,128,384	2,522,868	0
Equipment Reserve Allocation*	0	0	1,030,874	1,030,874	1,153,787	1,073,406
<b>Total Expenditures and Allocations</b>	<b><u>7,570,248</u></b>	<b><u>6,560,545</u></b>	<b><u>11,201,773</u></b>	<b><u>11,589,934</u></b>	<b><u>13,111,035</u></b>	<b><u>10,496,463</u></b>
<i>Offsetting Revenue</i>	<i>(7,671,331)</i>	<i>(8,204,865)</i>	<i>(11,201,773)</i>	<i>(11,589,934)</i>	<i>(13,121,035)</i>	<i>(10,496,463)</i>
<b>Net County Cost</b>	<b><u>(\$101,084)</u></b>	<b><u>(\$1,644,320)</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>(\$10,000)</u></b>	<b><u>\$0</u></b>
<b>Sanitation (General Fund)</b>						
<b>Total Expenditures</b>	<b><u>\$1,734,652</u></b>	<b><u>\$1,747,928</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$2,522,868</u></b>
<i>Offsetting Revenue</i>	<i>(\$56,440)</i>	<i>(\$35,678)</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>(\$50,296)</i>
<b>Net County Cost</b>	<b><u>\$1,678,212</u></b>	<b><u>\$1,712,250</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$2,472,572</u></b>

Note: FY 2007-08 includes the transition of Sanitation Operations from the Public Works Department to the Solid Waste Enterprise Fund. Sanitation Operations' finances will transition back to the General Fund effective July 1, 2008.

\* These funds are earmarked for specific purchases of equipment and vehicles, as well as costs of construction projects to be expensed in FY 2007-08 and future years to continue necessary solid waste, recycling and reduction programs.

## Solid Waste - Administration

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Solid Waste (Enterprise Fund)</b>						<b>Account: 3500</b>
Personnel Services	\$435,822	\$453,908	\$464,733	\$490,409	\$502,647	\$515,888
Operations	\$539,169	\$560,971	\$824,949	\$877,211	\$1,025,013	\$1,025,013
Capital Outlay	\$14,309	\$1,074	\$170,450	\$59,951	\$424,020	\$424,020
Equipment Reserves	\$15,592	\$7,682	\$7,816	\$7,816	\$7,683	\$7,683
<b>Total Expenditures</b>	<b>\$1,004,893</b>	<b>\$1,023,635</b>	<b>\$1,467,948</b>	<b>\$1,435,387</b>	<b>\$1,959,363</b>	<b>\$1,972,604</b>
Offsetting Revenues	(\$1,004,893)	(\$1,023,635)	(\$1,467,948)	(\$1,435,387)	(\$1,959,363)	(\$1,972,604)
<b>County Costs (net)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Major Services

- Budget administration/monitoring of all Solid Waste Department divisions
- Administration of accounts payable for all divisions.
- Operation of billings and accounts receivable operations
- Staff Support of County Manager and Board of County Commissioners.
- Staffing for Solid Waste Advisory Board and Solid Waste Plan Work Group including arranging meetings, preparing minutes, and agendas.
- Monthly/annual (and additional special or periodic reports) of solid waste and recycling tonnage and revenues, including DENR required reporting.
- Administration and development of the Orange County Solid Waste Management Plan
- Human Resources and payroll functions for the entire department
- Ensure compliance with all laws and regulatory provisions for the safe/efficient operation of the mixed solid waste and C&D landfills.
- Solid waste public outreach and education for landfill, recycling, waste reduction and other solid waste services. Provide general publicity regarding the programs and services for the public, businesses, media, builders and contractors, government entities, educators and at special events.
- Solid waste planning including development of financial models, ordinances and policies to improve and sustain solid waste management.
- Provide recycling and compost collection and consulting services at large public and quasi-public special events

### 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 statements on a timely basis and record payment received on a timely basis.
- Provide an effective county-wide solid waste education program.

## **Solid Waste - Administration - continued**

- 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 semi-annual newsletter, rural curbside recycling route calendar cards, rural reminder cards for low performing routes, and ongoing program advertising and presentations. Update all brochures annually and create new brochures as needed. Maintain department website. Increase outreach to non-English speaking populations in the County. Help city and county government improve their internal recycling programs. Provide technical assistance in solid waste management at public schools and other non-residential entities in the County when requested. Staff all major local festivals and similar events with solid waste information table, consultation and recycling services.
- Conduct annual compost bin sale.
- Provide at least 100 outreach presentations and landfill tours.
- Place at least 800 print and radio advertisements.
- Produce at least 65 newspaper articles And radio programs
- Conduct door-to-door outreach at underperforming apartment complexes as requested by recycling operations division.
- Produce at least two series of radio Advertisements.
- Assist Solid Waste Management Planning Work Group in obtaining public input to planning process.
- Assist all public and quasi-public event productions in maximizing their waste reduction through technical assistance, planning guidance and on-site assistance.

### **Measures**

<b>Outreach and Education</b>	2005-06 Actual	2006-07 Budget	2006-07 Actual	2007-08 Estimated	2008-09 Projected
Number of ads placed radio and print ads	860*	800	765	800	800
Number of presentations, special events and tours	98	N/A*	95	100	100
Number of Apartment Complexes Surveyed	10	10	5	4	5
Number of news articles and radio broadcasts	55	55	64 ****	65	65****

\*Includes 300 classified ads.

\*\* Not a budget item.

\*\*\*Requests by recycling operations division were minimal for this service.

\*\*\*\*Includes once monthly on WCOM.

## ***Solid Waste - Administration - continued***

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### ***Budget Highlights***

- Debt finance payments included for new Solid Waste Operations Center. Total debt financing for Administration is \$175,280.
- Operations request reflects increased advertising rates and ads for the new curbside cardboard service and ads for a new service of accepting rigid plastics at drop-off sites (\$23,229); increased Departmental Supplies for compost bins for resale to the public and to refresh decal design at MFU sites (\$18,265); and increased Indirect charges and personnel costs for two positions not located in the Solid Waste Department (\$36,228).
- Requested increase to produce the Solid Waste Management Plan Financial Analysis Final Report (\$63,700).
- Budget Capital Outlay request includes A/V equipment, phone system, and furnishings for new Solid Waste Operations Center (\$229,020). Also includes Land Improvements necessary to remediate the soil for the new center (\$195,000).

## Solid Waste - Landfill Operations

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Solid Waste (Enterprise Fund)</b>						<b>Account: 3510</b>
Personnel Services	\$1,175,401	\$1,139,037	\$1,231,780	\$1,247,800	\$1,406,939	\$1,390,302
Operations	\$1,269,799	\$891,469	\$1,807,901	\$2,281,078	\$2,103,188	\$2,100,619
Capital Outlay	\$163,663	\$43,153	\$306,000	\$353,489	\$258,600	\$231,325
Equipment Reserve	\$834,819	\$923,646	\$672,546	\$672,546	\$734,831	\$734,831
<b>Total Expenditures</b>	<b>\$3,443,682</b>	<b>\$2,997,306</b>	<b>\$4,018,227</b>	<b>\$4,554,913</b>	<b>\$4,503,558</b>	<b>\$4,457,077</b>
<i>Offsetting Revenues</i>	<i>(\$3,443,682)</i>	<i>(\$2,997,306)</i>	<i>(\$4,018,227)</i>	<i>(\$4,554,913)</i>	<i>(\$4,503,558)</i>	<i>(\$4,457,077)</i>
<b>County Costs (net)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Major Services

- Maintain and operate Orange County Landfill, consisting of a lined Mixed Solid Waste (MSW) cell, Construction & Demolition (C&D) landfill, Construction and Demolition Ordinance site which includes vegetative waste, tire site, clean metal and white goods site, organic bunkers facility, and cardboard compactor area.
- Enforcement of Orange County Solid Waste ordinances.
- Operate within the State's regulations with regard to banned materials in the current landfill.
- Maintain all equipment to a high level of serviceability.
- Maintain the area around the landfill and along the adjacent roads, including pick up of litter bi-weekly and mowing the grass areas.
- Provide all environmental monitoring activities as required by the State including gas and water well testing.
- Enforce the Regulated Recyclable Material Ordinance (RRMO). Issue permits and Licenses. Develop infrastructure to provide recycling capacity for regulated/banned materials.
- Education of construction and demolition generators and haulers regarding waste reduction, recycling and deconstruction.
- Maintain emergency response capabilities.
- Operate White Goods and Scrap Tire recycling functions.
- Work with all county entities to ensure that all construction permits issued within the county adhere to the recycling requirements pertaining to the RRMO.

### Objectives

- To provide a high quality, cost-effective and efficient service to our customers, and to comply with all State and Local regulations.
- To provide enforcement and material management relative to the RRMO
- Assist the Towns and County with the Solid Waste Management Plan Development Review process to ensure that adequate recycling infrastructure within all County developmental projects is consistent with waste reduction goals

## Solid Waste - Landfill Operations - continued

### 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.
- Issue Regulated Recyclable Material

### Measures

Program Collections (tons)	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
MSW	56,800	57,750	57,850	54,809	62000
C&D	15,705	17,100	17,100	22,270	13350
Yard Waste	8,600	8,700	8150	8000	8000
White Goods	750	800	800	800	800
Tires	1,074	1,100	1,100	1,200	1,200
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	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Solid Waste Mgmt Plan/Development Review	115	130	130	130	130
Pre-construction meetings	175	175	180	175	180
Licenses	150	278	250	275	250
Certifications	2	2	2	2	2
Permits	1724	1600	1750	1600	2170
Appeals	0	0	5	5	5
Revocations	0	0	5	5	5
Citations	30	2	10	10	10
Stop Haul Orders	2	1	5	1	40
Verification Tags	369	163	300	720	800

- 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. It is anticipated that on July 1, 2008, Chapel Hill will start submitting for review and collecting for permits generated within the Town of Chapel Hill.

## ***Solid Waste - Landfill Operations - continued***

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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***

- This budget includes \$489,764 as debt service payments for financed equipment.
- Personnel Services reflects the conversion of a Heavy Equipment Mechanic I to permanent status. A Recycling Specialist position was also requested, but not included in the Commissioner Approved Budget.
- Additional expenses under Temporary Personnel are related to additional personnel requirements to ensure proper separation of materials as now required by the state, additional litter control in and around the Landfill, and grounds maintenance relating to the Solid Waste Operations Center coming on line.
- The budget also includes an Intern from the University of North Carolina in the field of waste management, which will work under the Enforcement Supervisor in the field of waste reduction relevant to the Regulated Recyclable Materials Ordinance with commercial customers.
- This budget incorporates a \$2 dollar tip fee increase for both the Mixed Solid Waste (MSW) and Construction and Demolition (C&D) fees. This change is mandated by the state, which will in turn be paid to the state over a 12-month period as a result of legislation passed in 2007. The following are the mandated fees for 2008-09:

<b>Fee Type</b>	<b>Current Rate</b>	<b>Approved Rate</b>
MSW	\$47/ton	\$49/ton
C&D	\$41/ton	\$43/ton

- The increases in some of the operations are for additional supplies and maintenance requirements due to the annual expansion of waste placement. Fuel has been adjusted to reflect an increase for anticipated fuel prices provided by the town of Chapel Hill.
- The recommended Operations budget includes an additional \$34,000 increase for Alternate Daily Cover use due to price increase of new contract, for disposal of tires (\$17,000), and installation of a security system for the landfill (\$10,000).
- This budget includes an additional \$7,750 fee payable to the State of North Carolina for state oversight of Orange County's currently operating (2) and closed landfills (2).
- The replacement of one piece of heavy equipment for \$166,561 is under the Capital line item. One additional new vehicle is also listed that relates to one new position and the scheduled replacement of one additional vehicle and the replacement of a tractor is included.

## Solid Waste - Recycling Operations

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Solid Waste (Enterprise Fund)</b>						<b>Account: 3520</b>
Personnel Services	\$722,231	\$783,035	\$832,336	\$811,815	\$863,632	\$885,549
Operations	\$3,122,787	\$2,455,425	\$2,055,840	\$2,109,279	\$2,194,528	\$2,194,528
Capital Outlay	\$127,066	\$230,955	\$261,016	\$199,644	\$655,813	\$655,813
Equipment Reserves	\$389,655	\$360,404	\$350,512	\$350,512	\$330,892	\$330,892
<b>Total Expenditures</b>	<b>\$4,361,739</b>	<b>\$3,829,819</b>	<b>\$3,499,704</b>	<b>\$3,471,250</b>	<b>\$4,044,865</b>	<b>\$4,066,782</b>
Offsetting Revenues	(\$4,361,739)	(\$3,829,819)	(\$3,499,704)	(\$3,471,250)	(\$4,044,865)	(\$4,066,782)
<b>County Costs (net)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Major Services

- Urban Curbside recycling: provide weekly contracted curbside collection to an average of 18,300 households and eligible businesses in Carrboro, Chapel Hill and Hillsborough.
- Rural Curbside recycling: provide, through County performed operations, biweekly curbside recycling collection to an average of 12,250 households in unincorporated area of County.
- Multifamily recycling: perform collection service and associated maintenance to a minimum of 235 multifamily recycling sites throughout Orange County.
- Oil, Oil Filters, and Antifreeze Recycling: manage collection and recycling of Oil, Oil Filters, and Antifreeze from County Solid Waste Convenience Centers and public works facilities in Orange County.
- Battery Recycling: manage collection and recycling of lead-acid and dry cell batteries from Solid Waste Convenience Centers and various other drop-off locations throughout Orange County.
- Hazardous Household Waste collection program: provide full-time year-round collection of paints, pesticides, automotive products, batteries, and other household chemicals at the Orange County Landfill.
- Commercial Hazardous Waste Program: provide support and assistance to Conditionally Exempt Small Quantity Generators of commercial hazardous waste, including free hazardous waste management. Waste accepted from businesses with large quantities only by appointment.
- Electronics Recycling: manage collection, processing, and marketing of residential and non-residential electronics materials received by the Orange County Electronics Recycling Program.
- Drop-off site recycling at staffed Orange County Solid Waste Convenience Centers: operate collection and marketing of recyclable items from Orange County Solid Waste Convenience Centers, including collection and marketing of traditional recyclables, motor oil, oil filters, antifreeze, dry-cell batteries, lead acid batteries, and electronics. Four of the convenience centers have salvage sheds for swapping unwanted re-usable goods.
- Drop-off site recycling at six unstaffed (24 hour a day) recycling sites: operate collection, service, maintenance, and clean up of unstaffed recycling drop-off sites located

## ***Solid Waste - Recycling Operations - continued***

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throughout Orange County accepting newspaper, magazines, cardboard, mixed paper, brown, clear and green glass, plastic bottles and metal cans.

- Government Building Recycling Program: operate recycling collection services and program maintenance for local government buildings throughout Orange County.
- Commercial Recycling Program: Operate collection services and program maintenance for more than 100 commercial recycling program participants, primarily bars and restaurants located throughout Orange County, accepting glass, metals, plastics and paper.
- Organic Recycling Program: Oversee contractor-operated organic materials collection and composting program providing collection and composting of pre and post consumer food waste and organic compostables to 25 participating food service and grocery store locations, and providing collection and composting of lab-animal bedding to 13 laboratories at UNC-CH.
- Process and market materials from all County-operated recycling programs to ensure quality, minimize residue, and seek the best possible revenue for materials.
- *Administration of Waste Reduction, Reuse, and Recycling Fee (WRRRF).*

### **Objective**

- The Orange County Department of Solid Waste Management's Recycling Division, also known as Orange Community Recycling, uses a combination of in-house staff and contractors to divert recyclable and toxic materials from Orange County Landfill. The recycling program's goals are to provide high-quality, efficient recycling services to the citizens, businesses and institutions of Orange County, and to maximize diversion of recyclable material from the landfill. Additionally, the program strives to provide safe, convenient, and cost effective options to reduce the toxicity of the waste being buried in the Orange County Landfill, to facilitate the removal of hazardous waste from the environment at large, and specifically to protect local ground water and waterways.
- Contractors handle urban curbside, organics, oil, oil filter, and antifreeze collections and household hazardous wastes.
- Departmental staff handles drop-off site recycling, multifamily recycling, government building recycling, battery recycling, electronics recycling, commercial recycling, and rural recycling curbside recycling collection.

### **Outcomes**

- Urban Curbside Recycling Program: Provide recycling services to all eligible new homes anticipated in this sector next year, including those formerly unincorporated households that have been annexed. Expand accepted materials to include corrugated cardboard.
- Rural Curbside Recycling Program: Work to increase program participation in currently serviced areas. Expand rural curbside services to 1,000 new homes over the course of the year; including the provision of service to new infill homes within the currently serviced areas. Expand accepted materials to include corrugated cardboard.
- Multifamily Recycling Program: Build upon successful transition to dual-stream service and continue to promote the collection of commingled containers and all fiber except corrugated cardboard. Continue efforts to reach apartment complexes in Hillsborough, expand multifamily recycling to eligible units as identified. Add new multifamily sites as properties are developed.

## ***Solid Waste - Recycling Operations - continued***

- Drop-off Recycling Program: Convert drop-off container recycling from source-separated to commingled containers. Maintain high level of service at all drop-off sites, maximizing collection efficiency and preventing overflow; strive to keep sites clean and contamination low, and work to reduce theft of recyclable materials through commingling of containers and posting of receptacles. Continue to minimize impact of illegal dumping by conducting site visits and weekly site clean-ups.
- Hazardous Waste Program: Continue to provide hazardous waste services to Orange County households and to eligible Conditionally Exempt Small Quantity Generators (CESQGs); build upon success of full-time program and continue to encourage of free commercial hazardous waste services to those eligible. Pilot program to accept pharmaceuticals / medications.
- Commercial Recycling Program: Transition commercial recycling service from source separated to commingled containers. Add paper recycling at all commercial sites interested in this service. Strive to offer services to all ABC-on site permit holders in Orange County, expanding service to as many bars and restaurants as program can accommodate. Seek opportunities to expand commercial recycling services to new types of customers besides bars and restaurants as capabilities allow. Work to keep quality of marketable product high. Offer corrugated cardboard recycling collection services to businesses as able, expanding service to up to 10 businesses net year.
- Electronic Recycling – Continue to seek significant increase in diversion and seek opportunities for continued program efficiency gains; offer free electronics recycling services to all Orange County based businesses, governments, and non-profit agencies. Respond to the change to digital broad cast television by capturing and managing all end-of-life televisions, and through proposed CRT disposal ban at Orange County Landfill.
- Government Office Building Recycling Program: Continue every other week collection from governmental office buildings throughout Orange County. Add service to additional buildings as need arises and as unserved properties are identified. Expand service to new local government facilities as acquired and constructed.
- Organic Recycling Program: maintain existing collection of animal bedding and expand organics collection service to new sites that generate a minimum of 2 tons of compostable material per month as able with the objective of increasing amount of material diverted annually. Move food-waste program towards utilization of compostable liners to increase collection efficiency and to decrease water consumption.

### **Measures (all values given in Tons)**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
Curbside Recycling:					
• Urban	3,810	4,123	4,400	4,635	4,867
• Rural	1,213	1,433	1,650	2,042	2,250
Multifamily Recycling	1,033	1,081	1,300	1,216	1,275
Toxicity Reduction Programs:					
- Oil	104.7	95.6	100	88	90
- Oil filters	7.8	10.3	9.5	10.0	10.5

## Solid Waste - Recycling Operations - continued

- Lead-Acid Batteries	54.9	41	45	34	40
- Dry-Cell Batteries	9.9	9.7	14.5	11.2	14
- Antifreeze	3.8	15.7	8.0	8.0	8.0
- Propane Tanks	3.2	3.9	4.0	4.0	4.0
- Hazardous Waste (HHW + CESQG)	119.9	116.4	130	124	131
- Electronics Recycling	290	346	363	380	418
Government Office Recycling	86	85	95	94	96
Commercial Recycling	604	638	665	704	775
Drop-Off (recyclable containers)	1,039	898	850	993	1,043
Drop-Off (recyclable paper):					
- Corrugated Cardboard (OCC)	1,492	1,526	1,500	1,589	1,400
- Newspaper #8	1,813	1,709	2,200	1,636	1,700
- Magazines	0	0	0	0	0
- Mixed Paper	1,188	1,076	1,100	1,114	1,200
Food Waste / Animal Bedding	2,350	2,285	2,450	2,330	2,550
<b>Total</b>	<b>15,222</b>	<b>15,493</b>	<b>16,884</b>	<b>17,012</b>	<b>17,872</b>

### Types of Measures: Workload Measures

- Urban residential curbside recycling: Expand service to include collection of corrugated cardboard. Program will serve 660 new in-filled homes in FY 2008-09. Provide bins and weekly collection; respond to all complaint calls by 5pm of working day following receipt of call.
- Rural residential curbside recycling: Expand service to include collection of corrugated cardboard. Serve 1,000 new homes biweekly (combination of expansion and in-fill). Respond to all complaint calls by 5pm of working day following receipt of call.
- Multifamily recycling: Improve program performance by seeking to minimize contamination, continuing to promote acceptance of mixed paper, and by adding service to unserved complexes. Add service to new apartment complexes as they are occupied, expand program to additional sites in Hillsborough as possible.
- Drop-off site recycling: Provide six unstaffed sites and all staffed Orange County Convenience Centers with regular collection of source separated newspapers, magazines, corrugated cardboard, and mixed paper. Transition drop-off containers from source separated collection of glass, metal cans, and #1 through #7 plastic bottles to acceptance of commingled containers. Seek to add collection of source-separated rigid plastics. Additionally collect motor oil, oil filters, antifreeze, lead-acid batteries, and dry-cell batteries from staffed sites at intervals to prevent spills or overflows. Maintain salvage sheds in working order at four solid waste convenience center locations.
- Dry-Cell Battery Recycling Program: Expand collection service to new locations by partnering with additional businesses to act as drop-off points.
- Hazardous Waste Program: Continue full-time program servicing households and eligible businesses, increase the amount of commercial hazardous materials collected and diverted by promoting commercial hazardous waste services.

## ***Solid Waste - Recycling Operations - continued***

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- Electronics Recycling Program: Respond to change to digital television by accepting all end-of-life televisions generated as a result of signal change. Continue to manage all electronics materials generated at County collection points, and more closely develop partnership with PTA Thrift Shop by implementing collection at Carrboro store.
- Commercial Recycling Program: Transition program from source separated to dual stream. Increase tonnage managed and number of sites serviced by building on opportunity created by ABC Legislation. Seek to expand service to traditionally unserved businesses such as retail and offices. Add corrugated cardboard service to at least 10.0 locations.
- Government Office Building Recycling program: Maintain service levels and expand program to include additional governmental buildings including those newly constructed.
- Organic Food Waste / Animal Bedding Program: Maintain number of Animal Bedding sites. Increase the number of food waste sites served, increase program efficiency, and reduce program water utilization by implementing use of compostable liners.

### ***Budget Highlights***

- Debt finance payments included for new Solid Waste Operations Center. Total debt financing for Recycling is (\$247,998).
- Operations increases includes needed supplies for new Road Tractor, fuel cost increase, and increased fuel consumption for collection routes expansion, an increase of \$88,686 over FY 2007-08.
- Expand Curbside Recycling Programs to include collection of corrugated cardboard (+\$67,855).
- End collection and processing of source-separated containers from drop-off and commercial recycling programs and reconfigure processing operations to manage efficient transportation of commingled containers to market.
- Expand drop-off recycling to collect source-separated rigid plastic grade materials and make adjustments to processing abilities to accommodate this addition.
- Plan for and design new Highway 57 Solid Waste Convenience Center.
- Contribution of Solid Waste Planning efforts by Work Group and consultant.
- Add Rubber Tire Loader and Walking Floor Trailer to manage commingled containers. Lease Road-Tractor to haul commingled containers to market.
- Replace Front Loading and Hook-Lift Recycling Trucks, and E-85 burning minivan to Recycling fleet (\$370,790).

## Solid Waste - Sanitation Operations (Enterprise Fund)

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Solid Waste (Enterprise Fund)</b>						<b>Account: 3530</b>
Personnel Services	\$0	\$837	\$885,466	\$888,602	\$919,563	\$0
Operations	\$0	\$680	\$1,323,278	\$1,229,351	\$1,535,770	\$0
Capital Outlay	\$0	\$0	\$7,150	\$10,431	\$67,535	\$0
Equipment Reserves	\$0	\$0	\$0	\$0	\$80,381	\$0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$1,517</b>	<b>\$2,215,894</b>	<b>\$2,128,384</b>	<b>\$2,603,249</b>	<b>\$0</b>
Offsetting Revenues	\$0	\$0	(\$2,215,894)	(\$2,128,384)	(\$2,603,249)	\$0
<b>County Costs (net)</b>	<b>\$0</b>	<b>\$1,517</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Note: FY 2007-08 includes the transition of Sanitation Operations from the Public Works Department to the Solid Waste Enterprise Fund.

## Solid Waste - Sanitation Operations (General Fund)

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Solid Waste - Sanitation (General Fund)</b>						<b>Account: 3410</b>
Personnel Services	\$769,616	\$836,727	\$0	\$0	\$0	\$919,563
Operations	\$961,219	\$910,901	\$0	\$0	\$0	\$1,535,770
Capital Outlay	\$3,817	\$300	\$0	\$0	\$0	\$67,535
<b>Total Expenditures</b>	<b>\$1,734,652</b>	<b>\$1,747,928</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,522,868</b>
Offsetting Revenues	(\$56,440)	(\$35,678)	\$0	\$0	\$0	(\$50,296)
<b>County Costs (net)</b>	<b>\$1,678,212</b>	<b>\$1,712,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,472,572</b>

Note: Sanitation Operations' finances will transition back to the General Fund effective July 1, 2008. Management of the division's funds and operations will remain under the leadership of the Solid Waste Director.

### Major Services

- Operate and maintain five staffed solid waste convenience centers to serve Orange County residents, including roadside cleanups within a half-mile in either direction of sites.
- Provide collection services for solid waste convenience centers, Orange County government buildings and Orange County schools. Front-end loaders collect dumpster container waste. One roll-off truck collects the majority of bulk waste from four centers. Dump trucks, a skid-steer loader and manual labor are used to collect bulk waste at one center and collect overflow materials at all centers. All bulk waste must be separated into mandated waste types, i.e. mattresses, white goods, clean metal, clean wood, tires and construction and demolition for acceptance by the landfill.
- Provide routine litter collection along roadways in the vicinities of the centers.
- Administer Sanitation Division, including daily collection operations, data collection and analysis, report presentation and development.
- Administer and develop public information education efforts.
- Enforce Orange County Solid Waste Ordinance, including investigation and/or cleanup of illegal dumping and accumulated trash as required.
- Provide policy, planning and technical assistance to Orange County elected officials.

## Solid Waste - Sanitation - continued

### Objective

- Provide high quality, cost-effective solid waste management services to our customers - Orange County residents, government offices and schools. Provide solid waste and recycling services to residents through five staffed solid waste convenience centers.

### Measures

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
<b>Waste type (all units are tons)</b>					
• Household waste (MSW)*	9,322	9,135	9,525	9,533	11,835
• C & D waste	2,222	2,417	2,496	2,006	0
• Electronics	103	96	112	21	0
• Yard waste	360	395	435	300	335
• White goods (appliances)	372	310	378	300	300
• Tires	73	72	121	70	75
• Metal, clean	643	609	640	537	550
• Wood, Clean	184	213	242	194	200
• Orange County Schools (MSW)	724	762	775	765	765
• Orange County Government Buildings (MSW)	525	563	600	578	600
Resident Permit Tons	3,401	3,008	3,600	2,000	2,700
Total Tons	17,328		18,924		18,924
Sanitation vehicle loads to landfill	9,322	2,630	2,189	1,877	1,800
Sanitation roll-off loads to landfill	0	1,779	1,658	2,062	2,100
Total Sanitation Loads	3742	5,163	5,543	3,939	3,900
Roll-off loads, contracted	460	0	0	0	0
<b>Orange County Permits</b>					
Resident loads to landfill (# of trips)	6,109	5,411	5,986	3,500	3,500
<b>Orange County Landfill Tip Fee</b>					
MSW (per ton)	\$46	\$46	\$47	\$47	\$49
C & D (per ton)	\$41	\$41	\$41	\$41	\$43
Vegetative (per ton)	\$15	\$15	\$15	\$15	\$15
Wood, clean (per ton)	\$15	\$15	\$15	\$15	\$15

\*Effective April 1, 2008, C & D deposited at the SWCCs was re-classified to MSW.

## ***Solid Waste - Sanitation - continued***

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### ***Budget Highlights***

- Sanitation Operations' finances will transition back to the General Fund effective July 1, 2008. Management of the division's funds and operations will remain under the leadership of the Solid Waste Director.
- This budget includes \$78,065 as debt service payments for financed equipment.
- In September 2007, the lunchtime closure of the Solid Waste Convenience Center was eliminated, increasing hours by 4 hours weekly.
- The delivery of a second hook-lift truck is projected for May 2008. This will improve collection efficiency and decrease escalated wear to the Division's sole hook truck.
- A replacement front-end has been acquisitioned with delivery projected for fall 2008. During FY 2007-08, the Division has faced significant downtime due to aging.
- A skid steer loader was located at the Eubanks and the Walnut Grove Centers to assist with the elimination of heavy bulky materials on the ground.
- Effective April 1, 2008, construction and demolition deposited into containers at the Centers were re-classified to be disposed of in a lined landfill (MSW). This reclassification will result in increased tip fees expended in FY 2008-09. These tip fees, and addition of the three new government buildings in FY 2008-09, will increase Landfill Fees by \$29,858.
- Increases in fuel and an aging fleet resulted in a \$15,672 increase in Vehicle Supplies.

## Tax Assessor

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Tax Assessor (General Fund)</b>						<b>Account: 3200</b>
Personnel Services	\$1,158,945	\$1,191,619	\$1,196,905	\$1,211,008	\$1,112,192	\$1,097,201
Operations	\$106,740	\$141,658	\$161,139	\$164,537	\$164,842	\$159,842
Capital Outlay	\$10,780	\$3,513	\$1,200	\$1,636	\$17,300	\$14,500
<b>Total Expenditures</b>	<b>\$1,276,465</b>	<b>\$1,336,789</b>	<b>\$1,359,244</b>	<b>\$1,377,181</b>	<b>\$1,294,334</b>	<b>\$1,271,543</b>
Offsetting Revenues	(\$10,510)	(\$9,056)	(\$7,500)	(\$5,470)	(\$4,200)	(\$4,200)
<b>County Costs (net)</b>	<b>\$1,265,955</b>	<b>\$1,327,733</b>	<b>\$1,351,744</b>	<b>\$1,371,711</b>	<b>\$1,290,134</b>	<b>\$1,267,343</b>
<b>Other Related programs (Revaluation Fund)</b>						
Personnel Services	\$65,612	\$70,576	\$79,279	\$70,706	\$82,537	\$84,559
Operations	\$10,825	\$28,070	\$57,670	\$32,328	\$98,690	\$98,690
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$76,437</b>	<b>\$98,646</b>	<b>\$136,949</b>	<b>\$103,034</b>	<b>\$181,227</b>	<b>\$183,249</b>
Offsetting Revenues	(\$3,043)	(\$2,509)	(\$12,949)	(\$13,949)	(\$45,227)	(\$47,249)
<b>County Costs (net)</b>	<b>\$73,394</b>	<b>\$96,136</b>	<b>\$124,000</b>	<b>\$89,085</b>	<b>\$136,000</b>	<b>\$136,000</b>
<b>Total Tax Assessor and Related Expenditures</b>	<b>\$1,352,902</b>	<b>\$1,435,435</b>	<b>\$1,496,193</b>	<b>\$1,480,215</b>	<b>\$1,475,561</b>	<b>\$1,454,792</b>

### Major Services

- List, assess, and bill all taxable property in the County for the purpose of ad valorem taxation.
- Discover taxable property that has not been properly recorded by the owner for tax purposes.
- Administer the tax exemption programs, including tax programs for eligible elderly and disabled individuals and exemption of eligible non-profit organizations.
- Administer the Land Use Program for horticulture, agriculture, and forestry management.
- Conduct and support the County's in-house revaluation of all real property within its jurisdiction, with new values assigned every four years.
- Support the Board of Equalization and Review that meets annually to hear formal appeals.

### Objective

- List, assess, and bill all taxable property in the County for the purpose of ad valorem taxation. Discover taxable property that has not been properly recorded by the owner for tax purposes.

### Outcomes

- Print and mail 56,000 – 58,000 tax bills with a greater than 99% successful delivery rate. By outsourcing this activity the Department is able to include information such as how tax dollars are spent and the benefits. Early mailing and added information enhances early collection rates and citizen awareness of County programs.
- Continue mailing listing forms to all property owners explaining the necessity of listing taxable personal property, new construction, partial construction, renovations and up fit. This program has resulted in a significant increase in personal property listed as well as new construction listed. The Assessor's Office has documented significant increases in personal property listings and new construction that otherwise would have been lost.

## ***Tax Assessor - continued***

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- Notify all appellants of informal decision within 120 days of receipt of appeal. This time frame will allow for timely decisions and the opportunity to be heard by the Board of Equalization and Review.

### ***Objective***

- Administer the tax exemption programs, including tax programs for eligible elderly and disabled individuals and exemption of eligible non-profit organizations.

### ***Outcomes***

- Provide information so that all citizens eligible for tax-exempt programs know of these programs. A primary source of this information is the application for "homestead exemption" found on the listing form that is mailed annually in early January. Information is also advertised on the tax bills that are mailed in August. Other attempts to inform the public include publishing information in the legal section of the three area newspapers, the Orange County website, fliers posted in numerous areas in each township, fliers mailed to Orange Churches in Mission (OCIM), Interfaith Council, Empowerment, and area places of worship. Additionally, numerous Orange County departments are helping to reach out, offering support, information and assistance.
- Review one-fourth of all properties currently exempt from ad valorem taxation to determine continued qualification for exempt status

### ***Objective***

- Administer the Land Use Program for horticulture, agriculture and forestry management.

### ***Outcomes***

- Ensure eligibility requirements are met based on general statute guidelines and determine deferred taxes when parcels become ineligible. Development of proper criteria has led to changes in qualification standards.

### ***Objective***

- Conduct and support the County's in-house revaluation of all real property within its jurisdiction with new values assigned every four years. The last countywide revaluation became effective 01/01/2005.

### ***Outcomes***

- Determine tax values for real property as of the effective date of revaluation that are statistically within 95 percent of the actual market value of the property.
- Maintain a statistical coefficient of dispersion (COD) of 20% or less in years between revaluations. (N.C. Department of Revenue acceptable level is 20%). Statistical measurements such as the COD, when below 20%, indicate that tax values are uniform and consistently fair and equitable.
- Provide final estimate for value resulting from informal reviews within 120 days of appeal. Rendering a timely decision quickly addresses the concerns of individuals and demonstrates responsiveness to their concerns.

### ***Objective***

- Administer the business Personal Property Audit Program. Under this program, an audit firm works with the Assessor's office auditing the books of randomly selected businesses, discovering any values previously not listed or under listed. In addition to

**Tax Assessor - continued**

discovery, there is an educational aspect where the audited company's officers are assisted in getting future listings correct.

**Outcomes**

- Work with the audit firm in scheduling audit appointments.
- Receive the audit results.
- Work with the audit firm in assisting the businesses to understand the results and the proper way to list in future years.
- Create the discovery bills for non or under listed property for the current year and five years back and notify the businesses accordingly.
- Report results to BOCC and receive Commissioners input on future years processes.

**Objective**

- Support the Board of Equalization and Review, which meets annually to hear final appeals.

**Outcomes**

- Act as Clerk to the Board of Equalization and Review that meets annually to hear final appeals.
- Provide appropriate cost, market or income data as requested by the Board to assist in its decisions.
- Enhance the ability to accurately derive values and support values in appeals to the Property Tax Commission and the Court of Appeals by employing professionals and specialists in the appraisal of specific and specialized types of property.

**Measures**

	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Estimate	2008-09 Projected
# Bills generated and mailed by Aug 15	55,000	51,000	56,000	56,000	58,000
% Bills successfully delivered	99%	99%	99%	99%	99%
Abstracts generated & mailed by Jan 5	54,000	52,000	54,000	54,000	57,000
Sales ratio level as of effective date of last revaluation (does not change between revaluations).	95.85%	95.85%	95.85%	95.85%	95.85%
Annual level of statistical accuracy (COD)	7.00%	11.71%	13.00%	13.60%	13.00%
% Appellants notified within 120 days of informal decision	100%	100%	100%	100%	100%

**Land Records/GIS Major Services**

- Process documents for recording in the Register of Deeds office by assigning parcel identifier(s) to the face of the document. Parcel identifier numbers (PINs) are the key to working with real property title records.
- Create records of new properties, based on surveys presented for recording that subdivide or combine parcels.
- Make adjustments or corrections to records of existing properties on the County's computerized property maps.

## ***Tax Assessor - continued***

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- Use public records (such as deeds, court orders, and estates) to create and maintain the record of property ownership in the County.
- Help citizens find and obtain information about property, its ownership, and characteristics, and provide reports and maps as needed.

### ***Objective***

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

### ***Outcomes***

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

### ***Objective***

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

### ***Outcomes***

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

### ***Budget Highlights:***

- The department requested a GIS Mapper I (1.0 FTE), effective July 1, 2008, but the position is not included in the Commissioner Approved budget.
- The decrease in Personnel Services for FY 2008-09 is due to the transfer of the Land Records Director and GIS Application Developer positions from the Assessor's Office to Information Technologies.
- The Capital Outlay of \$14,500 includes five (5) new computer monitors for current GIS Mapper positions to provide them with dual monitors to enhance efficiency and productivity, and replacement of a 30 year old plotter.
- There is an increase in budgeted expenses in the Revaluation Fund for FY 2008-09 due to revaluation.
- Revenues continue to decrease in Land Records due to more information continuing to be available to the public from the County's GIS website.

## Tax Collector

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Tax Collector (General Fund)</b>						<b>Account: 3350</b>
Personnel Services	\$637,415	\$677,561	\$649,715	\$675,375	\$712,761	\$685,877
Operations	\$158,537	\$162,965	\$188,265	\$191,293	\$222,519	\$191,110
Capital Outlay	\$232	\$4,404	\$0	\$1,635	\$1,175	\$1,175
<b>Total Expenditures</b>	<b>\$796,184</b>	<b>\$844,930</b>	<b>\$837,980</b>	<b>\$868,303</b>	<b>\$936,455</b>	<b>\$878,162</b>
Offsetting Revenues	(\$171,706)	(\$230,109)	(\$211,141)	(\$201,708)	(\$212,811)	(\$212,811)
<b>County Costs (net)</b>	<b>\$624,478</b>	<b>\$614,821</b>	<b>\$626,839</b>	<b>\$666,595</b>	<b>\$723,644</b>	<b>\$665,351</b>

### Major Services

- Collect and account for all current and delinquent taxes for the County, 14 special districts, and the municipalities of Carrboro, Chapel Hill, and Hillsborough.
- Provide to the public at large and the taxpayers of Orange County a continuing growth in service availability through the use of technology such as the internet websites, credit card program, prepay programs, and bank draft program.
- Communicate to, educate, and answer questions for the public on North Carolina property tax laws and procedures, federal bankruptcy laws, civil process law, and estate law requirements.
- Bill and collect the 3R Fee as directed by the BOCC. Requires education of the public, taxpayers, legal community.
- Administer the 3R Assistance Program.
- Bill and collect on behalf of the Town of Chapel Hill the Stormwater Utility Fee.
- Provide specific tax data to attorneys, banks, citizens, mortgage companies and realtors.
- Bill and collect all other Emergency Management Billings such as fire inspections, Haz-Mat billings, special contracts, etc.
- Bill, file insurance, and arbitrate with insurance companies on behalf of clients in an effort to ensure that Orange County received monies due for EMS Ambulance Service Accounts.
- Continuing education process on new law changes relative to Medicare, Medicaid and HIPPA.
- Ensure continued compliance with HIPPA regulations to ensure client rights to privacy of their medical data.
- Assist clients with Medicare/Medicaid appeals.
- Administer the EMS Assistance Program.
- Communicate to, educate, and answers questions and concerns of clients on EMS ambulance issues.
- Collect and audit gross receipts on rental vehicles on behalf of Orange County and all municipalities within our jurisdiction.
- Price and bill register motor vehicles and process requests for relief, recalculation or refunds.
- Bill, collect and issue Beer and Wine licenses and massage therapy licenses.
- Receive, verify, distribute, and deposit revenues collected for all departments within Orange County government. Audit all relative departments for compliance with collection and accounts procedure compliance.

## ***Tax Collector - continued***

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### **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.
- Continue to work on building a strong working bond with the Assessor and his multiple divisions.

### **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 9 out of 11 employees to become certified by the North Carolina Tax Collectors Association.
- Continued ranking within the top five counties out of a possible 100 statewide.
- Historic record reflects the continued rise in the overall collection each year.
- Historic record reflects the continued rise in payment of EMS ambulance fees yearly.
- Continued external audits reflect compliance with all regulatory requirements.

## ***Tax Collector - continued***

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- 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.
- Continue to maintain a high level of collections for the 3R fee billing on behalf of the Solid Waste Department Enterprise Fund of Orange County

### ***Budget Highlights:***

- The Department requested an Office Assistant II (1.0 FTE) for FY 2008-09, but the position is not included in the Commissioner Approved budget.
- The Capital Outlay of \$1,175 for FY 2008-09 includes a replacement printer.

## Visitors Bureau Fund

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<i>Visitors Bureau Fund</i>	<i>Visitors Bureau Fund</i>					Account: 6005
Personnel Services	\$299,845	\$337,307	\$343,497	\$344,528	\$352,868	\$363,079
Operations	\$273,910	\$373,032	\$567,436	\$572,240	\$575,277	\$572,952
Capital Outlay	\$2,289	\$9,562	\$5,500	\$9,705	\$38,800	\$38,800
Overhead	\$21,000	\$31,766	\$42,430	\$42,430	\$47,055	\$47,055
<b>Total Expenditures</b>	<b>\$597,045</b>	<b>\$751,666</b>	<b>\$958,863</b>	<b>\$968,904</b>	<b>\$1,014,000</b>	<b>\$1,021,886</b>
Offsetting Revenues	(\$663,308)	(\$772,164)	(\$958,863)	(\$1,076,751)	(\$1,014,000)	(\$1,021,886)
<b>County Costs (net)</b>	<b>(\$66,264)</b>	<b>(\$20,498)</b>	<b>\$0</b>	<b>(\$107,847)</b>	<b>\$0</b>	<b>\$0</b>

### Major Services

- Position Orange County as a desirable meeting and vacation destination, with careful consideration to the needs and assets of the Orange County communities.
- In cooperation with community organizations, achieve a comprehensive marketing program with high-quality advertising collateral materials, website and services.
- Serve as a countywide leader in developing strategies for consistently providing quality visitor services to the travelers who visit Orange County.
- Encourage longer stays, increased spending and repeat visits to Orange County.
- Examine the range of visitor services available, identify unmet needs, and encourage private businesses to meet those needs, as appropriate.
- Contribute to the economic development and quality of life that comprise Orange County.

### Objective

- Engage in a variety of activities that will result in increased 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 each year.
- Provide information to Orange County visitors six days a week at the Visitors Center.
- Increase number of conference and meeting *definite* bookings initiated by the Bureau.
- Increase the number of qualified sales leads distributed to hotels and meeting facilities.
- Increase attraction, welcome center and tour visitations.
- Increase countywide average daily hotel room rates.
- Build and maintain hotel occupancy relative to supply/demand ratio of rooms added.

### Measures

3-YEAR TRENDS	2006-07 Actual	2007-08 Projected	2007-08 Actual	2008-09 Projected
Conference, Meeting Bookings	56	56	58	60
Sales Leads	59	65	70	75
Groups Serviced	209	210	210	225

## Visitors Bureau Fund - continued

Attraction Visitations	1.5 million	1.6 million	1.65 million	1.7million
Hotel Occupancy	67.8%	72%	70%	71%
Hotel Average Daily Rate	\$112.00	\$112.00	\$116.39	\$118.00
Revenue Per Available Room	\$75.48 (06)	\$78.12 (07)	\$79.00 (exp)	\$80.00 (exp)
Occupancy Tax Receipts/OC	664,903	\$698,874	\$739,000	\$750,000
Inventory of Hotel Rooms	1,483	1,404	1,362	1,362
Visitor Spending in Millions (calendar year)**	\$137million	\$138 million	\$140 million	\$150 million

### Objective

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

### Outcomes

- Increase distribution of visitor information.
- Increase the number of visitor inquiries generated.
- Increase the number of requests for meeting and event site information.
- Provide promotional assistance to local organizations that plan festivals and events that generate and stimulate overnight visitors to Orange County.
- Increase the number of visitor-related media stories published about our area.
- Re-design, expand and constantly update the Bureau's web site and electronic initiatives.
- Continue to expand the media plan for targeted advertisements in shoulder season and during special promotions.

### Measures

	2006-07 Actual	2007-08 Budget	2007-08 Actual	2008-09 Projected
Requests for Group Info	1,182	1,100	1,185	1,200
Festivals/Events Assisted	25	28	30	35
Media Stories Placed	220	230	220	240
Web Site Visits	231,000	300,000	231,000	300,000
Visitor Center Walk-ins	13,632	11,000	13,632	14,000
Advertising Placements	40	40	40	70

### Budget Highlights

- FY 2008-09 funding for the Visitors Bureau includes \$900,000 in Occupancy Tax proceeds, \$100,000 contribution from the Town of Chapel Hill, \$14,000 in General Government Revenue, and a \$7,886 appropriation from the Bureau's fund balance.
- In February 2008, the Board of County Commissioners approved a raise in the County occupancy tax level from 2% to 3% effective, July 1, 2008 which will increase occupancy tax revenues by approximately \$300,000.

## ***Visitors Bureau Fund - continued***

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- Occupancy rates are currently holding steady due to increased inventory.
- In 2008-09, the department will aim for a 71% occupancy rate, a 2% increase.
- In Orange County, each 1 percent increase in occupancy yields almost \$400,000 in additional room revenue; and \$500,000 in ancillary spending.
- The Bureau has allocated \$250,000 to Jennings Advertising to create an online and print campaign for Orange County for fiscal year 2008/09. New advertising and an on-line campaign will seek to increase demand by 5%.
- Additional marketing will be spent with High school Athletics, Tar Heel Athletics, Gay tourism, Culinary-Arts-Heritage tourism, and special Hillsborough retail push.
- Slight budget increases in several areas reflect inflationary costs and increased dues structures.
- Increase in software and training is the result of the Bureau's need to overhaul its customer relations management software, purchased in 1996, through D-3000.

## Debt Service

	2005-06 Actual Revenues	2006-07 Actual Revenues	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Debt Service (General Fund)</b>						<b>Account: 3800/8800</b>
Total School Debt Service	\$ 15,228,051	\$ 17,518,448	\$ 18,488,002	\$ 17,599,568	\$19,570,005	\$19,570,005
Total Durham Technical Community College Debt Service	\$ -	\$ -	\$ 190,046	\$ 190,046	\$190,046	\$190,046
Total County Debt Service	\$ 4,638,657	\$ 5,148,850	\$ 5,592,238	\$ 5,780,677	\$6,345,808	\$6,345,808
<b>Total Debt Service Expenditures</b>	<b>19,866,708</b>	<b>22,667,297</b>	<b>24,270,286</b>	<b>23,570,291</b>	<b>26,105,859</b>	<b>26,105,859</b>

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

### Debt Management

Orange County's primary objective in managing the amount of debt issued to meet long-term capital needs is to keep the level of indebtedness within available resources. The Board has a longstanding Debt Management Policy that establishes parameters, procedures and other objectives related to debt issuance. A major benchmark included in the Policy provides for the County's annual non-enterprise fund debt service payments to be no more than 15 percent of the County's total General Fund budget. Fifteen percent of the fiscal year 2008-09 approved General Budget equals \$27,450,837 compared to our anticipated debt service payments of \$26,105,859. The table below compares the County's current level of debt with the levels outlined in the Debt Management Policy:

<b>County's Debt Level for Fiscal Year 2008-09</b>			
	Per county's Adopted Debt Management Policy	Legal Debt Limit per NC General Statue	As included in FY 2008-09 Approved Budget
Annual Debt Service Payments as a Percentage of General Fund Expenditures	No greater than 15%	N/A	14.3%
Total Outstanding Debt as a Percentage of Total Assessed Valuation	No greater than 3%	No greater than 8%	1.7%

### Bond Ratings

The County has excellent bond ratings:

- Fitch IBCA- AAA
- Standards and Poors – AA+
- Moody's – Aa2
- North Carolina Municipal Council - 87

Projected Annual General Fund Bond Principal and Interest Requirements - FY 2008-09

Date of Issue	Description	Original Issue Amount	Schools				County				Total		
			% of Original Issue For School Projects	Principal	Interest	Total	% of Original Issue For County Projects	Principal	Interest	Total	Principal	Interest	Total
<b>1. General Obligation Bonds and Alternative Financing to be Paid from Dedicated Property Tax</b>													
April-03	1988 & 1992 Bonds (Refunding Series)	22,815,000	86.8%	2,304,327	312,859	2,617,186	13.2%	350,641	47,607	398,248	2,654,968	360,466	3,015,434
August-01	1992 School Bonds (Refunding Series)	20,595,000	100.0%	1,305,000	643,900	1,948,900	0.0%	0	0	0	1,305,000	643,900	1,948,900
April-00	1997 Bonds (Installment #1)	37,330,000	92.4%	1,108,800	116,424	1,225,224	7.6%	91,200	9,576	100,776	1,200,000	126,000	1,326,000
April-01	1997 Bonds (Installment #2)	17,470,000	71.6%	658,271	386,731	1,045,002	28.4%	261,729	153,764	415,493	920,000	540,495	1,460,495
April-03	2001 Bond Issue (Installment #1)	19,175,000	71.7%	466,102	480,936	947,038	28.3%	183,898	189,751	373,650	650,000	670,688	1,320,688
July-04	1997 Bonds (Installment #3 - \$1.2 Million Efland Sewer Bonds) and 2001 Bonds (Installment #2 - \$19.74 Million)	20,940,000	51.9%	389,506	421,211	810,717	48.1%	360,494	389,839	750,333	750,000	811,050	1,561,050
2005	2001 Bond Issue (Installment #3)	29,185,000	88.0%	880,075	1,011,872	1,891,948	12.0%	119,925	137,884	257,809	1,000,000	1,149,756	2,149,756
September-05	1997 Bonds (Installment #1) and 2000 Two-Thirds Bonds	29,365,000	86.3%	125,106	1,061,771	1,186,877	13.7%	19,894	168,841	188,735	145,000	1,230,613	1,375,613
<b>Total Voter Approved General Obligation Debt</b>		<b>196,875,000</b>		<b>7,237,187</b>	<b>4,435,705</b>	<b>11,672,892</b>		<b>1,387,781</b>	<b>1,097,262</b>	<b>2,485,043</b>	<b>8,624,968</b>	<b>5,532,967</b>	<b>14,157,935</b>
December-02	2001 Alternative Financing Package #1	3,475,000	27.3%	65,517	25,229	90,746	72.7%	174,138	67,056	241,194	239,655	92,285	331,940
Spring 2006	2001 Alternative Financing Package #2	22,000,000	39.3%	434,466	349,381	783,847	33.4%	369,170	296,873	666,044	803,636	646,255	1,449,891
Fall 2006	Fall 2006 Alternative Financing Package	9,000,000	100.0%	600,000	368,760	968,760	0.0%	0	0	0	600,000	368,760	968,760
Spring 2007	Fall 2006 Alternative Financing Package	50,057,000	51.0%	1,277,600	1,031,407	2,309,007	41.6%	1,040,250	839,794	1,880,044	2,317,850	1,871,200	4,189,050
<b>Total 2001 Alternative Financing Package</b>		<b>184,646,000</b>		<b>2,377,583</b>	<b>1,774,777</b>	<b>4,152,360</b>		<b>1,583,558</b>	<b>1,203,723</b>	<b>2,787,282</b>	<b>3,961,142</b>	<b>2,978,500</b>	<b>6,939,642</b>
<b>Total GO Bonds and Alternative Financing Package to be Paid from Dedicated Property Tax</b>		<b>381,521,000</b>		<b>9,614,770</b>	<b>6,210,482</b>	<b>15,825,252</b>		<b>2,971,340</b>	<b>2,300,985</b>	<b>5,272,325</b>	<b>12,586,110</b>	<b>8,511,467</b>	<b>21,097,577</b>

Projected Annual General Fund Bond Principal and Interest Requirements - FY 2008-09

Date of Issue	Description	Original Issue Amount	Schools				County				Total		
			% of Original Issue For School Projects	Principal	Interest	Total	% of Original Issue For County Projects	Principal	Interest	Total	Principal	Interest	Total
<b>2. Non-General Obligation (non-voter approved) Debt Service</b>													
April-00	2000 Two-Thirds Net Debt Reduction Bonds for County Buildings (Whitted & Northern HS Centers)	2,845,000	86.3%	0	0	0	13.7%	100,000	10,500	110,500	100,000	10,500	110,500
July-04	2004 Two-Thirds Net Debt Reduction Bonds	4,200,000	0.0%	0	0	0	100.0%	150,000	158,250	308,250	150,000	158,250	308,250
May-99	School (McDougle Elementary construction private placement loan)	7,064,230	100.0%	840,038	49,058	889,096	0.0%	0	0	0	840,038	49,058	889,096
February-05	School (Scroggs [Southern Village] construction private placement loan)	2,921,776	100.0%	416,662	55,570	472,232	0.0%	0	0	0	416,662	55,570	472,232
February-05	School (Scroggs [Southern Village] construction private placement loan)	5,258,223	100.0%	749,170	110,061	859,231	0.0%	0	0	0	749,170	110,061	859,231
January-96	County Buildings (Jail/Courthouse construction private placement loan)	2,000,000	0.0%	0	0	0	100.0%	0	0	0	0	0	0
July-96	County Buildings (non-taxable portion of purchase of Skills Development Center)	780,000	0.0%	0	0	0	100.0%	0	0	0	0	0	0
March-98	County Buildings (taxable portion of purchase of Skills Development Center)	650,000	0.0%	0	0	0	100.0%	0	0	0	0	0	0
October-00	Purchase of building & land for relocation of Purchasing and Central Services	338,000	0.0%	0	0	0	100.0%	0	0	0	0	0	0
October-02	112/118 Churton Street Property (Clerk of Courts)	485,000	0.0%	0	0	0	100.0%	48,500	8,343	56,843	48,500	8,343	56,843
2003	Business Systems Software	480,000	0.0%	0	0	0	100.0%	0	0	0	0	0	0
June-04	Lease/Purchase of Ambulances	377,987	0.0%	0	0	0	100.0%	82,319	2,902	85,221	82,319	2,902	85,221

**Projected Annual General Fund Bond Principal and Interest Requirements - FY 2008-09**

Date of Issue	Description	Original Issue Amount	Schools			County			Total				
			% of Original Issue For School Projects	Principal	Interest	Total	% of Original Issue For County Projects	Principal	Interest	Total	Principal	Interest	Total
April-05	Lease/Purchase of Equipment & Vehicles	1,100,691	0.0%	0	0	0	100.0%	0	0	0	0	0	0
April-05	Lease/Purchase of Equipment & Vehicles	419,640	0.0%	0	0	0	100.0%	86,870	5,662	92,532	86,870	5,662	92,532
December-00	Orange County Schools share of Cedar Ridge High School	13,665,000	100.0%	1,365,000	159,193	1,524,193	100.0%	0	0	0	1,365,000	159,193	1,524,193
Spring 2006	County Facility @ Meadowlands	1,685,000	0.0%	0	0	0	100.0%	168,500	64,240	232,740	168,500	64,240	232,740
Spring 2006	Lease/Purchase of Equipment & Vehicles	1,200,000	0.0%	0	0	0	100.0%	361,201	16,243	377,444	361,201	16,243	377,444
<b>Total Non-General Obligation (non-voter approved) Debt Service Not Paid by Dedicated Property Tax</b>		<b>45,470,547</b>		<b>3,370,871</b>	<b>373,882</b>	<b>3,744,752</b>		<b>997,390</b>	<b>266,139</b>	<b>1,263,529</b>	<b>4,368,261</b>	<b>640,020</b>	<b>5,008,281</b>
<b>Total General Fund Debt Service Obligations</b>		<b>426,991,547</b>		<b>12,985,641</b>	<b>6,584,364</b>	<b>19,570,004</b>		<b>3,968,730</b>	<b>2,567,124</b>	<b>6,535,854</b>	<b>16,954,371</b>	<b>9,151,488</b>	<b>26,105,858</b>

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## Annual Debt Service Capacity and Tax Rate Impact - General Fund Only (Assumes 7% Annual Growth)<sup>(2)</sup>

*Based on County's Current Debt Management Policy of Annual Debt Service Being No More Than 15% of Total General Fund Budget and Assuming 7% Annual Increase in County's General Fund Budget<sup>(2)</sup>*

A	B	C	D	E	F		G	H	I	J
FY	Total General Fund Budget	Annual % Increase <sup>(2)</sup>	Total Debt Service Capacity (based on County's current Debt Management Policy of 15% of total General Fund)	General Fund Debt Service for Currently Issued Debt (does not include future anticipated debt beyond amounts that were outstanding as of June 30, 2007)	Additional General Fund Debt Service (in accordance with BOCC February 20, 2007 debt issuance plans)				Remaining Debt Capacity if 100% of Debt Service Issued in Previous Fiscal Year	Tax Rate Impact of Projected Additional Debt Service (column f)
					Projected Additional Debt Service By Fiscal Year <sup>(4)</sup>	Total Projected Debt Service (Based on February 20, 2007 BOCC Plan)	Additional Debt Service that County Can Assume Based on Current 15% Policy (column d - column g)			
1999-00 <sup>(1)</sup>	\$100,215,148									
2000-01 <sup>(1)</sup>	\$108,982,427	8.75%	\$16,347,364							
2001-02 <sup>(1)</sup>	\$117,739,561	8.04%	\$17,660,934							
2002-03 <sup>(1)</sup>	\$119,187,050	1.23%	\$17,878,058							
2003-04 <sup>(1)</sup>	\$128,972,522	8.21%	\$19,345,878							
2004-05 <sup>(1)</sup>	\$136,408,768	5.77%	\$20,461,315							
2005-06 <sup>(1)</sup>	\$149,856,874	9.86%	\$22,478,531							
2006-07 <sup>(1)</sup>	\$163,473,184	9.09%	\$24,520,978							
2007-08	\$173,624,351	6.21%	\$26,043,653	\$24,088,875	\$0	\$24,088,875	\$1,954,777			0.00
2008-09	\$185,778,056	7.00%	\$27,866,708	\$26,105,858	\$0	\$26,105,858	\$1,760,850			0.00
2009-10	\$198,782,519	7.00%	\$29,817,378	\$24,647,039	\$2,656,650	\$27,303,689	\$2,513,689	\$2,513,689		2.09
2010-11	\$212,697,296	7.00%	\$31,904,594	\$23,445,694	\$3,929,595	\$27,375,289	\$4,529,306	\$2,015,617		2.41
2011-12	\$227,586,107	7.00%	\$34,137,916	\$21,150,241	\$3,740,613	\$24,890,853	\$9,247,063	\$4,717,757		2.20
2012-13	\$243,517,134	7.00%	\$36,527,570	\$19,416,464	\$3,631,005	\$23,047,469	\$13,480,101	\$4,233,038		2.06
2013-14	\$260,563,333	7.00%	\$39,084,500	\$18,976,732	\$3,521,397	\$22,498,129	\$16,586,371	\$3,106,269		1.65
2014-15	\$278,802,767	7.00%	\$41,820,415	\$18,264,837	\$3,411,790	\$21,676,627	\$20,143,788	\$3,557,418		1.93
2015-16	\$298,318,960	7.00%	\$44,747,844	\$17,672,279	\$3,302,182	\$20,974,461	\$23,773,383	\$3,629,594		1.80
2016-17	\$319,201,288	7.00%	\$47,880,193	\$16,922,230	\$3,192,575	\$20,114,805	\$27,765,388	\$3,992,006		1.44
2017-18	\$341,545,378	7.00%	\$51,231,807	\$16,173,715	\$3,082,967	\$19,256,682	\$31,975,124	\$4,209,736		1.34

**Footnotes**

<sup>(1)</sup> Original Approved General Fund Budget

<sup>(2)</sup> For years beginning 2008-09, assumes 7% annual increase of total General Fund budget per BOCC September 14, 2006 direction

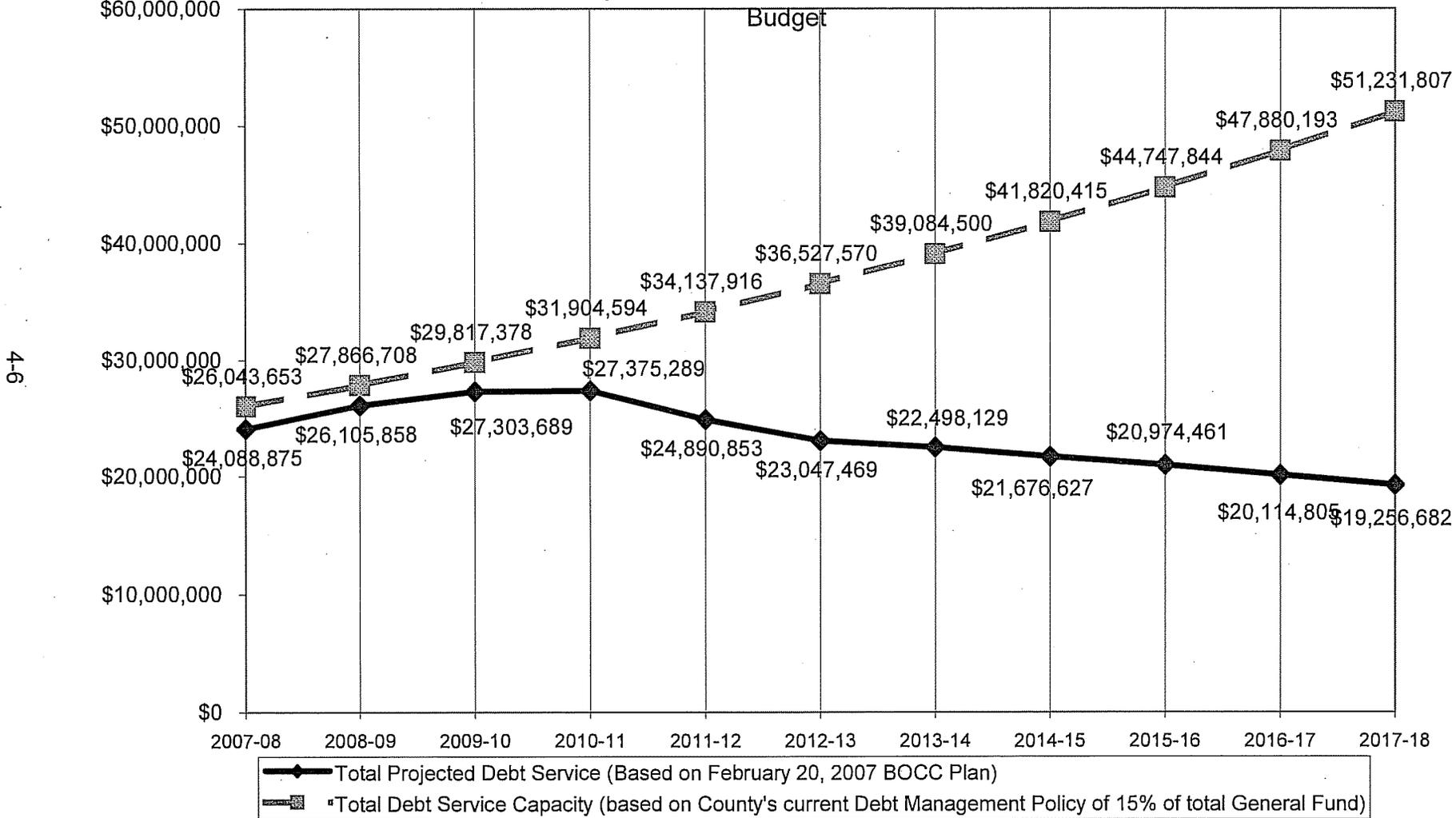
<sup>(3)</sup> Fiscal years 1999-00 through 2007-08 reflect actual annual percentage increase in County's original General Fund; for years beginning 2008-09, based on 7% annual increase of total General Fund budget

<sup>(4)</sup> Assumes no additional debt is issued beyond the projects approved by the Board on February 20, 2007.

<sup>(5)</sup> Tax Rate Impact = Assumes that assessed property valuation in non-Revaluation years increases at 4 percent and at 20 percent in Revaluation years. NR = Non-Revaluation Years; R = Revaluation Years

### Annual Debt Service Obligations - General Fund Only

Based on County's Current Debt Management Policy of Annual Debt Service Being No More Than 15% of Total General Fund Budget and Assuming 7% Annual Increase in County's General Fund



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## Education

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Local School Systems</b>						
<b>Current Expenses (General Fund)</b>						
Orange County Schools	\$19,608,329	\$20,672,387	\$21,939,739	\$21,939,739	\$23,771,912	\$23,126,430
Chapel Hill/Carrboro City Schools	\$30,372,967	\$33,121,357	\$34,935,383	\$34,935,383	\$35,922,645	\$37,456,049
<b>Total Current Expenses</b>	<b>\$49,981,296</b>	<b>\$53,793,744</b>	<b>\$56,875,122</b>	<b>\$56,875,122</b>	<b>\$59,694,557</b>	<b>\$60,582,479</b>
<b>Recurring Capital</b>						
Orange County Schools	\$881,750	\$941,520	\$941,520	\$941,520	\$991,630	\$991,630
Chapel Hill/Carrboro City Schools	\$1,408,508	\$1,458,480	\$1,458,480	\$1,458,480	\$1,579,005	\$1,579,005
<b>Total Recurring Capital</b>	<b>\$2,290,258</b>	<b>\$2,400,000</b>	<b>\$2,400,000</b>	<b>\$2,400,000</b>	<b>\$2,570,635</b>	<b>\$2,570,635</b>
<b>Long Range Capital</b>						
School Capital	\$4,444,072	\$4,155,562	\$4,073,827	\$4,073,827	\$4,818,826	\$4,818,826
<b>Total Long Range Capital</b>	<b>\$4,444,072</b>	<b>\$4,155,562</b>	<b>\$4,073,827</b>	<b>\$4,073,827</b>	<b>\$4,818,826</b>	<b>\$4,818,826</b>
<b>Debt Service</b>						
Principal & Interest Schools Debts Service	\$15,228,051	\$17,518,448	\$18,488,002	\$18,488,002	\$19,570,005	\$19,570,005
<b>Total Debt Service</b>	<b>\$15,228,051</b>	<b>\$17,518,448</b>	<b>\$18,488,002</b>	<b>\$18,488,002</b>	<b>\$19,570,005</b>	<b>\$19,570,005</b>
<b>Other School-Related Programs</b>						
School Health Nursing Initiative	\$486,898	\$537,288	\$566,774	\$430,449	\$593,146	\$593,146
School Social Workers	\$266,577	\$420,604	\$557,272	\$483,667	\$557,272	\$557,272
School Resource Officers	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Reserve for Fair Funding for Schools	\$0	\$800,000	\$988,000	\$988,000	\$988,000	\$988,000
<b>Total Other School-Related Programs</b>	<b>\$1,253,475</b>	<b>\$2,257,892</b>	<b>\$2,612,046</b>	<b>\$2,402,116</b>	<b>\$2,638,418</b>	<b>\$2,638,418</b>
<b>Total Local School Systems Expenditures</b>	<b>\$73,197,152</b>	<b>\$80,125,646</b>	<b>\$84,448,997</b>	<b>\$84,239,067</b>	<b>\$89,292,441</b>	<b>\$90,180,363</b>
<b>Durham Technical Community College (DTCC)</b>						
<b>Current Expenses (General Fund)</b>						
Durham Technical Community College	\$0	\$0	\$180,598	\$100,000	\$545,151	\$545,151
<b>Recurring Capital</b>						
Durham Technical Community College	\$0	\$0	\$15,000	\$0	\$36,450	\$36,450
<b>Debt Service</b>						
Principal & Interest Non-General Obligation - DTCC	\$0	\$0	\$190,046	\$190,046	\$190,046	\$190,046
<b>Total Durham Technical Community College (DTCC)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$385,644</b>	<b>\$290,046</b>	<b>\$771,647</b>	<b>\$771,647</b>
<b>Total Education Expenditures</b>	<b>\$73,197,152</b>	<b>\$80,125,646</b>	<b>\$84,834,641</b>	<b>\$84,529,113</b>	<b>\$90,064,088</b>	<b>\$90,952,010</b>

**Note: In addition to the funding outlined here, in fiscal year 2008-09 Chapel Hill Carrboro City Schools anticipate receiving approximately \$18.6 million from its special district tax proceeds.**

## **Local School Systems**

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

## **Student Enrollment Projections**

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

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

Based on DPI projections, the Orange County School district enrollment for fiscal year 2008-09 totals 6,973, an increase of 79 students from the March 2007 projections. Currently budgeted charter school students total 254, the same number as fiscal year 2007-08. This brings the total district enrollment to 7,227.

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

The Chapel Hill-Carrboro City School District DPI projections total 11,588, reflecting an increase of 323 when compared to the March 2007 projections. Currently budgeted charter school students total 117, the same as fiscal year 2007-08. This brings the total district enrollment for the district to 11,705.

### 2008-09 Enrollment Projections

	CHCCS	OCS	Total
March 2008 Department of Public Instruction ADM Planning #s	11,666	7,030	18,696
Less: Out of District	<u>78</u>	<u>57</u>	<u>135</u>
	11,588	6,973	18,561
Plus: Budgeted Charter Students	<u>117</u>	<u>254</u>	<u>371</u>
<b>Total Budgeted Students</b>	<b>11,705</b>	<b>7,227</b>	<b>18,932</b>
	61.83%	38.17%	

### 2007-08 Enrollment Projections

	CHCCS	OCS	Total
March 2007 Department of Public Instruction ADM Planning #s	11,343	6,954	18,297
Less: Out of District	<u>78</u>	<u>60</u>	<u>138</u>
	11,265	6,894	18,159
Budgeted March 2006 Charter Students	<u>117</u>	<u>254</u>	<u>371</u>
<b>Total Budgeted Students</b>	<b>11,382</b>	<b>7,148</b>	<b>18,530</b>
	61.42%	38.58%	

### Current Expense

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

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

The approved fiscal year 2008-09 budget provides \$3,200 per student for each of the 18,932 students in the two school systems. This represents an increase of \$131 from the 2007-08 approved per pupil allocation of \$3,069.

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

The approved budget increases the current year funding level by \$1,186,691 and brings the total appropriation in current expense funding to \$23,126,430.

- **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 \$2,520,666 and brings the total General Fund funding for the District to \$37,456,049.

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

The approved budget increases the district tax rate by 2.65 cents, to 23 cents. Each penny on the Chapel Hill-Carrboro district tax rate for fiscal year 2008-09 is expected to produce \$808,738. Anticipated revenue from this special tax is estimated to generate \$1,589 per student for the district. Projected revenue from district tax proceeds for fiscal year 2008-09 totals \$18,600,932.

The approved tax rate increase will provide monies to cover costs of opening the new Morris Grove Elementary School (\$1,780,834) and adding the senior class at Carrboro High School which opened in fall 2007 (\$312,860) for a total of \$2,093,694.

**State Mandated Funding Formula  
General Fund Per Pupil Allocations to Each District**

	<b>CHCCS</b>	<b>OCS</b>	<b>Total</b>
# of Students Budgeted in Fiscal Year 2007-08	11,382	7,148	18,530
Projected Increase in Students for Fiscal Year 2008-09	323	79	402
<b>Total Projected Students (including charter students) for Fiscal Year 2008-09</b>	<b>11,705</b>	<b>7,227</b>	<b>18,932</b>
Approved County Per Pupil Allocation for FY 2008-09	3,200	3,200	3,200
<b>Total Approved Current Expense Funding for Fiscal Year 2008-09</b>	<b>\$37,456,049</b>	<b>\$23,126,430</b>	<b>\$60,582,479</b>
<b>Total Approved Current Expense Funding FY 2007-08</b>	<b>\$34,935,383</b>	<b>\$21,939,739</b>	<b>\$56,875,122</b>
<b>Approved Increase in Funding for FY 2008-09</b>	<b>\$2,520,666</b>	<b>\$1,186,691</b>	<b>\$3,707,357</b>
<b>Requested Current Expense Funding (Ad Valorem only) for FY 2008-09</b>	<b>\$35,922,645</b>	<b>\$23,771,912</b>	<b>\$59,694,557</b>
<b>Requested Current Expense Funding (Ad Valorem and Special District Tax) for FY 2008-09</b>	<b>\$58,090,154</b>	<b>\$23,771,912</b>	<b>\$81,862,066</b>

**Recurring Capital**

Recurring capital outlay funding supports Category I (facility improvements), Category II (equipment and furnishings), and Category III (vehicles and bus purchases) expenditures. The equal per pupil allocations required by law for current expense appropriations are not applicable to this category of local school funding.

For fiscal year 2008-09, the approved budget provides total funding for recurring capital at \$2,570,635. Of the total, recurring capital for the Chapel Hill-Carrboro City Schools equals \$1,579,005, and Orange County Schools' allocation is \$991,630.

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

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

tax revenues and property tax earmarked under the Board's Capital Funding Policy. With the updated Capital Funding Policy adopted by the Board in April 2007, North Carolina Public School Building Capital funds and School Construction Impact Fees offset School related debt service associated with construction of new school seats. The Board of County Commissioners approved allocation of these funds to individual school capital projects on May 1, 2008.

**Debt Service**

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

**Total Funding for Operations and Recurring Capital by Local School District**

The chart below shows the total approved funding for operations and recurring capital for the two districts for the 2008-09 fiscal year. This does not include long-term capital investments or debt service.

	<b>Orange County Schools</b>	<b>Chapel Hill Carrboro City Schools</b>
Current Expense	\$23,126,430	\$37,456,049
Recurring Capital	\$991,630	\$1,579,005
District Tax	\$0	<u>\$18,600,932</u>
<b>Total Funding by District</b>	<b>\$24,118,060</b>	<b>\$57,635,986</b>
<i>Projected Student Enrollment</i>	<i>7,227</i>	<i>11,705</i>

**Durham Technical Community College (DTCC)**

The Orange County Satellite Campus of Durham Technical Community College, located at the Waterstone Development located just south of Hillsborough off Highway 86, held its grand opening on May 2, 2008. Fiscal year 2008-09 marks the first full year of operations for the satellite campus.

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

The approved budget provides \$771,647 to DTCC for fiscal year 2008-09. This includes current expense funding of \$545,151, recurring capital of \$36,450 and debt service allocations of \$190,046.

## Fire Districts

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Fire Districts (Fire District Fund)</b>						
Cedar Grove	\$154,887	\$171,619	\$168,552	\$168,552	\$171,189	\$171,189
Chapel Hill	\$562	\$566	\$444	\$444	\$996	\$996
Damascus	\$18,319	\$34,675	\$35,870	\$35,870	\$45,976	\$45,976
Efland	\$181,628	\$263,433	\$237,855	\$237,855	\$295,496	\$295,496
Eno	\$311,933	\$319,939	\$339,818	\$339,818	\$339,941	\$339,941
Little River	\$148,012	\$152,620	\$163,677	\$163,677	\$166,035	\$166,035
New Hope	\$344,613	\$317,619	\$321,103	\$321,103	\$354,783	\$354,783
Orange Grove	\$190,317	\$224,165	\$236,315	\$236,315	\$259,666	\$259,666
Orange Rural	\$487,997	\$530,041	\$564,353	\$604,353	\$641,640	\$641,640
South Orange	\$365,880	\$390,212	\$442,900	\$442,900	\$429,969	\$429,969
Southern Triangle	\$66,217	\$122,725	\$146,530	\$146,530	\$167,726	\$167,726
White Cross	\$116,732	\$120,513	\$174,390	\$174,390	\$189,027	\$189,027
<b>Total Expenditures</b>	<b>\$2,387,097</b>	<b>\$2,648,127</b>	<b>\$2,831,807</b>	<b>\$2,871,807</b>	<b>\$3,062,444</b>	<b>\$3,062,444</b>
<i>Offsetting Revenue</i>	<i>(\$2,499,820)</i>	<i>(\$2,681,444)</i>	<i>(\$2,831,807)</i>	<i>(\$2,876,642)</i>	<i>(\$3,062,444)</i>	<i>(\$3,062,444)</i>
<b>Net County Cost</b>	<b>(\$112,723)</b>	<b>(\$33,317)</b>	<b>\$0</b>	<b>(\$4,835)</b>	<b>\$0</b>	<b>\$0</b>

Fire protection in the unincorporated areas of Orange County is provided in twelve tax supported fire districts. In most districts, fire services are provided under contract with various incorporated volunteer fire departments. In two cases, service is provided to district residents under agreements with municipal fire departments. In addition to fire protection, many of these departments provide first responder and early defibrillation services to medical emergencies within their district. Coordination of these services is provided by Orange County Emergency Management Services.

It is estimated that there are at least 350 firefighters and first responders contributing more than 40,000 training and service hours in Orange County.

### Cedar Grove Fire District

**\$171,189**

- The tax rate for this district is approved to remain at 7.30 cents for FY 2008-09.
- In FY 2007-08, the department continued their efforts to achieve all required training for their firefighters to meet the State requirements of level 1 and 2 certification, replaced a 1979 tanker with a new 2000 gallon tanker, purchased a Thermal Imaging Camera to assist in searching buildings for victims during structural fires, and received a grant from the Department of Homeland Security for new 800 MHz radios to be ready for the County's change over to the new system.
- In FY 2008-09, the department will continue to train all firefighters at level 1 and 2 state certifications, will continue to recruit new members to increase membership, continue

## ***Fire Districts - continued***

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preparing financially for the replacement of another 1979 tanker next fiscal year, and adding more water points in the district to assist with fires, which will improve the district's ISO rating.

- The department's five-year plan includes renovation of station #2 to include a training room, kitchen area, and office space for the fire department officers, replace the heating systems at both stations with more energy efficient units, and replace their 1979 tanker, due to plumbing and tank rusting out.

### **Chapel Hill Fire District**

**\$996**

- 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 increase by 3.0 cents (from 1.9 to 4.9 cents) for FY 2008-09. The current tax rate is much lower than surrounding fire districts and with this increase it will create a fair and more balanced fire district tax rate.

### **Damascus Fire District**

**\$45,976**

### **Southern Triangle Fire District**

**\$167,726**

- 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 \$185,000 increase to \$213,702 for fiscal year 2008-09.
- The increase in the contract is needed to help cover the cost of installing laptop computers in 8 vehicles to provide onboard mapping, the addition of paid staff to continue staffing stations to meet minimum requirements, and continuing to expand their training program to provide the best level of services possible to the districts. During FY 2006-07, the department completed the requirements for the rated district to be extended to six miles in both Orange and Chatham counties, and this has resulted in an average of 25% savings on homeowners' insurance premiums.
- During a FY 2006-07 budget work session, a three-year plan was presented to the Board of County Commissioners to raise the tax rate to equal Chatham County's current rate of 6.0 cents. FY 2008-09 is the third year of that three-year plan, and the tax rate for these districts is approved to increase by 1.0 cent, from 5.0 cents to 6.0 cents for FY 2008-09. The contract cost of \$213,702 represents approximately 8% of the total North Chatham Fire Department's annual budget of \$2.5 million.

### **Efland Fire District**

**\$295,496**

- The tax rate for this district is approved to increase by 1.0 cents (from 4.225 to 5.225 cents) for FY 2008-09.
- In FY 2007-08, the department placed in service a new tanker and completed the substation on Highway 70 and will be occupied by the end of the fiscal year. Currently, there are 13 firefighters who are working on completing their firefighter level 1 and 2 training, 16 firefighters who are certified in emergency rescue services, and 22 who are certified first responders. The department also has three high school youth participating in their Junior

## **Fire Districts - continued**

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Firefighter Program. The district received grant funds to purchase 800 MHz radio equipment, which saved the taxpayers in this district approximately \$100,000. The first responder program has more than doubled their call volume, with approximately 250 to 280 calls experienced this year.

- In FY 2008-09, the department plans to continue fire prevention, firefighter assistance, level 1 and 2 training, and first responder training, analyze their operations, call volume, and distribution services so they can better plan for the future, and continue to deal with the impact of growth in the district.
- The department's five-year plan includes continuing to work toward the goal of purchasing apparatus outright instead of financing, maintaining their ISO rating of 7, securing more water points, and continuing to work on plans for phasing in paid personnel as their call volume grows.

### **Eno Fire District**

**\$339,941**

- The tax rate for this district is approved to remain at 5.70 cents for FY 2008-09.
- In FY 2007-08, the department opened station #2 on St. Mary's Road, and purchased 800 MHz with their capital reserve funds.
- In FY 2008-09, the department plans to purchase a new tanker for station #2, work on a Mutual Aid agreement with the City of Durham, and obtain a rescue franchise from Orange County.
- The department's five-year plan includes hiring a full-time firefighter to oversee day-to-day operations, continue working on lowering its ISO rating, and purchase a rescue/engine.
- The district serves over 6,000 residents with numerous churches and businesses.

### **Little River Fire District**

**\$166,035**

- The tax rate for this district is approved to remain at 4.60 cents for FY 2008-09.
- In FY 2007-08, the department will purchase a brush truck which will also serve as a medical responder vehicle, purchased a new copier, made repairs to the training tower, and purchased 800 MHz radios for the new County radio system.
- In FY 2008-09, the department plans to implement fire department web page for citizen information, replace some of their turn-out gear, begin replacing aged self contained breathing apparatus as able, and replace a twenty-nine year old tanker.
- The department's five-year plan includes replacing all self contained breathing apparatus to meet new standards, and analyze the feasibility of part-time staff.

### **New Hope Fire District**

**\$354,783**

- The tax rate for this district is approved to remain at 6.75 cents for FY 2008-09. The district will use \$34,038 of their available fund balance to cover necessary increased costs.
- In FY 2007-08, the department continued to increase the number of fully-certified firefighters, paid staff overtime and volunteer policies now in compliance with Federal Fair Labor Standards Act, initiated leadership development plan for officers, and continued working on lowering ISO rating.

## **Fire Districts - continued**

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- In FY 2008-09, the department will complete the restructuring and leadership development plan for officers, improve district coverage with two paid employees on day and night shifts, meet requirements necessary with the target of reducing their ISO rating from a 9 to a grade 8 by 2009, thus reducing homeowners' insurance premiums.
- The department's five-year plan includes request ISO re-evaluation with the target of reducing from an 8 (if achieved in FY 2008-09) to a 7, station consolidation – reducing from 2 stations to 1 new station, develop new strategies to recruit and retain firefighters within the County, and purchase a new 1800 gallon elliptical tanker for in-district and mutual aid.

### **Orange Grove Fire District**

**\$259,666**

- The tax rate for this district is approved to increase by .30 cents (from 3.90 to 4.20 cents) for FY 2008-09 to meet increased operating expenses for fuel and utilities and to implement a pay per call program to help members cover the rising cost of fuel.
- In FY 2007-08, the department purchased a thermal imaging camera to help find hot spots and to facilitate rescue in fire responses, added 5 additional water points, and received grant funds from the Assistance to Fire Fighters program to purchase an exhaust removal system for the truck bays, 17 new self contained breathing apparatus, and purchased 800 MHz mobile radios for their trucks. This, coupled with their purchase of handheld radios, allows the department to be ready for the County's conversion to the new radio system.
- In FY 2008-09, the department will continue to recruit volunteers and will implement a pay per call program as an incentive in recruitment, and apply for two (2) Assistance to Fire Fighters grants for the purchase of personal protective gear for all members, as well as replacement of a twenty-five year old tanker.
- The department's five-year plan is to continue switching to the 800 MHz radio system, continue to seek and develop water points throughout the district, and whenever possible, link them with neighboring departments to improve water availability, begin writing specifications for a replacement tanker, which they are planning to tentatively purchase in FY 2009-10 (if grant funds are unsuccessful), and continue to monitor call volume and trends to determine when to add additional career staff.

### **Orange Rural Fire District**

**\$641,640**

- The tax rate for this district is approved to increase by .70 cents (from 5.60 to 6.30 cents) for FY 2008-09, as well as an appropriation of \$18,071 from their available fund balance, to cover increased fuel and utilities costs, increased maintenance cost due to aging buildings and apparatus, and costs associated with staffing two stations 24 hours, seven days per week in order to reduce response time and improve coverage.
- In FY 2007-08, the department replaced a 1983 rescue truck, staffed station #2 with two (2) firefighters for better coverage in the northern section of the district, added three (3) new firefighter positions, completed application with the County for rescue charter in the district, applied for FEMA grant to replace outdated turn out gear, paid off debt on 2005 tanker, reduced response times in northern district, continued to have officers level 1 certified, and implemented automatic three department mutual aid on structure fires.

## ***Fire Districts - continued***

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- In FY 2008-09, the department plans to purchase aerial truck with the Town of Hillsborough, replace a ten-year old vehicle, train all officers to Rescue Technician level, implement a comprehensive risk management plan, place mobile computers on fire engines for pre-plan information, replace existing dry hydrant connections, lower response times to five minutes on average, and train members to comply with Department of Transportation traffic management.
- The department's five-year plan includes the hiring a full-time fire chief, locate and build a third fire station, increase services to fill existing voids in the County, replace a 17 year-old tanker with a more productive unit, increase staffing to meet service expectations of citizens, and locate and build training facilities.

### **South Orange Fire District**

**\$429,969**

- Fire protection for residents in this district is provided under contract between the County and the Town of Carrboro Fire Department. Based on relative shares of service calls and tax base, district residents pay less than one fifth of the Carrboro Fire Department's costs.
- A Fire District Commission appointed by the Orange County Board of Commissioners represents citizens of this district. This Commission meets annually with the Carrboro Town Manager, Fire Chief, and County staff to review current service delivery, future plans for the Carrboro Fire Department, and the appropriate share of the department's costs that should be borne by district taxpayers in accordance with the existing contract.
- The tax rate for this district is approved to remain at 9.50 cents for FY 2008-09.

### **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**

**\$189,027**

- The tax rate for this district is approved to increase by 1.0 cents (from 5.00 to 6.00 cents) for FY 2008-09 in order to cover the increased expenses in fuel, truck maintenance, insurance, and replacement of a twenty year-old first responder vehicle.
- In FY 2007-08, the department installed four (4) additional dry hydrants and had 14 dry hydrants certified to ISO standards, purchased 21 portable and 5 mobile 800 MHz radios (15 of the portables were purchased with grant funds received), purchased five sets of turn out gear to replace aging gear, purchased "pulse-Ox" meters for use with in their medical responders program, and updated the defibrillator to be used on children patients.
- In FY 2008-09, the department plans to continue training as necessary to meet ISO requirements, conduct additional multi-department training exercises, replace five (5) additional sets of turn out gear, have drivers finish the State's Driver operator series, and apply for grant funds to help purchase new self contained breathing apparatus, bottles, and a new filling compressor, which will meet comply with federal standards.
- The department's five year plan includes establishing and securing proper funding for the new building addition, establishing a time line for the start and completion of a new building

## ***Fire Districts - continued***

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addition, replace a twenty-one year old first responder vehicle, purchase an additional new thermal imaging camera, and purchase a new defibrillator to increase accessibility during cardiac emergencies.

## Transfers to Other Funds

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Transfers to Other Funds (General Fund)</b>						
Affordable Housing	\$270,360	\$188,360	\$274,453	\$274,453	\$475,220	\$374,924
Community Development	\$0	\$0	\$0	\$24,000	\$0	\$0
County Capital	\$3,328,364	\$2,970,374	\$2,715,885	\$2,715,885	\$3,212,551	\$1,887,551
Efland Sewer	\$85,000	\$106,800	\$122,250	\$122,250	\$122,250	\$82,250
Grant Projects	\$71,494	\$80,661	\$50,788	\$50,788	\$36,443	\$36,443
Revaluation	\$50,000	\$50,000	\$124,000	\$124,000	\$136,000	\$136,000
School Capital	\$4,444,072	\$4,155,562	\$4,073,827	\$4,073,827	\$4,818,826	\$4,818,826
Solid Waste	\$0	\$0	\$2,168,090	\$2,168,090	\$2,562,953	\$0
Sportsplex Fund	\$163,435	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000
Transfer to JCPC (County Match)	\$11,500	\$11,500	\$24,534	\$24,534	\$23,309	\$55,534
<b>Total Other Fund</b>	<b>\$8,424,225</b>	<b>\$8,263,257</b>	<b>\$10,253,827</b>	<b>\$10,277,827</b>	<b>\$12,087,552</b>	<b>\$8,091,528</b>

### Transfer to Affordable Housing Reserve

**\$374,924**

This transfer reserves funds to address long-term housing needs for decent and affordable housing in Orange County, provides funds for the Urgent Repair Program, Homelessness Partnership Program, the County match to the HOME Program, Impact Fee Reimbursement, and provides General Fund support of 70% of the Housing and Community Director's salary and benefits due to increased non-Section 8 housing duties related to the County's involvement in affordable housing programs.

### Transfer to School Capital

**\$4,818,826**

### Transfer to County Capital

**\$1,887,551**

These transfers provide pay-as-you-go funds for School and County capital projects identified in the Capital Investment Plan (CIP).

### Transfer to Efland Sewer Enterprise Fund

**\$82,250**

This transfer provides funds to supplement money received from sewer charges. (See the *Efland Sewer Enterprise Fund budget in the Department Operating Budgets section of this document for more information*).

### Transfer to Grant Projects

**\$36,443**

This transfer allocates general fund dollars to the Senior Health Coordination-Wellness grant project.

## ***Transfers to Other Funds - continued***

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### **Transfer to Revaluation**

**\$136,000**

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 Sportsplex**

**\$700,000**

In December 2005, the County purchased the Sportsplex located in Hillsborough. Under a current contractual arrangement, a third party, Recreation Factory Partners, manages and operates the facility for a fee. This transfer provides sufficient funds to pay the annual debt service (principal and interest) associated with the purchase (\$521,417) with the remainder for operations.

### **Transfer to Orange-Chatham Justice Program**

**\$55,534**

*Criminal Justice Partnership Program* – These funds provide the County match for the Criminal Justice Partnership Program. This match, along with grant funding from the Criminal Justice Partnership Program and the State Office of Juvenile Justice finance the County's Criminal Justice Program Coordinator position.

## Non-Departmental Summary Governing and Management

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

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Governing and Management</b>						
3R Fee For County Property	\$1,911	\$2,470	\$2,500	\$2,790	\$3,000	\$3,000
3R Fee Payments In-Lieu	\$9,249	\$18,774	\$20,000	\$26,057	\$27,000	\$27,000
Reserve for 401 K Plan Enhancement	\$0	\$0	\$46,500	\$0	\$0	\$0
ASCAP	\$0	\$909	\$1,000	\$948	\$1,000	\$1,000
Cable Casting Commissioner Meeting	\$28,558	\$59,713	\$30,000	\$34,538	\$30,000	\$30,000
Cable Franchise Negotiation	\$1,086	\$0	\$0	\$0	\$0	\$0
Classification & Pay Study	\$0	\$0	\$100,000	\$100,000	\$0	\$0
Commissioners' Contingency	\$0	\$0	\$17,500	\$0	\$0	\$40,000
Construction Manager	\$0	\$17,825	\$100,000	\$282,175	\$0	\$0
County Government Week	\$480	\$644	\$750	\$750	\$750	\$750
Critical Needs/Safety Net Reserve	\$0	\$0	\$0	\$0	\$0	\$0
Drug Testing	\$7,615	\$7,075	\$8,000	\$8,150	\$15,606	\$8,606
Employee Development	\$48,198	\$50,532	\$63,000	\$91,443	\$63,000	\$63,000
Energy Conservation Team	\$0	\$0	\$30,000	\$30	\$30,000	\$0
Fairview Community Policing Stat	\$14,252	\$0	\$0	\$0	\$0	\$0
Health Insurance Increase	\$0	\$41,320	\$127,000	\$0	\$264,000	\$264,000
Incentives Program	\$0	\$0	\$0	\$0	\$2,500	\$2,500
In-Range Salary Adjustment	\$0	\$0	\$249,267	\$0	\$220,710	\$0
Manager's Miscellaneous	\$2,923	\$2,759	\$7,500	\$7,000	\$7,500	\$7,500
Meeting Support Supplies	\$9,490	\$12,022	\$12,000	\$11,360	\$12,000	\$12,000
Miscellaneous	\$0	\$0	\$0	\$0	\$0	(\$434,347)
OCS District Tax	\$2,309	\$0	\$0	\$0	\$0	\$0
Pay Plan Equity Retention	\$0	\$0	\$25,000	\$0	\$225,000	\$25,000
Recruitment/Selection	\$709	\$1,997	\$5,000	\$8,500	\$5,000	\$5,000
Referendum Education	\$0	\$12,453	\$0	\$0	\$0	\$0
Relocation Expenses	\$0	\$0	\$0	\$0	\$35,000	\$35,000
Reserve For Downtown Campus Parking	\$0	\$25,237	\$0	\$0	\$0	\$0
Reserve For Water Resource Initiative	\$0	\$1,620	\$0	\$0	\$0	\$0
Retiree Health Insurance	\$760,363	\$841,111	\$1,149,407	\$1,149,407	\$1,273,744	\$1,273,744
Salary - Cost Of Living Adjustment	\$0	\$0	\$1,138,030	\$0	\$1,000,036	\$0
School Collaboration Consultant	(\$680)	\$1,300	\$3,500	\$3,500	\$3,500	\$3,500
Special Referenda	\$0	\$31	\$0	\$107,500	\$0	\$0
Sportsplex Membership - County Share	\$0	\$24,207	\$20,000	\$34,000	\$35,000	\$35,000
Tax Bill Inserts	\$3,386	\$3,271	\$5,000	\$3,450	\$5,000	\$5,000
TJCOG Water Quality	\$6,881	\$6,881	\$7,000	\$11,964	\$7,000	\$7,000
Triangle J Dues	\$20,117	\$21,301	\$22,000	\$23,217	\$24,000	\$24,000
Tuition Refunds	\$10,978	\$8,399	\$11,000	\$10,000	\$11,000	\$11,000
Youth Voices	\$317	\$965	\$1,500	\$1,500	\$1,500	\$1,500
<b>Governing and Management Total</b>	<b>\$928,142</b>	<b>\$1,162,816</b>	<b>\$3,202,454</b>	<b>\$1,918,279</b>	<b>\$3,302,846</b>	<b>\$1,450,753</b>

# **Governing and Management Non-Departmentals**

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**3R Fee for County Property** **\$3,000**  
These funds cover the Waste Reduction, Reuse, and Recycling (WRRR) fees assessed to Counties properties.

**3R Payment-in-Lieu** **\$27,000**  
These funds cover the Waste Reduction, Reuse, and Recycling (WRRR) fees assessed to property owners in Orange County, who have been granted a waiver by the County due to their financial inability to pay.

**American Society of Composers, Authors, and Publishers (ASCAP)** **\$1,000**  
Annual dues paid to ASCAP, a not-for-profit performing rights organization that protects its members' musical copyrights by monitoring public performances of their music, whether via a broadcast or live performance, and compensating them accordingly

**Cable Casting Board of Commissioner Meetings** **\$30,000**  
Funds provide for cable casting Board of County Commissioners meetings.

**Commissioners' Contingency** **\$40,000**  
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** **\$8,606**  
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.

**Health Insurance Increase** **\$264,000**  
Funds to cover health insurance increases anticipated during fiscal year 2008-09. Recommended funding for FY 2008-09 will allow for an 8% increase in health insurance premiums, effective January 1, 2009. The actual amount of the County's health insurance increase will be determined in September 2008 through the annual renewal process.

## ***Governing and Management Non-Departmentals - continued***

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<b>In-Range Salary Adjustment</b>	<b>\$0</b>
Funds to grant 1.0 percent in-range salary increase for employees whose work performance is "proficient" and a 2.0 percent increase for those whose work performance is rated "exceptional". Awards would be effective with the employee's performance review date. (The Commissioners approved \$195,210 for FY 2008-09. These funds are reflected within each department's Permanent Salaries line item.)	
<b>Incentives Program</b>	<b>\$2,500</b>
The HR Department previously budgeted funds to encourage employees to look for ways to save resources, energy, and improve service delivery without increasing the budget. This process will be monitored by HR and winners will be recognized with financial and gift awards.	
<b>Manager's Miscellaneous</b>	<b>\$7,500</b>
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.	
<b>Meeting Support Supplies</b>	<b>\$12,000</b>
Supplies and meal costs for Board of Commissioners related meetings.	
<b>Miscellaneous</b>	<b>(\$434,347)</b>
The Board approved a 3-month hiring delay for County positions that are not required to maintain essential services such as those related to public safety, health, and protective services. Anticipated savings from this delay total \$400,000. The Board also reduced County departments' travel line item expenses by 25%, resulting in a savings of \$34,347.	
<b>Pay Plan Equity Retention</b>	<b>\$25,000</b>
Earlier this year, the Board approved a contract with Archer Company to conduct a review of the County's current classification and pay plan. While we were optimistic that results of the study would be available in time to include full funding in my proposed budget plan, unfortunately the results will not be complete until the fall/winter 2008 timeframe. To that end, the recommended budget sets aside \$225,000 to allocate once the study results are received to address employees' salaries most out-of-line with market and allocate these funds once the study results are approved. I recommend full funding of the results effective July 1, 2009 and plan to allocate monies for this purpose in my recommended 2009-10 budget.	
<b>Recruitment/Selection</b>	<b>\$5,000</b>
Funds to cover costs of the recruitment and selection process for department head level positions.	
<b>Relocation Expenses</b>	<b>\$35,000</b>
Funds to cover expenses such as temporary lodging, moving expenses, etc. associated with obtaining new members of the County Management Team.	
<b>Reserve for Cost of Living Adjustment</b>	<b>\$0</b>
Funds to adjust the salary schedule and employee salaries 2.25 percent effective July 1, 2008, in response to cost of living and labor market factors. (The Commissioners approved \$900,027 for FY 2008-09. These funds are reflected in each department's Permanent Salaries line item.)	

## ***Governing and Management Non-Departmentals - continued***

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**Retiree Health Insurance** **\$1,273,744**

These funds provide for health insurance for County retirees who are eligible under Orange County's Personnel Ordinance. The increase results from the increasing cost for health insurance and the increasing number of eligible retirees.

**School Collaboration Consultant** **\$3,500**

To cover mediation costs associated with school districts collaboration meetings.

**Sportsplex Membership – County Share** **\$35,000**

Funding to offer discounted Sportsplex memberships to permanent County employees.

**Tax Bill Inserts** **\$5,000**

Funding is provided for the production and printing of informational inserts to the County's summer mailing of real property tax bills and monthly motor vehicle tax bills. This effort is directly related to the Board's approved Communications goal.

**Triangle J Council of Government (TJCOG) – Water Quality** **\$7,000**

These funds pay for the County's participation in the Triangle Area Water Supply Monitoring Project. This account also pays a portion of the County's cost to maintain the Eno River gauging station as outlined in the Eno River Capacity Use Agreement. Orange County's primary role in this agreement is to preserve the Eno River habitat while monitoring water capacity fluctuations and their impact on the surrounding habitat of Lake Orange.

**Triangle J Council of Government (TJCOG) – Dues** **\$24,000**

Funds are budgeted to pay COG dues for regional Emergency Medical Services, Aging, and Ombudsman support.

**Tuition Refunds** **\$11,000**

These funds are used to reimburse County employees up to \$600 each fiscal year for tuition, fees and books for job related courses. The increase results from increased employee use of the program.

**Youth Voices** **\$1,500**

These funds support the cooperative efforts of high school students from both the Orange County and Chapel Hill-Carrboro Schools to meet periodically to identify and discuss mutual concerns and possible improvements on matters such as recreation and leisure activities for youth.

## Non-Departmental Summary

### *General Services*

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

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>General Services</b>						
Greene Tract Reimbursement	\$0	\$0	\$0	\$0	\$90,549	\$90,549
Stormwater Fees For County Property	\$9,009	\$4,680	\$10,000	\$9,945	\$10,000	\$10,000
<b>General Services Total</b>	<b>\$9,009</b>	<b>\$4,680</b>	<b>\$10,000</b>	<b>\$9,945</b>	<b>\$100,549</b>	<b>\$100,549</b>

## **General Services Non-Departmentals**

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**Greene Tract** **\$90,549**

The County's share to the Solid Waste Enterprise Fund for the Greene Tract property.

**Stormwater Fees for County Property** **\$10,000**

These funds provide for payment to the Town of Chapel Hill for stormwater utility fees assessed to County properties.

## Non-Departmental Summary

### *Human Services*

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

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Human Services</b>						
A Helping Hand	\$5,000	\$5,000	\$5,000	\$5,000	\$10,000	\$5,000
Adolescent Pregnancy Coalition	\$0	\$0	\$0	\$0	\$500	\$0
Adolescents In Need	\$75,749	\$75,749	\$75,749	\$75,749	\$75,749	\$75,749
Alliance Of AIDS Services	\$3,000	\$3,000	\$3,000	\$3,000	\$5,000	\$3,000
Arc of Orange County	\$4,000	\$4,000	\$4,000	\$4,000	\$12,000	\$4,000
Big Brothers/Big Sisters	\$0	\$5,000	\$5,000	\$10,000	\$10,000	\$5,000
Charles House	\$8,000	\$11,000	\$11,000	\$11,000	\$12,000	\$11,000
Chapel Hill-Carrboro YMCA/Boomerang	\$0	\$0	\$0	\$0	\$5,000	\$0
Child Care Services Association	\$43,025	\$43,025	\$43,025	\$43,025	\$50,000	\$43,025
Chrysalis Foundation	\$0	\$20,000	\$20,000	\$20,000	\$25,000	\$20,000
Club Nova	\$0	\$0	\$0	\$0	\$7,000	\$75,000
Community In Schools	\$55,000	\$55,000	\$55,000	\$55,000	\$65,000	\$55,000
Cornucopia House	\$0	\$2,000	\$2,000	\$2,000	\$6,000	\$2,000
Disability Awareness Council	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Dispute Settlement Center	\$34,000	\$34,000	\$34,000	\$34,000	\$41,000	\$34,000
Duke Community Hospice	\$3,300	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
El Centro Latino	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000
El Futuro	\$0	\$0	\$0	\$0	\$60,000	\$0
EmPOWERment	\$0	\$13,544	\$13,545	\$13,545	\$13,600	\$13,545
Family Violence Prevention Center	\$19,400	\$19,400	\$19,400	\$19,400	\$21,000	\$19,400
Family Counseling Services	\$3,500	\$3,500	\$3,500	\$1,750	\$0	\$0
Food Bank of Central & Eastern NC	\$0	\$0	\$4,500	\$4,500	\$10,000	\$4,500
Freedom House	\$17,000	\$24,000	\$24,000	\$26,000	\$26,000	\$24,000
Habitat For Humanity	\$15,000	\$15,000	\$15,000	\$15,000	\$20,000	\$15,000
Hope Line	\$1,500	\$1,500	\$0	\$0	\$0	\$0
Human Services Forum	\$5,471	\$6,889	\$6,300	\$6,922	\$6,300	\$6,300
Interfaith Council	\$36,480	\$36,480	\$36,480	\$36,480	\$56,480	\$36,480
Joint Orange-Chatham Community Action	\$100,000	\$100,000	\$105,000	\$105,000	\$105,000	\$105,000
KidSCOpe	\$89,000	\$89,000	\$89,000	\$139,000	\$114,200	\$89,000
Leaf Light	\$0	\$5,000	\$0	\$0	\$0	\$0
Literacy Council	\$14,687	\$13,500	\$13,500	\$13,500	\$15,000	\$13,500
Medical Examiner	\$34,375	\$32,300	\$32,000	\$38,100	\$38,000	\$38,000
Mental Health Association	\$2,000	\$2,000	\$2,000	\$2,000	\$0	\$0
Middle School After-School Program	\$65,000	\$65,000	\$70,000	\$70,000	\$70,000	\$70,000
OC Alternative Sentencing	\$39,989	\$83,000	\$83,000	\$83,000	\$83,000	\$83,000
OC American Red Cross	\$0	\$5,000	\$5,000	\$5,000	\$7,000	\$5,000
OC Partnership For Young Children	\$0	\$0	\$0	\$0	\$5,000	\$0
OPC Mental Health	\$243,744	\$80,000	\$0	\$75,000	\$0	\$0
Orange Community Housing & Land Trust	\$110,000	\$114,000	\$149,000	\$149,000	\$179,000	\$149,000

## Non-Departmental Summary

### *Human Services*

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

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
Orange Congregation In Missions	\$30,600	\$30,600	\$30,600	\$30,600	\$35,600	\$30,600
Orange Enterprises	\$73,175	\$73,175	\$73,175	\$73,125	\$63,175	\$63,175
Partnership To End Homelessness	\$38,351	\$16,700	\$24,000	\$0	\$0	\$0
Piedmont Health Services	\$10,750	\$10,750	\$10,750	\$10,750	\$10,750	\$10,750
Piedmont Wildlife Center	\$20,000	\$20,000	\$20,000	\$20,000	\$30,000	\$20,000
Planned Parenthood	\$21,940	\$21,940	\$21,940	\$21,940	\$21,940	\$21,940
Project Turn Around	\$44,424	\$64,424	\$64,424	\$64,424	\$64,424	\$64,424
Rape Crisis	\$28,000	\$28,000	\$28,000	\$28,000	\$35,000	\$28,000
Recruitment/Selection	\$6,500	\$0	\$0	\$0	\$0	\$0
Reserve For Human Services Space	\$0	\$0	\$163,300	\$0	\$0	\$0
School Health Nurse Cont	\$486,898	\$537,288	\$566,774	\$430,449	\$593,146	\$593,146
Senior Care Of Orange County	\$40,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Triangle Radio Reading Service	\$1,800	\$1,800	\$1,800	\$1,800	\$2,000	\$1,800
Triangle Resident Options	\$0	\$0	\$0	\$0	\$3,000	\$0
UNC-CH STEP Program	\$0	\$0	\$0	\$0	\$0	\$0
Volunteers For Youth	\$25,000	\$25,000	\$25,000	\$25,000	\$35,000	\$25,000
WC Breeze Family Farm	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000
Women's Center	\$16,400	\$16,400	\$16,400	\$16,400	\$18,000	\$16,400
Youth Creating Change	\$2,500	\$1,875	\$0	\$0	\$0	\$0
Youth Services	\$6,259	\$13,000	\$10,000	\$10,000	\$10,000	\$10,000
<b>Human Services Total</b>	<b>\$1,905,324</b>	<b>\$1,906,356</b>	<b>\$2,073,662</b>	<b>\$1,887,031</b>	<b>\$2,164,364</b>	<b>\$1,978,234</b>

# Human Services Non-Departmentals

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## **A Helping Hand**

**\$5,000**

The goals of this agency are to enable senior citizens to live independently, maintain high levels of wellness and avoid institutionalized care. The funds provided from Orange County support low-income care recipients who are unable to afford the fee of \$15 per hour. Services provided by A Helping Hand include transportation to the doctor, assistance with shopping for nutritious food and preparing healthy meals, assistance with business correspondence, and light housekeeping for a clean and safe home environment.

## **Adolescents in Need**

**\$75,749**

This agency serves Orange County School District teens (grades 6 through 12 and those not in school). The focus is primarily on those youths that are considered at-risk of early sexual involvement, substance abuse, defiant behavior and physical or sexual abuse due to home, family or other social surroundings.

## **Alliance of Aids Services**

**\$3,000**

This agency operates two family care homes for low-income people living with HIV/AIDS, six of whom currently live at the Orange Community Residence ("Orange House") in Carrboro. This grant will assist the Alliance in providing the proper nutrition and medication needed for the six residents in the Orange House.

## **Arc of Orange County**

**\$4,000**

The Arc of Orange County works with and for people who have/are at risk for developmental disabilities to promote full participation in all areas of life in our community. Approximately \$2,000 of the requested funds would be used for transportation costs for clients living in northern Orange County. The other half of their request would be spent on a new program initiative, Community Connections Program. This program will promote entrepreneurial abilities in clients by supporting and encouraging projects and activities that might lead to micro-enterprise projects.

## **Big Brothers Big Sisters**

**\$5,000**

Big Brothers Big Sisters (BBBS) of the Triangle offers two services, community-based and school-based mentoring. Community-based mentoring provides mentors for children from single parent homes or other children in need of adult mentors. These "Big Brothers and Big Sisters" play an integral role in the lives of their "Littles" by being good listeners and guiding these children in the right direction. School-based mentoring provides mentors to children during and after school on their school's campus. Teachers or key school staff refer children to their program who may need extra attention to build better social skills or who may be lacking in a particular area of schoolwork. School-based matches last for one school year and may continue into the next at the request of the parent, child, teacher or volunteer.

## **Charles House**

**\$11,000**

Charles House is an adult day care facility located in Carrboro whose goals are to prolong the independence of older adults with disabilities and to provide respite for their caregivers. The facility has a capacity for 19 older adults and has had a waiting list since June of 2000.

## ***Human Services Non-Departmentals - continued***

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### **Child Care Services Association**

**\$43,025**

The Child Care Services Association seeks to ensure that affordable (no more than 10% of a family's gross earning are used to purchase child care for one child), accessible, high quality childcare is available for all young children and their families.

### **Chrysalis Foundation**

**\$20,000**

The Chrysalis Foundation develops affordable housing for disabled adults and families in Orange County, focusing on mental health, developmental and substance abuse disabilities. Chrysalis develops housing that brings additional rental units into the affordable stock for renters whose income is generally lower than 30 percent of area median income. Chrysalis's housing activities include real estate development, property acquisition and renovation, financing, grant writing and participating in local housing initiatives.

### **Club Nova**

**\$75,000**

The mission of Club Nova is to serve adults in Orange County living with severe and persistent mental illness and provide them with structured daily activities, as well as social, vocational and residential opportunities that they would not otherwise have.

### **Communities In Schools**

**\$55,000**

Communities in Schools (CISOC) is a "stay-in-school" program that coordinates human services delivery to middle school and high school youth and their families. The goal of the agency is to offer students successful learning environments and encourage them to stay in school and prepare for life.

### **Cornucopia House**

**\$2,000**

Cornucopia House provides a nurturing environment where patients, families and others can gather to share and receive support, resources and education to cope with cancer. Services at Cornucopia House are provided to anyone touched by cancer at any stage of diagnosis, treatment, recovery, remission or recurrence.

### **Disability Awareness Council**

**\$3,500**

The Orange County Disability Awareness Council offers educational and advocacy projects to promote opportunities for persons with disabilities to work and live in an environment free of architectural, attitudinal, economic, structural, and societal barriers.

### **Dispute Settlement Center**

**\$34,000**

This agency promotes and brings about peaceful settlement of disputes and prevents the escalation of conflict through mediation, facilitation, conciliation, and training.

### **Duke Community Hospice Services (formerly Triangle Hospice)**

**\$4,000**

This grant will serve the terminally ill and their families in Orange County. The Hospice provides medical, psychosocial, spiritual and bereavement care for the terminally ill and their loved ones.

### **El Centro Latino**

**\$21,000**

El Centro Latino offers services to meet the needs of the Latino community in a culturally appropriate and pro-active manner. These include, overcoming language and transportation barriers, isolation, legal issues, educational issues, access to services and assistance to individuals who are not eligible for social services.

## ***Human Services Non-Departmentals - continued***

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- EmPOWERment, Inc.** **\$13,545**  
EmPOWERment will employ and supervise a Property Manager for five local nonprofits concerned with providing affordable rental housing to low-income residents. The new position will manage 58 rental units for the Affordable Rentals Group (EmPOWERment, Inc., Orange Community Land and Housing Trust, Chrysalis Foundation, Affordable Rentals, Inc, and Habitat for Humanity).
- Family Violence Prevention Center** **\$19,400**  
The Family Violence Prevention Center seeks to prevent and end family violence through community education and provision of direct services including emergency assistance, case management and court advocacy.
- Food Bank of Central and Eastern North Carolina** **\$4,500**  
This agency provides regularly scheduled distribution and delivery of nutritious food, including fresh produce and high-quality high-protein meats, to seven Food Bank partner agencies in Orange County serving low-income individuals.
- Freedom House** **\$24,000**  
This agency provides extended care and transitional living in order to promote recovery from the disease of addiction. The goal of the Freedom House is to help alcoholics and drug addicts by providing the tools necessary to lead a life of recovery and to become productive members of society.
- Habitat for Humanity** **\$15,000**  
Habitat for Humanity of Orange County (HHOC) provides decent affordable housing for families earning less than half of the area median income and who live in substandard housing. HHOC constructs simple but well-built homes that are then sold to qualifying families at affordable prices.
- Human Services Forum** **\$6,300**  
These funds are used to support the Human Services Advisory Commission's Annual Forum held each September.
- Interfaith Council for Social Service** **\$36,480**  
Funds from this grant will continue to address local poverty, hunger, homelessness, underemployment, transitional housing (Project HomeStart), substance abuse and other problems through specific programs offered by volunteers and paid staff or in collaboration with other community agencies.
- Joint Orange-Chatham Community Action (JOCCA)** **\$105,000**  
JOCCA provides services to very low-income families and individuals with the goal of improving their quality of every day life. JOCCA offers the following services (1) nutrition and aging; (2) self-sufficiency services; (3) job training and employment; (4) community based assistance and teen court for youth offenders; and (5) energy conservation/weatherization and heating assistance. Increased funding for fiscal year 2007-08 will allow JOCCA to increase the numbers of meals it will serve to seniors at the new Seymour Senior Center in Chapel Hill.
- KidsCope** **\$89,000**  
KidScope is an early intervention program that offers services to young children who are experiencing social, emotional, and/or behavioral difficulties. Main service components include

## ***Human Services Non-Departmentals - continued***

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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**

**\$38,000**

Funds are budgeted to perform autopsies and medical examinations as required at the University Medical Center.

### **Middle School After School Program**

**\$70,000**

The Middle School After School Program (MSAS) provides educational, social and recreational activities for middle school students during the after school hours from 3:00pm to 6:00pm. This program is offered at all middle schools in the Orange County and Chapel Hill-Carrboro City School Districts. Increased funding for fiscal year 2007-08 will allow MSAS to expand its programming for Gravelly Hills Middle School in the Orange County School District.

### **Orange-Chatham Alternative Sentencing**

**\$83,000**

Orange-Chatham Alternative Sentencing (OCAS) provides critical information to the judiciary and probations officers, magistrates, jailers, and other judicial officials so that they may make more informed decisions regarding the rehabilitation or release of Pretrial inmates in the 15-B County Jails.

### **Orange County American Red Cross**

**\$5,000**

The American Red Cross, Orange County Chapter provides Disaster Services, Health and Safety Services and Blood Services to the citizens of Orange County. Each year, the Orange County Chapter responds immediately to over 75 local emergencies, including house or apartment fires. Disaster relief focuses on meeting people's immediate emergency disaster-caused needs. Each year, the Orange County Chapter trained 5,000 people in lifesavings skills – programs that are designed to give individuals the confidence to respond in an emergency situation with skills that can save a life. The Chapter also provides nearly one-third of UNC Hospital's blood supply from volunteer donors in Orange County.

### **Orange Community Housing and Land Trust**

**\$149,000**

Orange Community Housing and Land Trust (OCHLT) focuses on providing affordable housing, that remains affordable forever, for families earning less than 80 percent of the area median income.

### **Orange Congregations in Mission (OCIM)**

**\$30,600**

This agency provides services to economically-challenged and homebound northern Orange County residents through volunteer efforts of diverse congregations and individuals.

### **Orange Enterprises**

**\$63,175**

Orange Enterprises provides vocational training and sheltered employment programs for Orange County citizens who have employment barriers.

## ***Human Services Non-Departmentals - continued***

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**Piedmont Health Services** **\$10,750**

This grant supports health services to families in or near poverty. This local grant enables this agency to attract more than \$2.7 million annually in federal funds to support primary care services for residents. Piedmont Health Services served approximately 30,207 Orange County residents in 2003-04. The cost of the average visit to the Health Center is approximately \$80.00 compared to triple that amount in most hospital emergency rooms.

**Piedmont Wildlife Center** **\$20,000**

This agency's mission is to support native North American wildlife and its habitat through rehabilitation, education, and scientific study, with emphasis given to wildlife and wilderness of the North Carolina Piedmont. Piedmont Wildlife Center takes in sick, injured, and orphaned native North American wildlife with the intent of returning them in a healthy condition to their original habitat. Additionally, PWC teaches wildlife rehabilitation and restoration while stressing the importance of preserving tracts of wilderness needed to support wildlife populations.

**Planned Parenthood** **\$21,940**

Planned Parenthood of Orange and Durham Counties provides comprehensive reproductive health care services along with educational programs that enhance understanding of human sexuality.

**Project Turn Around** **\$64,424**

Project Turn Around (PTA) is a court diversionary program for first-time non-violent drug offenders. Program participants receive twelve months intensive supervision, during which time they are required to pay program fees and to be employed or in school, support themselves and any dependents, participate in drug counseling, have no further criminal charges and be drug free. At successful completion of the program, the court charges are dismissed.

**Rape Crisis Center** **\$28,000**

The Orange County Rape Crisis Center works to stop sexual violence and its impact through support, education, and advocacy. It does this through operation of 24-hour services, support groups, and community education throughout the county.

**School Nurse** **\$593,146**

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 School Nurse funds were previously accounted for within the Health Department's Personal Health budget.

**Senior Care of Orange County** **\$50,000**

Senior Care of Orange County was created to provide a safe and enriching environment while offering social and health services to frail, disabled, and isolated older adults. The program provides respite and education for family members and caregivers with the primary goal of preventing or delaying the institutionalization of participants.

**Triangle Reading Service** **\$1,800**

This agency broadcasts local and national newspapers and periodicals to elderly, visually and physically impaired, and handicapped residents of Orange County.

## ***Human Services Non-Departmentals - continued***

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### **Volunteers for Youth**

**\$25,000**

Volunteers for Youth, Inc. is an organization that serves delinquent and high-risk youths in Orange County. The agency bridges the gap between disconnected youth and the community through one-on-one volunteer and community service programs.

### **W.C. Breeze Family Farm**

**\$10,000**

These funds are budgeted for the W.C. Breeze Family Farm Agriculture Extension and Research Facility.

### **Women's Center**

**\$16,400**

The Women's Center offers information, education, referral and support services for women. These services include coordinating legal information, referrals to therapists, providing workshops and support groups, hosting the state's largest juried art show for women artists, as well as providing direct supportive services such as information and referral to area resources, consumer credit and basic budget counseling, career counseling, and a pregnancy and violence prevention program for at-risk adolescents and their families.

### **Youth Services**

**\$10,000**

This funding will provide for the second summer of the Youth Leadership Development Institute, which was developed last summer through collaboration with the County Manager's office, Cooperative Extension office, Recreation and Parks department, and Human Rights and Relations, with funding support also provided by United Way. The program provides leadership training activities and community service projects for Orange County youth.

## Non-Departmental Summary *Culture and Recreation*

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

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Culture and Recreation</b>						
Arts Center	\$5,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Forest Service	\$36,822	\$57,076	\$62,949	\$62,949	\$65,492	\$65,492
Haw River Festival	\$500	\$0	\$0	\$0	\$0	\$0
Hillsborough Youth Athletic Association	\$22,500	\$22,500	\$23,625	\$23,625	\$23,625	\$23,625
Hillsborough Historical Museum	\$5,000	\$5,000	\$5,000	\$5,000	\$5,500	\$5,500
Historic Hillsborough Commission	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
Special Olympics Of Orange County	\$0	\$5,000	\$0	\$0	\$0	\$0
<b>Culture and Recreation Total</b>	<b>\$78,822</b>	<b>\$108,576</b>	<b>\$110,574</b>	<b>\$110,574</b>	<b>\$113,617</b>	<b>\$113,617</b>

### *Other Agencies - Library*

Listed below are appropriations for non-departmental Other Agencies - Library related funds and entities.

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Contributions to Other Agencies</b>						
Library - Chapel Hill	\$249,333	\$249,333	\$249,333	\$249,333	\$249,333	\$249,333
Library - Mebane	\$700	\$700	\$700	\$700	\$700	\$700
<b>Other Agencies - Library Total</b>	<b>\$250,033</b>	<b>\$250,033</b>	<b>\$250,033</b>	<b>\$250,033</b>	<b>\$250,033</b>	<b>\$250,033</b>

### *Other Agencies - Recreation*

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

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Contributions to Other Agencies</b>						
Recreation - Carrboro	\$35,898	\$35,898	\$35,898	\$35,898	\$35,898	\$35,898
Recreation - Chapel Hill	\$83,760	\$83,760	\$83,760	\$83,760	\$83,760	\$83,760
Recreation - Mebane	\$5,450	\$5,450	\$5,450	\$5,450	\$5,450	\$5,450
<b>Other Agencies - Recreation Total</b>	<b>\$125,108</b>	<b>\$125,108</b>	<b>\$125,108</b>	<b>\$125,108</b>	<b>\$125,108</b>	<b>\$125,108</b>

## **Culture and Recreation Non-Departmentals**

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### **ArtsCenter**

**\$10,000**

The Arts Center links art, artists and audiences in Orange County through programs, events and classes designed in response to community needs and interests. The co-existence of visual, performing and literary arts in one accessible facility encourages multi-disciplinary collaborations and provides wide-ranging experiences for professionals, amateurs and non-artists of all ages to learn about and participate in visual and performing arts.

### **Forest Service**

**\$65,492**

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

### **Hillsborough Youth Athletic Association (HYAA)**

**\$23,625**

This agency provides youth baseball programs for Orange County children, ages 5 through 17, in a supervised and structured environment. HYAA provides playing facilities, supplies and equipment, and organizes players, parents, volunteers, coaches and umpires.

### **Historical Foundation of Hillsborough and Orange County (Formerly Historical Museum)**

**\$5,500**

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 18<sup>th</sup> and 19<sup>th</sup> century history. The Museum is open to the public, free of charge, 6 days per week.

### **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.

## Non-Departmental Summary

### *Community and Environment*

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

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Community and Environment</b>						
Blackwood and Cate Operations	\$4,809	\$2,770	\$10,000	\$3,500	\$10,000	\$10,000
Cape Fear River Assembly	\$3,820	\$3,820	\$3,916	\$3,916	\$3,916	\$3,916
Cate Property Operations	\$1,200	\$0	\$0	\$0	\$0	\$0
Communication Towers Study	\$0	\$0	\$10,000	\$10,000	\$0	\$0
Greenhouse Gas Emissions Project	\$6,091	\$19,104	\$0	\$0	\$0	\$0
Hillsborough/Orange Strategic Plan	\$9,121	\$13,819	\$0	\$2,060	\$0	\$0
Jordan Lake Water Storage	\$0	\$4,270	\$4,500	\$4,500	\$4,500	\$4,500
Lake Orange	\$600	\$1,700	\$1,500	\$1,500	\$1,500	\$1,500
Loan Pool Reserve	\$0	\$0	\$0	\$0	\$75,000	\$0
OWASA Fees	\$2,880	\$0	\$0	\$0	\$0	\$0
Regional Processing Center Study	\$0	\$0	\$0	\$15,000	\$0	\$0
Reserve For Planning Initiatives	\$0	\$6,970	\$125,000	\$277,030	\$56,916	\$22,916
Research Triangle Regional Partnership	\$10,000	\$10,000	\$10,000	\$10,000	\$18,564	\$0
Rural Planning Organization	\$6,000	\$6,000	\$7,566	\$7,566	\$7,566	\$7,566
Upper Neuse River Basin Dues	\$9,105	\$12,865	\$12,859	\$14,776	\$13,018	\$13,018
<b>Community and Environment Total</b>	<b>\$53,627</b>	<b>\$81,319</b>	<b>\$185,341</b>	<b>\$349,847</b>	<b>\$190,980</b>	<b>\$63,416</b>

# Community and Environment Non-Departmentals

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**Blackwood and Cate Operations** **\$10,000**

These funds will provide the necessary operational costs associated with security system service and maintenance, grounds maintenance, as well as utility costs at the Blackwood Farm Property.

**Cape Fear River Assembly** **\$3,916**

These funds will provide for Orange County to remain a member of the Cape Fear River Assembly. The Assembly provides for proper management of the Cape Fear River, its tributaries, and adjacent land uses. Approximately half of Orange County is located in the Cape Fear River Basin, including the Cane Creek and University Lake Watersheds.

**Jordan Lake Water Storage Allocation** **\$4,500**

Represents Orange County's annual one percent allocation of the water supply storage in Jordan Lake. Orange County pays one percent of the operations, maintenance and rehabilitation program costs. The State of North Carolina has the responsibility to allocate and manage water supply storage in Jordan Lake, and the Division of Water Resources is the lead agency for carrying out this charge.

**Lake Orange** **\$1,500**

These funds provide for maintenance, grass cutting and other grounds keeping at Lake Orange and upstream sediment structures. Increased funding is for constructing a beaver-proof overflow for one of the sedimentation structures, tree clearing, and other miscellaneous construction-type items. Lake Orange maintenance funds serve to protect the County's interests in the infrastructure of Lake Orange, as a drinking water source and natural habitat in the Eno River channel. Reservoirs require protection from the growth of trees on dams, the activities of beavers clogging overflow structures raising water levels to unsafe levels, and from the loss of storage volume due to collected sediment.

**Reserve for Planning Initiatives** **\$22,916**

Provides funds for Planning related initiatives.

- Comprehensive Plan Update, Synthesizing Consultant  
In December 2006, the BOCC voiced support for the use of consulting services to help staff complete the Comprehensive Plan Update. In this case, consulting services would be used to "synthesize" the existing reports and studies that have been completed by various county departments, advisory boards, and in some cases consultants; identify any missing components; and repackage into a Draft Comprehensive Plan. In March 2007, staff initiated the consultant procurement process through a Request for Qualifications (RFQ). At the time this was written, staff anticipated the BOCC beginning contractual negotiations with a preferred professional consultant in late-May to early-June to extend in FY 07-08.

## ***Community and Environment Non-Departmentals - continued***

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- Consultant for Water/sewer Special Assessment or Tax Increment Financing (TIF) Consultant

This consultant work is intended to be available if and when an economic development project or district or County is considering a creative financing program to fund and build infrastructure. Tax Increment Financing (TIF) mechanisms are now available to be used in North Carolina under guidelines best developed by a consultant since there is limited history of TIF usage in North Carolina.

- Eno Economic Development District Water/Sewer Study

A small area planning task force has been created for this area within the City of Durham urban growth boundary. It is suggested by the task force and Durham officials that a jointly funded water and sewer conceptual master plan would be the best mechanism to lead to the orderly and efficient economic development land use pattern. Additional monies are needed for the study.

### **Rural Planning Organization (RPO)**

**\$7,566**

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

### **Upper Neuse River Basin Dues**

**\$13,018**

These funds provide for Orange County to remain a member of the Upper Neuse River Basin Association.

## Non-Departmental Summary

### *Public Safety*

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

	2005-06 Actual Expenditures	2006-07 Actual Expenditures	2007-08 Original Budget	2007-08 12-Month Estimate	2008-09 Department Requested	2008-09 Commissioner Approved
<b>Public Safety</b>						
Fire Safety Protection Study	\$12,689	\$12,500	\$0	(\$189)	\$0	\$0
OCJPC Matching Funds	\$16,182	\$21,389	\$26,492	\$26,492	\$23,309	\$23,309
Public Safety Communication Study	\$2,047	\$0	\$0	\$0	\$0	\$0
<b>Public Safety Total</b>	<b>\$30,917</b>	<b>\$33,889</b>	<b>\$26,492</b>	<b>\$26,303</b>	<b>\$23,309</b>	<b>\$23,309</b>
<b>Office of Juvenile Justice Pass Through Funds</b>						
Behavior Skills Counseling	\$12,000	\$0	\$0	\$0	\$0	\$0
Boomerang	\$0	\$15,000	\$18,000	\$18,000	\$18,000	\$18,000
Dispute Settlement Center	\$35,800	\$44,673	\$35,000	\$35,000	\$48,000	\$48,000
Governor's Crime Commission	\$9,215	\$8,469	\$11,308	\$11,218	\$7,194	\$7,194
Hillcrest Youth Shelter	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
JCPC Administration	\$0	\$0	\$15,500	\$15,000	\$15,500	\$15,500
Mental Health Assoc Sfp 10-14	\$0	\$65,517	\$99,794	\$105,350	\$0	\$0
Mental Health Association	\$45,585	\$37,204	\$37,000	\$37,000	\$37,000	\$37,000
OPC Clinical Case Manager	\$15,644	\$17,646	\$17,411	\$17,411	\$15,416	\$15,416
Project Turn Around	\$41,510	\$31,836	\$27,100	\$27,100	\$0	\$0
Psychological Intensive Services Program	\$18,891	\$15,502	\$14,403	\$14,403	\$11,538	\$11,538
Unallocated	\$0	\$0	\$0	\$2,450	\$0	\$0
Volunteers For Youth	\$47,000	\$64,000	\$70,000	\$72,450	\$88,303	\$88,303
Volunteers For Youth - Teen Court	\$32,000	\$32,000	\$32,000	\$32,000	\$33,000	\$33,000
<b>Pass Through Total</b>	<b>\$267,645</b>	<b>\$360,159</b>	<b>\$411,934</b>	<b>\$421,800</b>	<b>\$283,951</b>	<b>\$283,951</b>
<b>Public Safety (All) Total</b>	<b>\$298,562</b>	<b>\$394,048</b>	<b>\$438,426</b>	<b>\$448,103</b>	<b>\$307,260</b>	<b>\$307,260</b>

# Public Safety Non-Departmentals

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## **JCPC – Orange County Match**

**\$23,309**

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

## ***Office of Juvenile Justice Pass Through Funds:***

### **Boomerang**

**\$18,000**

Boomerang is an alternative-to-suspension program, serving students from the Chapel Hill-Carrboro City Schools. In lieu of spending their out-of-school suspensions at home, Boomerang provides a safe, structured environment geared towards keeping students on pace with their schoolwork while understanding and identifying any unmet mental health or substance abuse needs.

### **Dispute Settlement Center: Victim (Resolve/Mediation)**

**\$48,000**

This program provides assistance to the juvenile justice system by helping offenders to understand the impact of their actions, and thereby reducing recidivism. A primary component is to schedule face-to-face meetings between the juvenile offenders and their victims. These meetings are facilitated by trained DSC mediators, and organized by DSC staff. The meetings are designed to build empathy and understanding of the human consequences of the youth's criminal actions. The RESOLVE program will help the juvenile courts and juvenile court counselors to hold offenders accountable for their actions. This program will provide assistance to the juvenile justice system to help offenders understand the impact of their actions, and thereby reduce recidivism. Restorative justice is a shift from our traditional system of retribution toward a focus of repairing the damage caused by crime to victims and the community. The program has these three components: intervention, prevention and collaboration.

### **Governor's Crime Commission Grant**

**\$7,194**

Recipient - District Court Judges Office, Judicial District 15B - NC Administrative Office of the Courts. This grant will pay for a position to serve as a coordinator between the courts and the school systems focusing on school suspensions and trancies in hopes of reducing the number of youth suspended from school.

### **Hillcrest Youth Shelter**

**\$10,000**

Hillcrest is an emergency shelter in Sanford, which provides temporary shelter and related services to youth in Orange County who are determined to be in need of out-of-home placement. The program targets youth who are characterized as abused, neglected, dependent, delinquent, runaway, homeless, or at-risk of becoming one of these. Hillcrest residents will participate in a counseling regimen, which includes testing and evaluation and both group and individual sessions with the staff psychologist. While residing at Hillcrest, the youth are required to participate in the Education Program five days a week. The Education Coordinator either obtains assignments from the home school of the youth or creates weekly academic assignments for the residents.

### **JCPC Administration**

**\$15,500**

Administrative funds are used to support the County's Criminal Justice Program Coordinator position and to provide administrative support to the Orange-Chatham Justice Partnership.

### **Mental Health Association**

**\$37,000**

The Mental Health Association of Orange County provides parent/family counseling to at-risk and adjudicated youth through referrals from Juvenile Services and Orange-Person-Chatham

## ***Public Safety Non-Departmentals - continued***

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Mental Health case managers. Services provided include child and family team meetings, school conferences and youth planning team meetings.

### **OPC Clinical Case Management**

**\$15,416**

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.

### **Psychological Services/Intensive Services**

**\$11,538**

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**

**\$88,303**

This agency allows delinquent youths the opportunity to repay society for their destructive behavior. Through community service, young people are taught accountability for their actions and respect for the rights of others. Also, by working one-on-one with the volunteer work-site supervisors, they develop job skills and explore career opportunities, which ultimately helps to build their self-esteem. Community Service/restitution programs have proven to be one of the most effective types of programming in preventing court involvement. This program proposes to serve youth with community service placements to fulfill their court requirements.

The Restitution Program is also the only program in Orange County that addresses the monetary restitution requirements of juvenile offenders. Because of the lack of viable employment options and transportation, many juvenile offenders would be unable to pay their court-ordered restitution without this program. Most juvenile referrals are 7 to 17 years old. Without this program, victims would not receive compensation. If juvenile offenders are unable to pay their restitution, they are rendered incapable of taking responsibility for their actions. The program will guide and assist youth ordered to make monetary and/or community service restitution to fulfill their obligation by setting up work sites and community projects. Through this realization, participants will learn behavior norms, which will eventually exclude undisciplined behavior.

### **Volunteers for Youth – Teen Court**

**\$33,000**

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.

**Orange County Projects**  
**Capital Investment Plan FY 2008-09**  
**Pay-As-You-Go Funding**

*On May 1, 2008, the Board of County Commissioners approved pay-as-you-go funding for the following Orange County capital projects for fiscal year 2008-09 only. The Board will consider approval of the 2008-18 Capital Investment Plan in fall 2008.*

Project	Approved FY 2008-09 PAYG Funding
Blackwood Farm Structure Stabilization	\$100,000
Court Street Annex	\$100,000
County Campus/Office Building/Library	\$700,000
County Facilities Art Reserve	\$5,000
Dickson House	\$5,000
Hillsborough Commons	\$265,000
Efland Rescue Building	\$12,500
Historic Courthouse	\$150,000
Information Technology	\$375,000
Jail Renovations	\$100,000
Lake Michael	\$25,000
Library Task Force Reserve	\$50,000
<b>Grand Total</b>	<b>\$1,887,500</b>

**Chapel Hill-Carrboro City Schools**  
**Capital Investment Plan FY 2008-09**  
**Pay-As-You-Go Funding**

*On May 1, 2008, the Board of County Commissioners approved pay-as-you-go funding for the following Chapel Hill-Carrboro City Schools capital projects for fiscal year 2008-09 only. The Board will consider approval of the 2008-18 Capital Investment Plan in fall 2008.*

Project	Approved FY 2008-09 PAYG Funding
ADA Compliance	
ADA requirements	\$25,000
<b>ADA Compliance Total</b>	<b>\$25,000</b>
Classroom/Academic Area Improvements	
Glenwood: Stage improvements - curtains	\$25,000
Frank Porter Graham: Stage improvements - curtains	\$25,000
Smith Middle: Cafeteria Acoustics	\$45,000
Chapel Hill High: Cultural Arts Building - lobby improvements	\$205,000
<b>Classroom/Academic Area Improvements</b>	<b>\$300,000</b>
Doors, Hardware, and Canopies	
Ephesus: Canopy to bus drive	\$114,154
<b>Doors, Hardware, and Canopies</b>	<b>\$114,154</b>
Electrical Systems	
Elementary schools: Increase distribution	\$150,000
Phillips Middle: Increase distribution	\$25,000
Chapel Hill High: Electrical upgrades	\$75,000
<b>Electrical Systems Total</b>	<b>\$250,000</b>
Fire/Safety/Security Systems	
Elementary/Middle schools: Access controls	\$150,000
Chapel Hill High: Expand/Upgrade access/video system	\$25,000
East Chapel Hill High: Expand/Upgrade access/video system	\$25,000
<b>Fire/Safety/Security Systems Total</b>	<b>\$200,000</b>
Indoor Air Quality	
Indoor Air Quality improvements in school buildings	\$200,000
<b>Indoor Air Quality Total</b>	<b>\$200,000</b>
Mechanical Systems	
Kitchen Air Conditioning Systems	\$410,000
Frank Porter Graham : Boiler replacement/heat pumps	\$250,000
Seawell: Boilers replacement (2)	\$50,000
<b>Mechanical Systems Total</b>	<b>\$710,000</b>
Mobile Classrooms/Rental Space	
Leased Mobile Units, Rented District Staff Space	\$110,000
<b>Mobile Classrooms/Rental Space Total</b>	<b>\$110,000</b>

**Chapel Hill-Carrboro City Schools**  
**Capital Investment Plan FY 2008-09**  
**Pay-As-You-Go Funding**

*On May 1, 2008, the Board of County Commissioners approved pay-as-you-go funding for the following Chapel Hill-Carrboro City Schools capital projects for fiscal year 2008-09 only. The Board will consider approval of the 2008-18 Capital Investment Plan in fall 2008.*

Project	Approved FY 2008-09 PAYG Funding
Paving and Parking Lot Improvements	
Paving/Parking lots, driveways and walkways renovations	\$75,000
<b>Paving and Parking Lot Improvements Total</b>	<b>\$75,000</b>
Technology	
Upgrade the district's technology infrastructure and provide students and staff with access to appropriate instructional and administrative technology	\$1,100,000
<b>Technology Total</b>	<b>\$1,100,000</b>
<b>Grand Total</b>	<b>\$3,084,154</b>

**Orange County Schools**  
**Capital Investment Plan FY 2008-09**  
**Pay-As-You-Go Funding**

*On May 1, 2008, the Board of County Commissioners approved pay-as-you-go funding for the following Orange County Schools capital projects for fiscal year 2008-09 only. The Board will consider approval of the 2008-18 Capital Investment Plan in fall 2008.*

Project	Approved FY 2008-09 PAYG Funding
<b>A.L. Stanback Middle School</b>	
Support column reinforcement	\$25,000
Science lab renovations	\$82,000
Mechanical room ventilation upgrade	\$16,000
<b>A.L. Stanback Middle School Total</b>	<b>\$123,000</b>
<b>Cameron Park Elementary</b>	
Door Replacement (gym and hallways)	\$20,000
Plumbing upgrades (double check valves)	\$15,000
<b>Cameron Park Elementary Total</b>	<b>\$35,000</b>
<b>Cedar Ridge High School</b>	
Landscaping and erosion control	\$10,000
Security lighting (student parking lot and stadium entrance)	\$15,000
Tennis courts refurbishment	\$10,000
<b>Cedar Ridge High School Total</b>	<b>\$35,000</b>
<b>Central Elementary</b>	
Renovations and Repairs	\$140,000
<b>Central Elementary Total</b>	<b>\$140,000</b>
<b>C.W. Stanford Middle School</b>	
Air Handler Replacement	\$500,000
Replacement of exterior doors (100, 200 buildings and cafeteria)	\$25,000
Science lab renovations	\$50,000
Plumbing upgrades	\$35,000
School-based Student Health Center Construction	\$125,000
<b>C.W. Stanford Middle School Total</b>	<b>\$735,000</b>
<b>District Wide Improvements</b>	
Furniture	\$100,000
Vehicle Safety Partitions	\$5,000
Walkie Talkies	\$3,000
Emergency electrical hook-up for Central Office	\$3,000
Emergency radios	\$21,000
<b>District Wide Improvements Total</b>	<b>\$132,000</b>
<b>Efland Cheeks Elementary</b>	
Replacement and Repairs	\$45,000
<b>Efland Cheeks Elementary Total</b>	<b>\$45,000</b>

**Orange County Schools**  
**Capital Investment Plan FY 2008-09**  
**Pay-As-You-Go Funding**

*On May 1, 2008, the Board of County Commissioners approved pay-as-you-go funding for the following Orange County Schools capital projects for fiscal year 2008-09 only. The Board will consider approval of the 2008-18 Capital Investment Plan in fall 2008.*

Project	Approved FY 2008-09 PAYG Funding
Grady A. Brown Elementary	
Plumbing upgrades	\$35,000
<b>Grady A. Brown Elementary Total</b>	<b>\$35,000</b>
Gravelly Hill Middle School	
Fencing (around sediment ponds)	\$10,000
Flag poles (athletic fields)	\$4,000
<b>Gravelly Hill Middle School Total</b>	<b>\$14,000</b>
Hillsborough Elementary	
Boiler Replacement (cafeteria)	\$45,000
Replace exterior doors (100 building)	\$25,000
Plumbing upgrades (double check valves)	\$25,000
<b>Hillsborough Elementary Total</b>	<b>\$95,000</b>
New Hope Elementary	
Replace gym floor (rubberized surface)	\$130,000
Concrete repairs	\$15,000
<b>New Hope Elementary Total</b>	<b>\$145,000</b>
Orange High School	
Mini-blind replacement	\$20,000
Replace lockers in main gym	\$18,000
Boiler replacement	\$75,000
Renovate athletic office spaces	\$20,000
Upgrade main gym lights	\$7,000
Plumbing upgrades (grease trap and double check valves)	\$35,000
Replace damaged ceiling tiles	\$25,000
<b>Orange High School Total</b>	<b>\$200,000</b>
Pathways Elementary	
Fire alarm upgrade	\$4,500
Cabinet replacement in one classroom	\$3,200
<b>Pathways Elementary Total</b>	<b>\$7,700</b>
Technology Project	
Technology upgrades	\$500,000
<b>Technology Total</b>	<b>\$500,000</b>
Transportation Facility	
Vehicle lift system	\$10,000
Bus security cameras	\$30,000
<b>Transportation Facility</b>	<b>\$40,000</b>
<b>Grand Total</b>	<b>\$2,281,700</b>

# Employee Pay and Benefits

## Approved Employee Pay and Benefits Plan for 2008-09:

- 2.25 percent Cost of Living increase effective July 1, 2008 for permanent employees.
- In-range salary increases ranging from 1 to 2 percent for employees whose work performance is rated proficient or higher, effective on the employees' performance review date.
- Funds to address a projected employee health insurance increase up to 15 percent effective January 1, 2009.

### 1. Cost of Living Increase

The Board approved a 2.25 percent Cost of Living Increase effective July 1, 2008. This percent is based on employment market factors and economic indicators captured in the Consumer Price Index (CPI).

The projected cost of this component of the 2008-09 pay and benefits plan totals \$900,027.

### 2. In-range Salary Increase

For 2008-09, the Board approved in-range salary adjustments to allow the County to link performance and rewards together. Funds are budgeted to grant 1.0 percent in-range salary increase for employees whose work performance is "proficient" and a 2.0 percent increase for those whose work performance is rated "exceptional". Awards would be effective with the employee's performance review date. The administration of financial rewards based on distinctions in performance is a solid performance management practice that promotes proficiency and productivity.

The Approved budget sets aside \$195,210 for this pay and benefits plan element.

### 3. Employee Health Insurance

The Approved budget includes \$264,000 to cover health insurance increases anticipated during fiscal year 2008-09. Current projections estimate an increase of 8 percent for fiscal year 2008-09, effective January 1, 2009. The actual amount of the County's health insurance increase will be determined in September 2008 through the annual renewal process.

### 4. 401(k) Contribution

For fiscal year 2008-09, the Approved budget includes funds to maintain the County's 401(k) current contribution of \$27.50 per pay period to permanent employees (with the exception of sworn law enforcement employees).

**5. Living Wage**

The Approved budget maintains the Living Wage at \$10.12 per hour for FY 2008-09.

## **ORANGE COUNTY BOARD OF COMMISSIONERS DEBT MANAGEMENT POLICY**

The County has long recognized the importance of proper long-range planning in order to meet capital improvement needs as they arise without experiencing dramatic impacts on operational cost and debt service. The following policy statements will provide guidance on the issuance of debt to help ensure that the County maintains a sound debt position and that its credit quality is protected. In conjunction with the County's Capital Policies, these policy statements rationalize the decision making process, identify objectives for staff to implement, and demonstrate a commitment to long term financial planning objectives. In addition, this debt management policy will allow for an appropriate balance between the established debt parameters and providing flexibility to respond to unforeseen circumstances and new opportunities.

### **POLICY STATEMENTS**

#### **Purpose and Type of Debt**

1. Incurrence of debt or long-term borrowing will only be used for the purpose of providing financing for capital projects to include, but not be limited to:
  - a. Construction of new School and County facilities
  - b. Renovation and repair of existing School and County facilities
  - c. Acquisition of real property (land and/or buildings)
  - d. Construction or expansion of Sanitary Sewer Systems
  - e. Providing funds for Affordable Housing Projects
  - f. Construction, acquisition and development of Parks
  - g. Purchase of major equipment

Debt issuance will not be used to finance current operations or normal maintenance.

2. The types of debt instruments to be used by the County include:
  - a. General Obligation Bonds
  - b. Bond Anticipation Notes
  - c. Installment Purchase Agreements (private placement)
  - d. Special Obligation Bonds (landfill only)
  - e. Certificates of Participation, when feasible
  - f. Revenue Bonds
3. All debt issued, including installment purchase methods, will be repaid within a period not to exceed the expected useful life of the improvements or equipment financed by the debt.
4. The County will not issue tax or revenue anticipation notes.

### Purpose and Type of Debt (continued)

5. The County will not issue bond anticipation notes with maturities in excess of one year.
6. The County will strive to maximize the use of pay-as-you-go financing for capital improvements.

### Issuance of Debt

7. The County will strive to issue bonds no more frequently than once in any fiscal year. The scheduling of bond sales and installment purchase decisions and the amount of bonds to be sold and installment financing to be sought will be determined each year by the County Commissioners. These decisions will be based upon the identified cash flow requirements for each project financed, market conditions, and other relevant factors. These factors will be ascertained from the school systems and County departments. If cash needs for bond projects are insignificant in any given year, the Board may choose not to issue bonds. Instead, the Board may fund up from project costs and reimburse these costs when bonds are sold. **In these situations the Board will adopt Reimbursement Resolutions prior to the expenditure of project funds.**
8. The County will seek level or declining debt repayment schedules and will avoid issuing debt that provides for balloon principal payments reserved at the end of the term of the issue.
9. The County will avoid over-reliance on variable rate debt. **Variable rate debt will only be considered when market conditions favor this type of issuance. When variable rate debt is considered, careful analysis will be performed and techniques applied that will ensure that the County's sound debt position will be maintained. At no time will variable rate debt exceed 20% of the County's total outstanding debt.**
10. The County is required by Statute to issue general obligation debt through a competitive process. The competitive process will also be used for other debt issuance unless time factors, interest rates or other factors make it more favorable to the County to use a negotiated process.
11. **In the planning process for debt issuance the County will assess the need to maintain it's "Bank Qualification" if installment purchase financing is being considered.**

### **Level of Debt**

12. The County will strive to maintain its net bonded debt at a level not to exceed three percent of the assessed valuation of taxable property within the County.
13. The County will strive to maintain its annual debt service costs at a level no greater than fifteen percent of general fund revenues, including installment purchase debt.

### **Undesignated Fund Balance**

14. The County will strive to maintain undesignated balance in the general fund at a level sufficient to meet its budgeted goals, to be determined annually. The amount of undesignated fund balance maintained during each fiscal year should not be less than eight percent of budgeted general fund operating expenditures that fiscal year.
15. To the extent that undesignated fund balance exceeds the budgeted goals the County could consider drawing upon the balance fund major equipment purchases or one time expenses on a pay-as-you-go-basis.

### **Investment of Capital Funds**

16. Investment of capital funds will be performed in accordance with the North Carolina General Statutes (159-30). Funds will be invested in instruments that will provide the liquidity required to meet the cash flow needs of each project funded.
17. Investment earnings on capital funds, after subtracting required or potential arbitrage, will be used for project costs and/or debt service.

### **Bond Ratings**

18. The County will maintain good communications with bond rating agencies about its financial condition and will follow a policy of full disclosure on every financial report and offering statement.
19. The County will strive to maintain bond ratings at or better than Aaa (Moody's) and AA+ (Standard & Poor's).

### **Arbitrage Rebate and Secondary Market Disclosure Requirements**

20. The County will comply with all arbitrage rebate requirements as established by the Internal Revenue Service and all secondary market disclosure requirements established by the Securities and Exchange Commission.
21. Arbitrage will be calculated at the end of each fiscal year and interest earned on investment of bond or installment purchase proceeds will be reserved to any penalties due.

### **Enterprise Funds**

22. For any Enterprise Fund that is supporting debt, an annual rate study will be performed to ensure that fees or rates are sufficient to meet the debt service requirements.

### **Capital Reserve Funds**

23. The County will create and maintain capital reserve funds as appropriate, such as for school and county projects.
24. The Capital Reserves will be funded from unallocated ½ cent sales tax revenues and/or any other revenue source that the County Commissioners may choose.
25. Funds accumulated in the Capital Reserve Funds will be used on a pay-as-you-go basis to finance renovations and repairs to existing buildings and the purchase of major equipment. The Board may also choose to fund other pay-as-you-go initiatives from Reserve Funds.

### **10-Year Capital Investment Plan (CIP)**

26. The County will adopt a ten-year CIP annually.
27. This Debt Management Policy will be incorporated into the CIP.
28. The County will strive to include plans for debt issuance within the CIP.

**Orange County Board of Commissioners**  
**Approved**  
**Capital Funding Policy**

**Preamble**

This capital funding policy is the product of extensive analysis and deliberation. The intent of this policy is to reflect greater priority than there has been historically on providing funding for County projects, with particular emphasis directed at enhanced upkeep of existing County facilities. The policy reflects the implementation of the Board of Commissioners' resolution of November 16, 2004 that the Board *"does hereby adopt in principle a policy of allocating a target of 60 percent of capital expenditures for school projects and 40 percent of capital expenditures for county projects over the decade beginning in calendar year 2005"*. This policy continues the County's principle and historical practice of funding all School and County related debt service obligations before allocating any other School or County capital funds for other purposes.

**Long Range Capital Investment Plan**

During October of each fiscal year, the County Manager shall present, to the Board, ten-year County and School capital needs and funding plans in the form of a Capital Investment Plan. Each year, the Board of Commissioners shall conduct a public hearing on the Manager's Recommended CIP during November and subsequently adopt a ten-year Capital Investment Plan (CIP).

The first year of the adopted ten-year Capital Investment Plan shall become the basis for the annual capital budget and incorporated into the next annual operating budget recommended by the County Manager.

County and School recurring capital needs will be identified and reviewed during each annual operating budget cycle, and recurring capital appropriations will be approved by the Board of Commissioners as an element of each annual Orange County Budget Ordinance.

The ten-year plan for long-range capital funding shall include:

- Anticipated County capital expenditures costing \$25,000 or more (excluding equipment)
- Anticipated school capital expenditures costing \$50,000 or more (excluding equipment)
- Equipment costing \$5,000 or more

**Sources of Funds**

The County will allocate the following sources of funds for County and School debt service and long-range and recurring capital:

- All proceeds from the Article 40 and Article 42 half-cent sales taxes.

*(The North Carolina General Statutes require that 30 percent of the Article 40 (NCGS§105-487(a)) and 60 percent of the Article 42 (NCGS§105-502(a)) sales tax revenue be earmarked for public school capital outlay as defined in NCGS§105-426(f) or to retire any indebtedness incurred by the county for these purposes)*

- School Construction Impact Fees for each school system.
- Public School Building Capital Fund monies
- Property tax revenue sufficient to pay all debt service on remaining 1988, 1992, 1997, or 2001 bonds, or refinancings thereof, as well as alternative financing programmed in the debt issuance schedule approved by the Board on May 5, 2004 and any subsequent updates to that schedule as the Board may approve.
- It is the intent of the Board of County Commissioners to dedicate the equivalent of four cents on the annual ad valorem property tax to funding recurring capital expenditures for schools (three cents) and county (1 cent). However, there will be times when the County will be bound fiscally and unable to achieve full funding. During those times, Commissioners may find it necessary to depart from the Policy. During the 2008-18 Capital Investment Plan development process, the Board will consider a timetable for phasing in the additional two-cents necessary to fully the recurring capital component of this policy.

*(This 4-cent rate may, but need not, be adjusted with each quadrennial revaluation to a "revenue neutral" earmarking)*

- Beginning in fiscal year 2007-08, the County will budget NC Education Lottery proceeds "in arrears" – meaning that funds will be budgeted in the year after the State distributes them. For example, lottery proceeds distributed to the County during the upcoming 2007-08 fiscal year would be budgeted the following fiscal year, 2008-09.

### **Debt Service**

All County and School related debt service obligations would be funded prior to allocation of programmed funding for any other capital purposes.

All proceeds from annual allocations of North Carolina Public School Building Capital Funds will be earmarked explicitly to pay for eligible school debt service.

Orange County Schools' impact fees will be earmarked explicitly to pay for debt service on projects that involved the construction of new school space in the Orange County Schools system. Chapel Hill-Carrboro City Schools' impact fees will be earmarked explicitly to pay for debt service on projects that involved the construction of new school space in the Chapel Hill-Carrboro City Schools system.

### **NC Education Lottery Proceeds**

Beginning in fiscal year 2008-09, each school district will have the option to dedicate its share of the annual NC Education Lottery monies either (1) to repay debt service for debt issued after fiscal year 2006-07 to address school facility renovation needs or (2) as an additional revenue to the districts pay-as-you-go funding to address school facility renovation needs. If either district chooses to dedicate Lottery proceeds to repay debt service, Lottery proceeds, sufficient to cover annual debt payments for principal and interest, will be dedicated for the life of the financing.

Beginning in fiscal year 2008-09, during the first quarter of each year, County staff will request, from the State, the amount of monies accumulated in the Lottery fund for both school districts with the intent of expending those funds during the fiscal year for either debt service payments or individual School capital projects as identified by each districts during their annual update of their ten-year capital plan.

### **Allocation**

With the exception of the revenues earmarked for School and County recurring capital and the Construction Management function, the net proceeds of all programmed revenue sources after debt service obligations have been satisfied will be allocated on the basis of 60% to schools and 40% to the County.

Capital funding for each ten-year capital planning period will be allocated between the two school systems based on certified student membership as of November 15 each year.

### **Capital Project Ordinances – Form and Purpose**

All funds allocated to capital projects are to be accounted for in a Capital Project Fund as authorized by a Board of County Commissioner approved Capital Project Ordinance. The Capital Project Ordinance will include a detailed break down of each major cost category related to the project.

In accordance with the Board of County Commissioners November 2000 adopted "*Policy on Planning and Funding School Capital Projects*", whenever School capital project bids are either higher or lower than originally projected, or any other factor affecting the project budget occurs, the affected school system is expected to work with County Management and Budget staff to present revised capital project ordinances for adoption by the Board of Commissioners. The same expectations shall be applicable for changes to County Capital project budgets.

### **Community Use of Schools**

It is the intent of the Board of County Commissioners to evaluate each new proposed school in both School Districts for joint community use opportunities, including, but not limited to, park and recreation use.

### **Recurring Capital**

As outlined in the "Sources of Funds" section of this policy, recurring capital funding for the Schools and County will be based on the estimated proceeds of 4 cents on the annual General Fund property tax rate. The proceeds from 3 cents will be earmarked for schools, with funds allocated to each school system for the next fiscal year based on each system's respective share of the student membership as of November 15 immediately preceding the next fiscal year. Proceeds from 1 cent on the tax rate will be earmarked for County recurring capital needs.

With regard to County Equipment and Vehicle acquisitions accomplished using third party financing, the Board of County Commissioners will determine the source of funding to

repay the associated debt service at the point that the Board approves the financing arrangement.

### **Construction Management Function**

Beginning with the 2005-06 fiscal year, the Board of Commissioners will appropriate funding to establish a Construction Management function to oversee County and School capital projects. In fiscal years 2005-06 through 2007-08, \$100,000 will be allocated annually to fund this function. The source of funding for the Construction Management function will be split on a 60/40 basis with each school district sharing the schools portion of funding (60%) in accordance with certified student membership as of November 15 each year. Each entity's share of this function will be deducted from its share of long-range capital funding prior to allocating capital funds.

### **Schools Adequate Public Facilities Ordinance**

Orange County's Schools Adequate Public Facilities Ordinance (SAPFO) and Memoranda of Understanding (MOUs) between the County and its municipal and school partners establish the machinery to assure that, to the extent possible, new development will take place only when there are adequate public school facilities available, or planned, which will accommodate such new development. The Board of County Commissioners is committed to the principle that new school space documented as needed through the annual SAPFO technical review process will be reflected in the next adopted CIP, and will be funded so as to be constructed to be available before the relevant level of service threshold is exceeded.

### **Rescission**

This policy rescinds the Orange County Board of Commissioners Capital Funding Policy, as originally approved on December 7, 1996 and as amended on February 3, 1998 and June 23, 2005.

Approved April 24, 2007.

# Budget Administration

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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.

**Fiscal Year 2008-09  
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, 2008 and ending June 30, 2009, the same being adopted by fund and activity, within each fund, according to the following summary:

<b>Fund</b>	<b>Current Revenue</b>	<b>Interfund Transfer</b>	<b>Fund Balance Appropriated</b>	<b>Total Appropriation</b>
General Fund	\$178,352,035	\$2,653,545	\$2,000,000	\$183,005,580
Emergency Telephone Fund	\$718,223	\$0	\$5,494	\$723,717
Fire Districts Fund	\$3,010,335	\$0	\$52,109	\$3,062,444
Section 8 (Housing) Fund	\$3,975,720	\$81,714	\$0	\$4,057,434
Community Development Fund	\$810,651	\$329,961	\$0	\$1,140,612
Efland Sewer Operating Fund	\$62,000	\$82,250	\$0	\$144,250
Revaluation Fund	\$136,000	\$0	\$47,249	\$183,249
Visitors Bureau Fund	\$1,014,000	\$0	\$7,889	\$1,021,889
School Construction Impact Fees Fund	\$2,070,000	\$0	\$0	\$2,070,000
Solid Waste/Landfill Operations Enterprise Fund	\$8,839,528	\$0	\$1,656,935	\$10,496,463
SportsPlex Enterprise Fund	\$2,217,800	\$700,000	\$0	\$2,917,800

## Section II. Appropriations

That for said fiscal year, there is hereby appropriated out the following:

Function	Appropriation
<b>General Fund</b>	
Governing and Management	\$9,524,681
General Services	\$12,853,067
Community and Environment	\$4,138,847
Human Services	\$36,695,871
Public Safety	\$17,184,424
Culture and Recreation	\$3,688,588
Education	\$64,722,715
Debt Service	\$26,105,859
Transfers to Other Funds	\$8,091,528
<b>Total General Fund</b>	<b>\$183,005,580</b>
<b>Emergency Telephone System Fund</b>	
Public Safety	\$723,717
<b>Total Emergency Telephone System Fund</b>	<b>\$723,717</b>
<b>Fire Districts</b>	
Cedar Grove	\$171,189
Chapel Hill	\$996
Damascus	\$45,976
Efland	\$295,496
Eno	\$339,941
Little River	\$166,035
New Hope	\$354,783
Orange Grove	\$259,666
Orange Rural	\$641,640
South Orange	\$429,969
Southern Triangle	\$167,726
White Cross	\$189,027
<b>Total Fire Districts Fund</b>	<b>\$3,062,444</b>
<b>Section 8 (Housing) Fund</b>	
Human Services	\$4,057,434
<b>Total Section 8 Fund</b>	<b>\$4,057,434</b>
<b>Community Development Fund (Affordable Housing Program)</b>	
Human Services	\$329,961
<b>Total Community Development Fund (Affordable Housing Program)</b>	<b>\$329,961</b>
<b>Community Development Fund (HOME Program)</b>	
Human Services	\$810,651
<b>Total Community Development Fund</b>	<b>\$810,651</b>
<b>Efland Sewer Operating Fund</b>	
General Services	\$144,250
<b>Total Efland Sewer Operating Fund</b>	<b>\$144,250</b>
<b>Revaluation Fund</b>	
General Services	\$183,249
<b>Total Revaluation Fund</b>	<b>\$183,249</b>
<b>Visitors Bureau Fund</b>	
Community and Environment	\$1,021,889
<b>Total Visitors Bureau Fund</b>	<b>\$1,021,889</b>
<b>School Construction Impact Fees</b>	
Transfers to Other Funds	\$2,070,000
<b>Total School Construction Impact Fees Fund</b>	<b>\$2,070,000</b>
<b>Solid Waste/Landfill Operations Enterprise Fund</b>	
Solid Waste/Landfill Operations	\$10,496,463
<b>Total Solid Waste/Landfill Operations</b>	<b>\$10,496,463</b>
<b>SportsPlex Enterprise Fund</b>	
Culture and Recreation	\$2,917,800
<b>Total SportsPlex Enterprise Fund</b>	<b>\$2,917,800</b>

### Section III. Revenues

The following fund revenues are estimated to be available during the fiscal year beginning July 1, 2008 and ending June 30, 2009, to meet the foregoing appropriations:

Function	Appropriation
<b>General Fund</b>	
Property Tax	\$128,303,689
Sales Tax	\$18,857,310
Licenses & Permits	\$288,000
Intergovernmental	\$18,303,162
Charges for Services	\$10,859,803
Investment Earnings	\$840,000
Miscellaneous	\$900,071
Transfers from Other Funds	\$2,653,545
Appropriated Fund Balance	\$2,000,000
<b>Total General Fund</b>	<b>\$183,005,580</b>
<b>Emergency Telephone System Fund</b>	
Charges for Services	\$718,223
Appropriated Fund Balance	\$5,494
<b>Total Emergency Telephone System Fund</b>	<b>\$723,717</b>
<b>Fire Districts</b>	
Property Tax	\$3,005,156
Investment Earnings	\$5,179
Appropriated Fund Balance	\$52,109
<b>Total Fire Districts Fund</b>	<b>\$3,062,444</b>
<b>Section 8 (Housing) Fund</b>	
Intergovernmental	\$3,975,720
Transfer from General Fund	\$81,714
<b>Total Section 8 Fund</b>	<b>\$4,057,434</b>
<b>Community Development Fund (Affordable Housing Program)</b>	
Transfers from Other Funds	\$329,961
<b>Total Community Development Fund (Affordable Housing Program)</b>	<b>\$329,961</b>
<b>Community Development Fund (HOME Program)</b>	
Intergovernmental	\$751,093
Transfer from General Fund	\$59,558
<b>Total Community Development Fund (HOME Program)</b>	<b>\$810,651</b>
<b>Efland Sewer Operating Fund</b>	
Charges for Services	\$62,000
Transfers from Other Funds	\$82,250
<b>Total Efland Sewer Operating Fund</b>	<b>\$144,250</b>
<b>Revaluation Fund</b>	
Transfers from Other Funds	\$136,000
Appropriated Fund Balance	\$47,249
<b>Total Revaluation Fund</b>	<b>\$183,249</b>
<b>Visitors Bureau Fund</b>	
Occupancy Tax	\$900,000
Sales & Fees	\$1,000
Intergovernmental	\$103,000
Investment Earnings	\$10,000
Appropriated Fund Balance	\$7,889
<b>Total Visitors Bureau Fund</b>	<b>\$1,021,889</b>
<b>School Construction Impact Fees Fund</b>	
Impact Fees	\$2,070,000
<b>Total School Construction Impact Fees Fund</b>	<b>\$2,070,000</b>
<b>Solid Waste/Landfill Operations Enterprise Fund</b>	
Sales & Fees	\$8,032,506
Intergovernmental	\$395,622
Miscellaneous	\$0
Licenses & Permits	\$111,400
Interest on Investments	\$300,000
Transfers from Other Funds	\$0
Appropriated Reserves	\$1,656,935
<b>Total Solid Waste/Landfill Operations</b>	<b>\$10,496,463</b>
<b>SportsPlex Enterprise Fund</b>	
Charges for Services	\$2,217,800
Transfers from Other Funds	\$700,000
<b>Total SportsPlex Enterprise Fund</b>	<b>\$2,917,800</b>

#### **Section IV. Tax Rate Levy**

There is hereby levied for the fiscal year 2008-09 a general county-wide tax rate of 99.8 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	4.90
Damascus	6.00
Efland	5.225
Eno	5.70
Little River	4.60
New Hope	6.75
Orange Grove	4.20
Orange Rural	6.30
South Orange	9.50
Southern Triangle	6.00
White Cross	6.00
Chapel Hill-Carrboro School District	23.00

#### **Section V. School Current Expense**

The current expense allocation for both school districts is \$60,582,479. Of that total, there is hereby allocated a lump sum of \$37,456,049 for Chapel Hill-Carrboro City Schools and \$23,126,430 for the Orange County Schools. This appropriation equates to \$3,200 per student based on the March 2007 North Carolina Department of Public Instruction certified average daily membership of 11,705 for Chapel Hill-Carrboro City Schools and 7,227 for the Orange County Schools.

#### **Section VI. School Recurring Capital Outlay**

The recurring capital outlay for both school districts is \$2,570,635. There is hereby appropriated \$1,579,005 for Chapel Hill-Carrboro City Schools for recurring capital. There is hereby allocated \$991,630 for Orange County Schools for recurring capital.

#### **Section VII. Reserve for Fair Funding for Schools**

There is a Reserve for Fair Funding for Schools included in the Education function of the General Fund totaling \$988,000. The Reserve fund is to be contractually distributed equally to the two school systems with Chapel Hill Carrboro City Schools receiving \$494,000 and Orange County Schools receiving \$494,000 to address school safety and health needs.

## **Section VIII. Schedule B License**

In accordance with Schedule B of the Revenue Act, Article 2, Chapter 105 of the North Carolina State Statutes, and any other section of the General Statutes so permitting, there are hereby levied privilege license taxes in the maximum amount permitted on businesses, trades, occupations or professions which the County is entitled to tax.

## **Section IX. Animal Licenses**

A license costing \$5 for sterilized dogs and sterilized cats is hereby levied. A license for un-sterilized dogs and a license for un-sterilized cats is \$30 per animal.

## **Section X. Board of Commissioners' Compensation**

The Board of County Commissioners authorizes that:

- Salaries of County Commissioners will be adjusted by any cost of living increase, any in-range salary increase and/or any other general increase granted to permanent County employees. For fiscal year 2008-09, this includes adjusting Commissioners' salaries effective July 1, 2008 by the equivalent of the 2.25 percent Cost of Living Adjustment increase for permanent employees and adjusting Commissioners' salaries effective December 1, 2008 by the equivalent of the 2 percent In-Range Salary increase for permanent employees.
- Annual compensation for County Commissioners will include the County contribution for health insurance, dental insurance and life insurance that is provided for permanent County employees, provided the Commissioners are eligible for this coverage under the insurance contracts and other contracts affecting these benefits.
- County Commissioners' compensation includes eligibility to continue to participate in the County health insurance at term end as provided below:
  - ✓ If the County Commissioner has served less than two full terms in office (less than eight years), the Commissioner may participate by paying the full cost of such coverage. (If the Commissioner is age 65 or older, Medicare becomes the primary insurer and group health insurance ends.)
  - ✓ If the County Commissioner has served two or more full terms in office (eight years or more), the County makes the same contribution for health insurance coverage that it makes for an employee who retires from Orange County after 10 years service as a permanent employee. If the Commissioner is age 65 or older, Medicare becomes the primary insurer and group health insurance ends. The County makes the same contribution for Medicare Supplement coverage that it makes for a retired County employee with 10 years service.
- Annual compensation for Commissioners will include a County contribution for each Commissioner to the Deferred Compensation (457) Supplemental Retirement Plan that is the same as the County contribution for non-law enforcement County employees to the State 401(k) plan.

## Section XI. Budget Control

General Statutes of the State of North Carolina provide for budgetary control measures to exist between a county and public school system. The statute provides:

### Per General Statute 115C-429:

(c) The Board of County Commissioners shall have full authority to call for, and the Board of Education shall have the duty to make available to the Board of County Commissioners, upon request, all books, records, audit reports, and other information bearing on the financial operation of the local school administrative unit.

The Board of Commissioners hereby directs the following measures for budget administration and review:

That upon adoption, each Board of Education will supply to the Board of County Commissioners a detailed report of the budget showing all appropriations by function and purpose, specifically to include funding increases and new program funding. The Board of Education will provide to the Board of County Commissioners a copy of the annual audit, monthly financial reports, copies of all budget amendments showing disbursements and use of local moneys granted to the Board of Education by the Board of Commissioners.

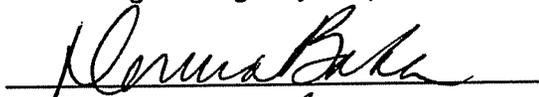
## Section XII. Internal Service Fund - Dental Insurance Fund

The Dental Insurance Fund accounts for the receipt of premium payments from the County for its employees and from the employees for their dependents, and the payment of employee claims and administration expenses. Projected receipts from the County and employees for 2008-09 are \$394,631 and projected expense for claims and administration for 2008-09 is \$439,335.00. An allocation of \$44,704.00 will be made from reserves in the fund to balance.

## Section XIII. Encumbrances

Operating funds encumbered by the County as of June 30, 2008 are hereby re-appropriated to this budget.

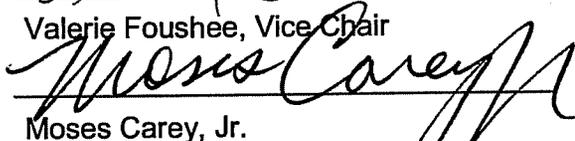
This budget being duly adopted this 24th day of June 2008.



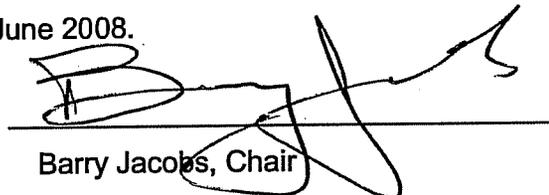
Donna Baker, Clerk to the Board



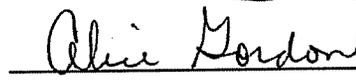
Valerie Foushee, Vice Chair



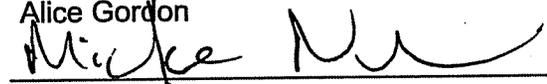
Moses Carey, Jr.



Barry Jacobs, Chair



Alice Gordon



Mike Nelson

# Orange County - Demographics

(Based on 2000 Census, unless noted otherwise)

Population by Township		
Bingham	6,181	5%
Cedar Grove	4,930	4%
Chapel Hill	79,274	67%
Cheeks	7,064	6%
Eno	6,092	5%
Hillsborough	11,639	10%
Little River	3,047	3%
<i>Total</i>	118,227	100%
Urban		59%
Rural		41%

Population by Race/Origin (2006)		
White	90,265	76%
African American	15,019	12%
Asian	7,373	7%
Other	7,083	5%
Total	120,100	100%

Income (2006)	
Median Household Income	46,114
Percentage of Population below Poverty Level	14%

Age of Population (2006)	
Under 20 years of age	26%
20 to 44 years of age	38%
45 to 59 years of age	21%
60+ years of age	15%

Educational Attainment (2006)	
(persons 25 yrs and older)	
Less than High School Graduate	11%
High School Graduate	21%
Some College, No Degree	11%
Associate Degree	5%
Bachelors Degree	26%
Graduate of Professional Degree	27%

School Facilities (2007)	
Elementary	17
Middle	7
High	5
<i>Total</i>	29

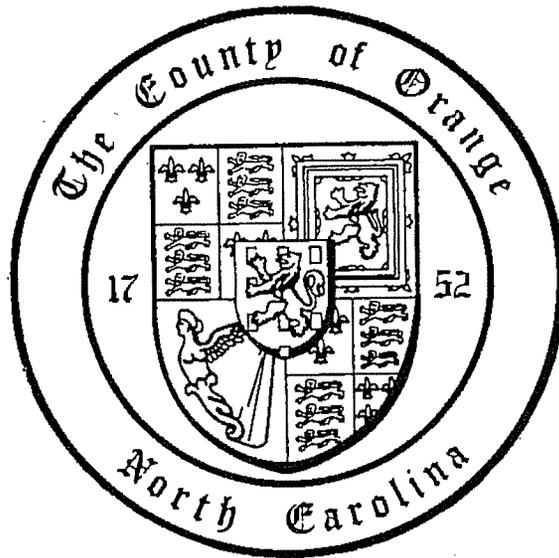
\*The Hospital School (preK-12th grade) is one of the schools in the Chapel Hill-Carrboro City Schools district and is located within the UNC Hospitals complex.

Workforce - Occupation			
Management, professional and related	51.5%	Farming, Forestry & Fishing	0.6%
Service	14.3%	Construction, extraction and maintenance	8.3%
Sales	20.2%	Precision Production, Craft & Repair	5.1%

**Source:**

U.S. Census Bureau-2006 Demographics and Housing Estimates  
 Orange County Planning Department

# Approved Fee Schedule 2008-2009



Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
<b>Orange Public Transportation</b>				
	Vehicle lease	49 cents per mile (van)		2007
		49 cents per mile (Minibus)		2007
		49 cents per mile (Bus)		2007
		45 cents per mile (car)		2007
	Driver lease	\$20.00/hour Business Hours		2007
		\$22.00/hour Afterhours/Weekends		2007
		\$30.00/hour Holidays		2007
	Public Shuttle	\$2.00 per one way trip in-town		2005
		\$1.00 per one way trip for elderly or disabled		2005
	Medical trips	\$3.00 door to door		2001
<b>Department on Aging</b>				
Senior Programs	Classes	Instructor Cost + 10-15% Admin		Ongoing
	Senior Games	Moved from Rec and Parks		2007
	Other Programs	Moved from Rec and Parks		2007
Senior Center	Room rental (CH center only)	\$15 to \$65/3 hr during bus. hours		1991
		\$10 higher after business hours		1991
		\$250 entire facility after hours		1991
<b>Board of Elections</b>				
Filing Fees	State & County Offices	1% of Annual Salary		Mandated #
	Municipal Offices	CH - \$5.00 Mayor and Council		1980
		Car - \$15.00 Mayor \$10.00 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

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Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
<b>Recreation and Parks</b>				
Athletics	Youth Football	75% Recovery Rate		2005
	Youth Basketball	75% Recovery Rate		2005
	Girls Softball	75% Recovery Rate		2005
	Youth Soccer	75% Recovery Rate		2005
	Adult Athletics	100% Recovery Rate		2005
	Youth Athletics	75% Recovery Rate		2005
General Programs	Music/Piano	75% Recovery Rate		2005
	Arts/Crafts	75% Recovery Rate		2005
	Aerobics	75% Recovery Rate		2005
	Summer Camp	75% Recovery Rate		2005
	Senior Games	Moved to Dept on Aging		2007
	Youth/Teen Programs	75% Recovery Rate		2005
	Adult Programs	100% Recovery Rate		2005
	Trips	100% Recovery Rate		2005
Special Populations Programs		5% Recovery Rate		2005
Senior Citizens Programs		Moved to Dept on Aging		2007
Other Programs	Concerts	No Charge		
	Afterschool Program	Program eliminated		2007
Facility Rentals	Gyms - Group Rentals	\$36/hr whole gym; \$26/hr half gym		2007
	Gyms- Open play individuals	N/a, see fees above		2007
	Meeting Rms/Rec Centers	\$30.00 per hour		1998
	Ballfields for tournaments	\$100/field/day; \$20/field/hr lights plus costs		2007
	Athletic Fields	\$20/hr (no lights)		2007
	Athletic Field Lighting	\$20/field/hr		2007
	Entire Park	\$250/day; \$250 deposit plus costs		2007
	Vending	\$100-\$300/booth (event size); \$50/booth for charitable group		2007
	Non-County Resident Fee	Additional 50% to applied fee		2007
	Picnic Shelter	\$20 (1-4 hrs); \$30 (4+ hrs)		2007
Group Camping	\$50/night per group of 6-30		2007	
Equipment Rentals	Recreational equipment	varies		

Appendix G-2

(1) Any Approved fee changes will be included in this column; a blank beside each fee means there is no fee change in FY 2008-09

Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
<b>Land Records</b>	Fax	\$1.00 per page		1994
	GIS Property Map - 8 1/2 x 11	\$3.00; additional copy \$2.00		1994
	GIS Ortho - Property Map - 8 1/2 x 11	\$5.00; additional copy \$3.00		1994
	GIS Property Map - 11 x 17 (B-size)	\$5.00		1994
	GIS Ortho - Property Map - 11 x 17 (B-size)	\$10.00		1994
	GIS Property Map - 17 x 22 (C-size)	\$10.00		1994
	GIS Ortho - Property Map - 17 x 22 (C-size)	\$20.00		1994
	GIS Property Map - 22 x 34 (D-size)	\$15.00		1994
	GIS Ortho - Property Map - 22 x 34 (D-size)	\$25.00		1994
	GIS Property Map - 34 x 44 (E-size)	\$25.00		1994
	GIS Ortho - Property Map - 34 x 44 (E-size)	\$35.00		1994
	Custom GIS Map E-size (Original Inventory)	\$30.00		1994
	Custom GIS Map E-size (Original)	\$30.00 per hour		1994
	Computer Report Land Data	\$.02 per item		1994
	Computer Labels - Owners	\$.02 per item		1994
Plot Land Description	\$20.00 each		1994	
<b>Library</b>	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
<b>Register of Deeds</b>	All instruments (verified), deeds, deeds of trust, assumed names, POA, etc...	\$14 (1st pg); \$3 each additional		2002
	Re-recorded instruments (not verified)	\$12 (1st pg); \$3 each additional		2002
	Re-recorded instruments (verified)	\$14 (1st pg); \$3 each additional		2002
	Non-standard document fee	\$25 in addition to regular recording fee		2002
	Cancellations	No Fee		2002
	Plats	\$21.00		2002
	Right-of-Way Plans/Highway Maps	21; \$5 each additional		2002
	Plat copy (uncertified)	\$3.00		2002
	Certified copy of plats	\$6		2002
	UCCs	\$38, \$45 if more than 2 pgs +\$2/page over 10 pgs		2001
	UCC searches	\$30 per debtor name + \$1/page for copies		2001
Excise/Revenue Stamps	\$2 per \$1000 based on purchase price		1992	

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Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	Conformed Copy	\$5		2002
	Marriage License	\$50		2002
	Marriage License Corrections	\$10		2002
	Process Delayed Marriages	\$20		2002
	Certified Copies, Births, Deaths, Marriages Certificates	\$10		2002
	Laminated copy of Birth Certificates	\$12		2002
	Process Amendments Births/Deaths	\$10 + \$15 to NC Vitals Records		2002
	Process Legitimation	\$10		2002
	Delayed Birth Registration	\$20		2002
	Notary Public Qualification	\$10		2002
	Notarization per Signature	\$5		2002
	Notary Certification	\$3 per document		2002
	Copy Work	.25 per pg .50 assisted by staff		Early 1980s **
	Mylar plat copy	\$5		Early 1980s **
	Issuance of Plat Copy Card	\$1		Early 1980s **
	Duplicate Marriage License	\$10		2000
	Historical Records	\$1		Early 1980s **
	CRT print-out	25 cents per property		Early 1990's
	Computer tapes	\$10 per tape		1997
<b>Planning</b>				
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
	Special Use			
	Class A	\$1000 + \$10/acre		2001
	Class B	\$500 + \$5/acre		2001

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Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	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
	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

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Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	Minor(additions to or deletions from the site plan modification)	\$250.00		2001
	Administrative approvals, including one-year extensions to approved site plans	\$250.00		2001
	Residential, per revision, per year for the first revision, plus an additional \$100 per year	\$200.00		2001
	Nonresidential, per revision, plus \$100 additional per revision per year for the first revision, plus an additional \$100 per revision per year	\$500.00		2001
	Miscellaneous			
	Advertising costs	Cost + 15%		
	Effectuated 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

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Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	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	<i>Schedule A</i>			
	New Residential (1&2 family)	\$0.310 per square foot (all trades included)		2006
	Building	0.126		2006
	Electrical	0.058		2006
	Plumbing	0.058		2006
	Mechanical	0.068		2006
	Plan Review	\$0.016 (\$10.50 min per project), additional 10.5% Town of Hillsborough		2006
	<i>Schedule B</i>			
	Residential Renovations and Accessory Structures (1&2 family)	\$0.23 per square foot		2006
	Building	\$0.23 per square foot		2006
	Electrical	\$52.50 per job		2006
	Plumbing	\$52.50 per job		2006
	Mechanical	\$52.50 per job		2006
	Plan Review	\$0.016 (\$10.50 min per project), additional 10.5% Town of Hillsborough		2006
	<i>Schedule C</i>			
	Mobile/Modular Homes			
	Singlewide			
	Building	\$56.70		2006
	Electrical	\$31.50		2006
	Plumbing	\$23.10		2006
	Mechanical	\$23.10		2006

Appendix G-7

(1) Any Approved fee changes will be included in this column; a blank beside each fee means there is no fee change in FY 2008-09

Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	Doublewide			
	Building	\$85.05		2006
	Electrical	\$31.50		2006
	Plumbing	\$23.10		2006
	Mechanical	\$23.10		2006
	Triplewide			
	Building	\$111.30		2006
	Electrical	\$31.50		2006
	Plumbing	\$23.10		2006
	Mechanical	\$23.10		2006
	Quadwide			
	Building	\$137.55		2006
	Electrical	\$31.50		2006
	Plumbing	\$23.10		2006
	Mechanical	\$23.10		2006
	<i>Schedule D</i>			
	New Commercial	See Appendix A		2006
	Plan Review	.028 per square foot per project <5000 sq ft (\$82.50 minimum)		2006
		.022 per square foot 5000-20,000 sq ft		2006
		.017 per square foot 20,000-150,000 sq ft		2006
		.011 per square foot >150,000 sq ft (Additional 11% Town of Hillsborough)		2006
	Commercial Renovations and Alterations	Building \$110 + .275 per sf; Electrical \$55.00; Plumbing \$55.00; Mechanical \$55.00		2006
	<i>Schedule E</i>			
	Miscellaneous Bldg Inspections			
	Mobile/Modular homes	\$59.40		2006
	Moving Building	\$59.40		2006
	Building Demolition	\$59.40		2006
	Change of Occupancy/Use	\$59.40		2006
	Radio/TV Tower	\$59.40		2006
	Swimming Pool	\$59.40		2006
	Woodstove/Fireplace	\$38.50		2006
	Prefabricated Utility Bldg	\$59.40		2006
	Signs- Business ID involv const	\$59.40		2006
	Other signs	\$38.50		2006

Appendix G-8

(1) Any Approved fee changes will be included in this column; a blank beside each fee means there is no fee change in FY 2008-09

Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee		Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	<i>Schedule F</i>				
	Miscellaneous Electrical				
Electrical Inspections	Temporary Serv 60 amp	\$38.50			2006
	Temporary Serv 60A-100A	\$38.50			2006
	Mobile/Modular home	\$38.50			2006
	Sign Inspections	\$38.50			2006
	Gasoline Pumps	\$38.50			2006
	Load Control Devices	\$38.50			2006
	Miscellaneous Inspections	\$59.40			2006
	Unscheduled inspection (beyond scope of original permit)	\$59.40			2006
	<i>Schedule G</i>				
	Electrical Service Changes				
	Single Phase				
	30-50 amp	\$38.50			2006
	60-100A	\$55.00			2006
	125-200A	\$66.00			2006
	400A	\$77.00			2006
	Three Phase				2006
	20-50 Amp	\$38.50			2006
	60-100 A	\$66.00			2006
	150-200A	\$77.00			2006
	400 A	\$110.00			2006
	<i>Schedule H</i>				
	Electrical Service	Single	Double		
	30-50 Amp	\$38.50	\$55.00		2006
	60 A	\$38.50	\$55.00		2006
	70 A	\$66.00	\$66.00		2006
	100A	\$66.00	\$66.00		2006
	125A	\$77.00	\$77.00		2006
	150A	\$93.50	\$135.30		2006
	200A	\$110.00	\$161.70		2006
	300A	\$135.3	\$189.20		2006
	400A	\$161.70	\$243.10		2006
	600A	\$243.10	\$269.50		2006
	800A	\$269.50	\$400.40		2006
	1000A	\$400.40	\$539.00		2006

(1) Any Approved fee changes will be included in this column; a blank beside each fee means there is no fee change in FY 2008-09

Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	1200A	\$539.00 \$677.60		2006
	1400A	\$608.30 \$808.50		2006
	1600A	\$677.60 \$1,078.00		2006
	Over 1600A	\$66/100a \$110/100a		2006
Plumbing fees	<i>Schedule I</i>			
	New Const or Fixture Replacmt # of Fixtures	Based on square footage (included in Schedule A and B)		2001
	1			
	2			
	3			
	4			
	5			
	6and over			
	Mobile/ Modular Home	\$24.20		2006
	Water heater installation	\$59.40		2006
Mechanical Inspections	<i>Schedule J</i>			
	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	\$22.00		2006
	Replacement of one system	\$82.50		2006
	Mobile/Modular Home	\$24.20		2006
	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
	<i>Schedule K</i>			
	Non-residential/ Commercial			
	Commercial Cooling			
	First unit	\$82.50		2006
	Each additional Unit	\$22.00		2006
	Replacement of System	\$82.50		2006

Appendix G-10

(1) Any Approved fee changes will be included in this column;  
a blank beside each fee means there is no fee change in FY 2008-09

Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	Commercial Heating			
	First Unit	\$82.50		2006
	Each additional Unit	\$22.00		2006
	Replacement of System	\$82.50		2006
	Commercial Heat/Cool Combin			
	First Unit	\$82.50		2006
	Each additional Unit	\$22.00		2006
	Replacement of System	\$82.50		2006
	Commercial Ventilation/Exhaust			
	One System	\$82.50		2006
	Each additional	\$22.00		2006
	Hood fan comm. cooking equip	\$59.40		2006
	Comm. Range or Grill	\$59.40		2006
	Deep Fat Fryer	\$59.40		2006
	Oven	\$59.40		2006
General Miscellaneous	Refunds	\$38.50		2006
	Issue Certificate of Occupancy	\$11.00		2006
	Permit Renewal	\$38.50		2006
	Day Care Permits (existing building new occupa	\$59.40		2006
	Day Care Reinspection	\$55.00		2006
	Sprinkler system	\$165.00		2006
	Temporary Electrical Final Inspection	\$55.00		2006
	Temporary Mechanical Final Inspection	\$55.00		2006
	Fire Alarm system	\$165.00		2006
	Archive research (per project)	\$16.50		2006
	Grease trap installation	\$59.40		2006
	Reinspection fee (no charge for 1st rejection per trade)	\$52.50		2006
	Temporary tents	\$59.40		2006
	Work started with no permits are charged double fees			1986

Appendix G-11

(1) Any Approved fee changes will be included in this column; a blank beside each fee means there is no fee change in FY 2008-09

Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
<i>Emergency Management</i>				
Emergency Medical	Emergency Response			
	Basis Life Support (Non-Emergency)	\$300.00		2005
	Basis Life Support (Emergency)	\$350.00		2005
	Advanced Life Support-1 (Non-Emergency)	\$400.00		2005
	Advanced Life Support-1 (Emergency)	\$450.00		2005
	Advanced Life Support -1 (Non-Transport)	\$150.00		2005
	Advanced Life Support -2 (Emergency)	\$525.00		2005
	Advanced Life Support -2 (Non-Transport)	\$225.00		2005
	Mileage	7.50/mile		2005
	Special Event Coverage			
	Additional EMT Standby	\$40.00/hour (3 hour minimum)		2007
	Paramedic Standby	\$55.00/hour (3 hour minimum)		2007
	Ambulance Standby w/ 2 EMTs	\$90.00/hour (3 hour minimum)		2005
	Ambulance Standby w/ 1 Paramedic and 1 EMT	\$100.00/hour (3 hour minimum)		2007
	Telecommunicator Standby	\$40.00/hour (3 hour minimum)		2005
	Clerical Staff Standby	\$20.00/hour (3 hour minimum)		2005
	EM Senior Officer Standby	\$40.00/hour (3 hour minimum)		2005
	EMS Physician Standby	\$85.00/hour (3 hour minimum)		2005
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

Appendix G-12

(1) Any Approved fee changes will be included in this column; a blank beside each fee means there is no fee change in FY 2008-09

Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
<i>Sheriff</i>	Out of State Officer Fee	\$100.00		2006
	Instate Officer	\$15.00		
	Gun Permits	\$5.00		1982
	Work Release	\$14.50		
	Report and Records Copies	\$2.00		1986
	Fingerprint Cards	\$15.00 each		1983
	Laminating	\$5.00		1986
	Concealed Weapons Permits	\$90 (\$60 state \$30 county)		1986
	Federal Inmates	\$58.00 per day		
	State Inmates	\$14.50 per day		
	Commission on executions	5% 1st \$500 and 2.5% on balance		1968
<i>Efland Sewer</i>	Tap Fees	\$1,000 per acre + \$600 per tap + cost of installing service(to county) + \$636.34 to Town of Hillsborough		2002
	Use Fees	\$15.20 1st 3000 gals; \$4.50 ea./additional 1000 gals.		1986
<i>Animal Services</i>				
Animal Control	<i>Civil Penalties/Fines</i>			
	failure to vaccinate	\$100.00	\$200.00	1995
	failure to license	\$50.00	\$200.00	1995
	public nuisance violations	\$25, \$50, \$100, \$150, \$200	\$50, \$100, \$200, \$300, \$400	1995
	mistreatment	\$50.00	\$200.00	1995
	Kennel Permits	\$50.00		2007
Animal Shelter	<i>Adoption Fees</i>			
	Cat Adoption Fees	\$91.00		2004
	Kitten Adoption Fees (5 months and under)	\$80.00		2004
	Dog Adoption Fee	\$113.00		2004
	Puppy Adoption Fee (5 months and under)	\$104.00		2004
	Boarding Fee for stray animals	\$10.00/day		2007
	Bite Quarantines	\$150.00		2007
	Rabies Shots (shelter)	\$10.00		2007
	Rabies Shots (low-cost clinics)	\$5.00		
	Small and Other Animals	Varies on Type of Animal (\$5 to \$100)		2004
	Shelter Redemption fee	\$10, \$50, \$100, \$200		2007

Appendix G-13

(1) Any Approved fee changes will be included in this column; a blank beside each fee means there is no fee change in FY 2008-09

Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
<i>Health Department</i>				
Environmental Health	<i>Soil Analysis/Improvement Permit</i>			
	Single Family Units <601 Gallons per day. Less than 2 acres	\$350.00		2006
	Single Family >600 Gallons per day	\$350 + \$75 per 600 GPD or fraction of additional WW flow>600 GPD		2006
	Non-Domestic WW	Fee increases by 50% over the total permit fee of a comparably sized domestic WW system		2006
	<i>Authorization to Construct WW System:</i>			
	Single Family Units <601 Gallons per day. Less than 2 acres	\$260.00		2006
	Single Family Unit >600 Gallons per day	\$260 + \$160 per 600 GPD or fraction of additional WW flow>600 GPD		2006
	Non-Domestic WW	Double fee for comparably sized domestic WW system		2006
	<i>Other Misc. Activities</i>			
	Improvement Permit(lot w/ existing home)	\$350.00		2006
	Permit Site Revisit	\$125.00		2006
	Existing System Inspections	\$125.00		2006
	Existing System Authorizations (Office Authorization/no field visit required)	\$20.00		2006
	<i>Mobile Home Park</i>			
	1 to 25 spaces	\$125.00		2006
	26 to 50 spaces	\$175.00		2006
	51 and over spaces	\$225.00		2006
	MH Space Reinspection	\$75.00		2006
	Septic Tank Manufacturer Yard Inspection	\$100.00		2006
	Septic Tank Contractor Registration Fee - New Contractor (One-time fee)	\$200.00		2006
	Septic Tank Contractor Fee - Annual Renewal	\$25.00		2006
	Septic Contractor Education Class Fee	\$50.00		2007
	<i>WTMP</i>			
	Initial Inspection	\$125.00		2006
	Follow-up Inspections	\$75.00		2006

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Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	<i>WELLS AND WATER SAMPLES</i>			
	Well Permits	\$430.00 (effective January 1, 2008)		2007
	Permit Site Revisit	\$125.00		2006
	Bacteriological	\$25.00		2006
	Inorganic Chemical Samples	\$35.00		2006
	Pesticide/Petroleum	\$75.00		2006
	Full Sample Suite (Bact, Nox, Inorganic, + 7 me	\$100.00 (effective January 1, 2008)		2007
	<i>TATOO PARLORS</i>			
	Operator Permit Inspection	\$325.00		2006
	Artist Permit	\$165.00		2006
	<i>SWIMMING POOLS</i>			
	Swimming Pool Inspections	\$125.00		2006
	Plan Review	\$200.00		2006
Dental Health	Comprehensive Oral Evaluation	\$48.00	\$50.00	2007
	Periodic Oral Evaluation	\$40.00	\$42.00	2007
	Limited Oral Evaluation	\$40.00	\$42.00	2007
	Re-evaluation-limited, problem	\$27.00	\$28.00	2007
	Consultation	\$50.00	\$52.00	2007
	Panoramic Film	\$64.00	\$67.00	2007
	BWX 1 Film	\$26.00	\$27.00	2007
	BWX 2 Films	\$27.00	\$28.00	2007
	Bitewings - three films	\$30.00	\$31.00	2007
	BWX 4 Films	\$37.00	\$38.00	2007
	1st Intraoral PA Film	\$25.00	\$26.00	2007
	Additional PA Film	\$23.00	\$24.00	2007
	Intraoral Occulusal Film	\$26.00	\$27.00	2007
	Full Mouth Series w BWX	\$81.00	\$84.00	2007
	Prophy/Child under age 13	\$41.00	\$43.00	2007
	Prophy/Adult age 13 and up	\$60.00	\$62.00	2007
	Fluoride Varnish (age 13&under)	\$29.00	\$30.00	2007
	Fluoride Varnish (age 13-20)	\$29.00	\$30.00	2007
	application for moderate to high caries risk patients	\$28.00	\$29.00	2007
	Sealant/NEWLY ERUPTED TEETH	\$34.00	\$35.00	2007
	Scale/Root Planing 1-3 teeth p/q	\$95.00	\$99.00	2007
	Scale Root Planing 4> teeth p/q	\$101.00	\$105.00	2007
	Full mouth Debridement	\$87.00	\$90.00	2007
	Periodontal Maintenance	\$75.00	\$78.00	2007

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Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	Amal One Surface Prim/ Perm	\$75.00	\$78.00	2007
	Amal Two Surface Prim/ Perm	\$86.00	\$89.00	2007
	Amal-Three Surface Prim/Perm	\$109.00	\$113.00	2006
	Amal Four Surface Prim/Perm	\$122.00	\$127.00	2007
	Resin One Surface Anterior	\$69.00	\$72.00	2007
	Resin Two Surface Anterior	\$88.00	\$92.00	2007
	Resin Three Surface Anterior	\$109.00	\$113.00	2007
	Resin Four Surface Anterior	\$125.00	\$130.00	2007
	Resin Comp. Crown Ant. Prim	\$156.00	\$164.00	2007
	Resin Comp. 1sur.Post-Prim/Perm	\$85.00	\$88.00	2007
	Resin Comp. 2sur.Post-Prim/Perm	\$124.00	\$129.00	2007
	Resin Comp. 3sur.Posterior Perm	\$159.00	\$165.00	2007
	Resin Comp.4+sur.Posterior Perm	\$195.00	\$203.00	2007
	Application of Desensitizing Medicament	\$25.00	\$26.00	2007
	Application of Desensitizing Resin for cervical and/or root surface per tooth	\$25.00	\$26.00	2007
	Pulpotomy	\$97.00	\$101.00	2007
	SSC Primary Tooth	\$154.00	\$160.00	2007
	SSC Permanent Tooth	\$183.00	\$190.00	2007
	Prebaccinated Resin Crown	\$193.00	\$201.00	2007
	Prefab.est.coat SSC prim. Tooth	\$177.00	\$184.00	2007
	Sedative Filling	\$68.00	\$71.00	2007
	Palliative Treatment	\$56.00	\$58.00	2007
	Ext. Erupted Tooth Prim/Perm	\$69.00	\$72.00	2007
	Extraction Surgical - 100+	\$107.00	\$111.00	2007
	Ext. coranal remnants deciduous	\$50.00	\$52.00	2007
	Alveoplasty extractions p/quad.	\$92.00	\$108.00	2007
	Alveoplasty in conjunction with extraction 1-3 teeth per quadrant	\$100.00	\$104.00	2007
	Alveoplasty not in conjunction with extraction 4 or more tooth spaces per quadrant	\$175.00	\$182.00	2007
	Alveoplasty not in conjunction with extraction 1-3 tooth spaces per quadrant	\$150.00	\$156.00	2007
	Recement Crown NOT cov. by MA	\$53.00	\$55.00	2007
	Study Models	\$48.00	\$50.00	2007
	I & D Minor Surgery	\$162.00	\$168.00	2007
	Occulsal Adjustment Limited	\$80.00	\$83.00	2007
	Fractured Tooth Txt.	\$64.00	\$67.00	2007
	Pulp Cap-direct exp. Pulp MED	\$42.00	\$44.00	2007
	Pulp Cap-indirect nearly exposed	\$42.00	\$44.00	2007
	Biopsy Oral Tissue	\$138.00	\$144.00	2007
	Pin Retention/tooth	\$28.00	\$29.00	2007

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Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	Band & Loop/Quadrant Impress	No Charge		
	Band & Loop/Quadrant Deliver 209/25	\$221.00	\$230.00	2007
	Fixed Bilateral Impress	No Charge		
	Fixed Bilateral Deliver 419/30	\$445.00	\$463.00	2007
	Root Canal Therapy Anterior	\$400.00	\$416.00	2007
	Root Canal Therapy Bicuspid	\$475.00	\$494.00	2007
	Root Canal Therapy Molar	\$600.00	\$624.00	2007
	Fabrication of Athletic Mouthguard	\$100.00	\$104.00	2007
	Fabrication of Athletic Mouthguard Project (flat fee - no sliding scale) (school-based program)	\$15.00	\$16.00	2007
	Boil & Bite Mouthguards (students with braces)	\$5.00		2007
	Occlusal Guards, By report minimize bruxism \$ 274/95 lab	\$274.00	\$285.00	2007
Personal Health	Drainage of Skin Abscess	\$112.00	\$116.00	2007
	Drainage of Skin Abscess	\$191.00	\$198.00	2007
	Drainage of Pilonidal Cyst	\$186.00	\$193.00	2007
	Remove Foreign Body	\$127.00	\$132.00	2007
	Drainage of Hematoma/Fluid	\$138.00	\$144.00	2007
	Puncture Drainage of Lesion	\$90.00	\$94.00	2007
	Debride Infected Skin	\$53.00	\$55.00	2007
	Remove Skin Tags	\$85.00	\$88.00	2007
	Shave Skin Lesion	\$69.00	\$71.00	2007
	Remove Skin Lesion Excision 0.5cm or Less	\$127.00	\$132.00	2007
	Remove Skin Lesion Excision 0.6 - 1.0cm	\$149.00	\$155.00	2007
	Remove Skin Lesion Excision 1.1-2.0cm	\$164.00	\$171.00	2007
	Remove Skin Lesion Excision 2.1-3.0cm	\$186.00	\$193.00	2007
	Remove Skin Lesion Excision 0.5cm or Less	\$127.00	\$132.00	2007
	Remove Skin Lesion Excision 0.6 - 1.0cm	\$154.00	\$160.00	2007
	Remove Skin Lesion Excision 1.1-2.0cm	\$175.00	\$182.00	2007
	Remove Skin Lesion Excision 2.1-3.0cm	\$207.00	\$215.00	2007
	Trim Nail(s)	\$22.00		2007
	Debride Nail 1-5	\$32.00	\$33.00	2007
	Drain Blood from Under Nail	\$53.00	\$55.00	2007
	Norplant (Remove)	\$212.00	\$221.00	2007
	Repair Superficial Wound(s) 2.5cm or less	\$164.00	\$171.00	2007
	Repair Superficial Wound(s) 2.6-7.5cm	\$175.00	\$182.00	2007
	Initial Burn(s) Treatment	\$80.00	\$83.00	2007
	Destroy Benign/Premal Lesion	\$69.00	\$71.00	2007
	Destroy Lesions, 2-14	\$17.00	\$18.00	2007
	Deconstruct Lesion(s), 1-14	\$104.00	\$108.00	2007

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Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	Inject Single Tendon-Ligament-Cyst	\$69.00	\$71.00	2007
	Inject Single Tendon Orgin ? Insertion	\$64.00	\$66.00	2007
	Inject Single-Multi Trigger Pts, 1-2 Muscles	\$64.00	\$66.00	2007
	Inject Single-Multi Trigger Pts, 3+ Muscles	\$74.00	\$77.00	2007
	Drain/Inject, Small Joint or Bursa	\$64.00	\$66.00	2007
	Drain/Inject, Intermediate Joint or Bursa	\$69.00	\$71.00	2007
	Drain/Inject, Major Joint or Bursa	\$80.00	\$83.00	2007
	Drain Finger Abscess, Simple	\$313.00	\$325.00	2007
	Apply Finger Splint, Static	\$42.00	\$44.00	2007
	Control Nosebleed	\$117.00	\$122.00	2007
	Lab: Venipuncture	\$17.00	\$18.00	2007
	Capillary Puncture	\$11.00		2007
	Incise External Hemorrhoids	\$175.00	\$182.00	2007
	Diagnostic Anoscopy	\$95.00	\$99.00	2007
	Anoscopy with Tumor-Polyp-Lesion Removal	\$229.00	\$238.00	2007
	Destroy Lesion (Male)	\$144.00	\$149.00	2007
	Incision/Drainage of Vulva or Perineum	\$132.00	\$138.00	2007
	Incision/Drainage of Gland Abscess	\$164.00	\$147.00	2007
	Destroy Lesions (Female)	\$140.00	\$146.00	2007
	Diaphragm Fit	\$90.00	\$94.00	2007
	Insert Intrauterine Device (IUD)	\$95.00	\$99.00	2007
	IUD Removal	\$107.00	\$111.00	2007
	Insert IUD	\$90.00	\$94.00	2007
	Fetal Non Stress	\$48.00	\$50.00	2007
	Remove Foreign Body from External Eye	\$64.00	\$66.00	2007
	Remove Foreign Body from Outer Ear Canal	\$132.00	\$138.00	2007
	Remove Ear Wax	\$64.00	\$66.00	2007
	Lipid Panel (Fasting) - UNC Lab	\$18.00		2006
	U/A (W/Micro)	\$27.00	\$28.00	2007
	U/A (Dipstick Only)	\$17.00	\$18.00	2007
	Pregnancy Test	\$11.00		2007
	Albumin Serum (UNC Lab Test)	\$6.00		2006
	Total Bilirubin (UNC Lab Test)	\$7.00		2006
	Direct Bilirubin (UNC Lab Test)	\$7.00		2006
	Neonatal Bilirubin (UNC Lab Test)	\$9.00		2006
	Hemocult	\$11.00		2007
	Ca (UNC Lab Test)	\$7.00		2006
	CO2 (UNC Lab Test)	\$6.00		2006
	CL (UNC Lab Test)	\$6.00		2006

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Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	Total Cholesterol (UNC Lab Test)	\$6.00		2006
	CREAT (UNC Lab Test)	\$7.00		2006
	B12 (UNC Lab Test)	\$21.00		2006
	Ferritin (UNC Lab Test)	\$19.00		2006
	Folate (UNC Lab Test)	\$20.00		2006
	GLU (UNC Lab Test)	\$5.00		2006
	O'Sullivan	\$27.00	\$28.00	2007
	OGTT (3 HR)	\$48.00	\$50.00	2007
	Glucose (Random)	\$17.00	\$18.00	2007
	GGT	\$11.00		2007
	FSH (UNC Lab Test)	\$25.00		2006
	Hemoglobin A1C	\$21.00		2007
	IBC (UNC Lab Test)	\$12.00		2006
	Iron Profile (FE): IBC (UNC Lab Test)	\$9.00		2006
	LDH (UNC Lab Test)	\$8.00		2006
	Lipid Panel (Non-Fasting) HDL (UNC Lab Test)	\$11.00		2006
	LDL (UNC Lab Test)	\$13.00		2006
	ALK PHOS (UNC Lab Test)	\$7.00		2006
	K (UNC Lab Test)	\$6.00		2006
	TP-Serum (UNC Lab Test)	\$5.00		2006
	TP-Urine (UNC Lab Test)	\$5.00		2006
	NA (UNC Lab Test)	\$6.00		2006
	Thyroxine (T4) - (UNC Lab Test)	\$8.00		2006
	Free T4 (UNC Lab Test)	\$12.00		2006
	TSH (UNC Lab Test)	\$22.00		2006
	T4 (UNC Lab Test)	\$19.00		2006
	SGOT, AST (UNC Lab Test)	\$7.00		2006
	SGPT, ALT (UNC Lab Test)	\$7.00		2006
	Iron Profile/Tranferrin: % Saturation (UNC Lab	\$17.00		2006
	TRIG (UNC Lab Test)	\$8.00		2006
	T3U (UNC Lab Test)	\$8.00		2006
	BUN (UNC Lab Test)	\$5.00		2006
	Uric Acid (UNC Lab Test)	\$6.00		2006
	QUANT HCG/Serum (UNC Lab Test)	\$12.00		2006
	Hemoglobin	\$11.00		2007
	CBC w/o Diff (UNC Lab Test)	\$9.00		2006
	CBC with Diff (UNC Lab Test)	\$10.00		2006
	SED Rate (UNC Lab Test)	\$4.00		2006
	MONO Spot (UNC Lab Test)	\$7.00		2006

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Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	RA Factors - Qual (UNC Lab Test)	\$7.00		2006
	RA Factors - Quan (UNC Lab Test)	\$7.00		2006
	PPD	\$13.00	\$14.00	2007
	Rubella (UNC Lab Test)	\$20.00		2006
	Hepatitis C RIBA (UNC Lab Test)	\$16.00		2006
	Antibody Identification (UNC Lab Test)	\$21.00		2006
	ABO Group (UNC Lab Test)	\$4.00		2006
	RH Type (UNC Lab Test)	\$7.00		2006
	GC Culture	\$17.00	\$18.00	2007
	Throat Culture (UNC Lab Test)	\$8.00		2006
	Urine Culture (UNC Lab Test)	\$11.00		2006
	ID & Sensitivity (UNC Lab Test)	\$9.00		2006
	STAT Male Smear	\$22.00		2007
	Fungal Direct Test (FDIR) (UNC Lab Test)	\$7.00		2006
	Wet Mount	\$17.00	\$18.00	2007
	Parasitology Test #9807-Giardia (UNC Lab Test)	\$16.00		2006
	Parasitology Test #9807-Cryptosporidium (UNC Lab Test)	\$16.00		2006
	HBsAG (UNC Lab Test)	\$13.00		2006
	Streptococcus Group A Assay W/Optic (UNC Lab Test)	\$20.00		2006
	Pap Smear (State Lab)	\$12.33		2007
	Rhogam Injection	\$122.00	\$127.00	2007
	Admin Fee (1 vaccine)	\$11.00		2007
	Admin Fee (2+ vaccines)	\$11.00		2007
	Hep A - Adult	\$70.00	\$73.00	2006
	Hep A (Ped/Adol)	\$32.00	\$33.00	2007
	Gardasil	\$130.00	\$135.00	2007
	Preservative free influenza vaccine	\$30.00	\$31.00	
	Influenza Split 6-35 mo.	\$13.00	\$14.00	2007
	Influenza Split 3yr and Above	\$25.00	\$26.00	2007
	Influenza Virus Vaccine Live for Intranasal	\$26.00	\$27.00	2006
	Rabies (IM)	\$225.00	\$234.00	2006
	Rabies (ID)	\$202.00	\$210.00	2007
	Varicella vaccine	\$85.00	\$88.00	2007
	Zostavax vaccine	\$170.00	\$177.00	2007
	Immunization: Pneumococcal - State	\$35.00	\$36.00	2006
	Meningococcal Vaccine, Subcutaneous/Jet	\$95.00	\$99.00	2007
	Menactra Meningococcal Vaccine	\$95.00	\$99.00	2007
	Immunization: Hep B (20+ yrs)	\$74.00	\$40.00	2007
	IV Infusion Up to One Hour	\$132.00	\$138.00	2007
	Psychiatric Diagnostic Interview Exam	\$144.00	\$149.00	2007
	Psychiatric Diag Interview Exam, Interactive	\$153.00	\$159.00	2007

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**Orange County Approved Fee Schedule - FY 2008-09**

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	Psychother, Indiv, Insight, 20-30 min.	\$62.00	\$64.00	2007
	Psychother, Indiv, Insight, 45-50 min.	\$92.00	\$96.00	2007
	Psychother, Indiv, Insight, 75-80 min.	\$138.00	\$144.00	2007
	Psychother, Indiv, Interac, 20-30 min.	\$67.00	\$69.00	2007
	Psychother, Indiv, Interac, 45-50 min.	\$98.00	\$102.00	2007
	Psychother, Indiv, Interac, 75-80 min.	\$145.00	\$150.00	2007
	Psychotherapy, Family, w/o Patient	\$90.00	\$94.00	2007
	Psychotherapy, Family, (Conjoint) W/Pt Present	\$110.00	\$114.00	2007
	Psychotherapy, Group	\$31.00	\$32.00	2007
	Inifusion Each Additional Hour up to Eight	\$38.00	\$39.00	2007
	Audiometry	\$17.00	\$18.00	2007
	Pure Tone Audiometry, Air	\$22.00		2007
	OAE (Limited)	\$0.00		2007
	Electrocardiogram, Complete	\$32.00	\$33.00	2007
	Electrocardiogram, Tracing Only	\$22.00		2007
	Airway Inhalation Treatment	\$22.00		2007
	Aerosol/Vapor Inhalation Treatment	\$22.00		2007
	Pulse Oxygen	\$8.00		2007
	Denver II	\$107.00	\$111.00	2007
	Health & Behavior Intervention	\$27.00	\$28.00	2007
	Medical Nutrition Therapy/Initial 15 min. Unit	\$20.00	\$21.00	2007
	Medical Nutrition Therapy/Re-Assess 15 min. U	\$20.00	\$21.00	2007
	Lab: Handling Fee	\$11.00		2007
	Special Supplies	\$17.00	\$18.00	2007
	Vision	\$11.00		2007
	Induction of Vomiting	\$64.00	\$66.00	2007
	New Office/Outpt Tx Brief E&M	\$80.00	\$83.00	2007
	New Office/Outpt Tx Expanded Prob Focused E	\$122.00	\$127.00	2007
	New Office/Outpt Tx Detailed E&M	\$164.00	\$171.00	2007
	New Office/Outpt Tx Moderate Complex E&M	\$239.00	\$248.00	2007
	New Office/Outpt Tx High Complex E&M	\$302.00	\$314.00	2007
	Estab Office/Outpt Tx Brief E&M	\$42.00	\$44.00	2007
	Estab Office/Outpt Tx Prob Focused E&M	\$74.00	\$77.00	2007
	Estab Office/Outpt Tx Expanded Focused E&M	\$100.00	\$104.00	2007
	Estab Office/Outpt Tx Detailed E&M	\$149.00	\$155.00	2007
	Estab Office/Outpt Tx Comprehensive E&M	\$222.00	\$231.00	2007
	Initial Office Consultation Minor Problem	\$132.00	\$138.00	2007
	Telephone Coord Brief	\$17.00	\$18.00	2007
	Telephone Coord Moderate	\$22.00		2007
	Telephone Coord Lengthy	\$27.00	\$28.00	2007

Appendix G-21

(1) Any Approved fee changes will be included in this column; a blank beside each fee means there is no fee change in FY 2008-09

Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	Preventive/New Pt < 1 yr.	\$100.00	\$104.00	2007
	Preventive/New Pt 1-4 yrs.	\$100.00	\$104.00	2007
	Preventive/New Pt 5-11 yrs.	\$196.00	\$204.00	2007
	Preventive/New Pt 12-17 yrs.	\$217.00	\$226.00	2007
	Preventive/New Pt 18-39 yrs.	\$212.00	\$221.00	2007
	Preventive/New Pt 40-64 yrs.	\$254.00	\$264.00	2007
	Preventive/New Pt 65+ yrs.	\$230.00	\$239.00	2007
	Preventive/Estab Pt < 1 yr.	\$95.00	\$99.00	2007
	Preventive/Estab Pt 1-4 yrs.	\$95.00	\$99.00	2007
	Preventive/Estab Pt 5-11 yrs.	\$159.00	\$165.00	2007
	Preventive/Estab Pt 12-17 yrs.	\$186.00	\$193.00	2007
	Preventive/Estab Pt 18-39 yrs.	\$180.00	\$188.00	2007
	Preventive/Estab Pt 40-64 yrs.	\$202.00	\$210.00	2007
	Preventive/Estab Pt 65+ yrs.	\$202.00	\$210.00	2007
	Home Visit for Postnatal Assmt & F/U Care	\$80.00	\$83.00	2007
	Home Visit for Newborn Care & Assessment	\$80.00	\$83.00	2007
	Newborn EPSDT Screen Home Visit	\$85.00	\$50.00	2007
	Periodic Oral Eval	\$33.00	\$21.00	2007
	Oral Evaluation <3 yrs with counseling	\$48.00	\$50.00	2007
	Comprehensive Oral Eval	\$42.00		2007
	Topical Fluoride Appl	\$21.00		2007
	Oral Hygiene Instruction	\$17.00		2007
	Adm of Influenza Vaccine	\$5.00		2007
	Adm of Pneumococcal Vaccine	\$5.00		2007
	CBRS Individual Professional	\$20.00	\$21.00	2007
	Ampicillin (OMNIP-POLYN-TOTAN) Up to 50	\$6.00		2007
	Azithromycin 500mg	\$27.00	\$28.00	2007
	Penicillin G Benzathine/Procaine 1,200,000 Uni	\$22.00		2007
	Penicillin G Benzathine up to 600,000 Units	\$17.00	\$18.00	2007
	Penicillin G Benzathine up to 1,200,000 Units	\$27.00	\$28.00	2007
	Penicillin G Benzathine up to 2,400,000 Units	\$53.00	\$55.00	2007
	Ceftriaxone Sodium/Rocephin per 250mg	\$22.00		2007
	Ciprofloxacin, 200mg	\$22.00		2007
	Depo Provera Injection	\$58.00	\$61.00	2007
	Diphenhydramine HCL/Benadryl up to 50mg	\$6.00		2007
	Promethazine mg	\$8.00		
	B-12 Injection	\$6.00		2007
	Normal Saline Solution Infusion 1000cc	\$17.00	\$18.00	2007
	Mirena IUD	\$504.00	\$524.00	2007
	Sports Physical	\$42.00	\$44.00	2007
	Camp Physical	\$42.00	\$44.00	2007
	College Physical	\$42.00	\$44.00	2007
	Childbirth Education	\$27.00	\$28.00	2007

Appendix G-22

(1) Any Approved fee changes will be included in this column; a blank beside each fee means there is no fee change in FY 2008-09

Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	RN Services up to 15 min.	\$21.00		2007
	Child Service Coordination	\$21.74		2005
	Maternity Care Coordination	\$29.30		2005
	Nursing Assessment/Evaluation	\$88.00		2005
	Education Classes	\$30.00/hr		2004
	Health Risk Appraisal	\$12.00		2004
	Consultant Services (Health Educators)	\$20.00/hr		2004
	Patient Education (non Physician)	\$20.00/unit		2004
	Liver Function (UNC Rate)	\$11.00		2006
	Amylase (UNC Rate)	\$9.00		2006
	CBC w/o Diff (UNC Rate)	\$9.00		2006
	RMSF (Acute) (UNC Rate)	\$9.00		2006
	RMSF (Convalescent) (UNC Rate)	\$27.00		2006
	Lipid Panel	\$24.00	\$25.00	2007
	Glucose	\$11.00		2007
	Therapeutic prophylactic/diagonosic injection	\$23.00		2007
	ANA (anti-nuclear antibody) titer (UNC Rate)	\$16.00		2006
	Confirmation, if ANA+ (UNC Rate)	\$15.00		2006
	Paracervical Block	\$167.00	\$174.00	2007
	Lipase (UNC Rate)	\$9.00		2006
	Fecal occult blood, single spec.	\$10.00		2007
	oral eval <3 yrs with sounseling	\$48.00		2007
	Topical fluoride varnish	\$20.00	\$21.00	2007
	Remove foreign body intranasal	\$232.00	\$241.00	2007
	Dsg and/or debridement, small	\$92.00	\$96.00	2007
	Insertion of non-dwelling bladder cath	\$89.00	\$93.00	2007
	Paring of corn/callus (1 lesion)	\$44.00	\$46.00	2007
	Chém. Caut of granulation tissue	\$75.00	\$78.00	2007
	IV fluid/infusion therapy, up to 1 hr	\$69.00	\$72.00	2007
	IV infusion, each additional hour	\$22.00	\$23.00	2007
	Luteinizing Hormone *UNC rate	\$25.00		2007
	Varicella Immune Status Test *UNC rate	\$17.00		2007
	Nuvaring	n/a	\$56.00	New
	Tissue Biopsy-Level III Tech (UNC Lab)	n/a	\$41.00	New
	Tissue Biopsy-Level III Prof (UNC Lab)	n/a	\$8.00	New
	Tissue Biopsy-Level IV Tech (UNC Lab)	n/a	\$54.00	New
	Tissue Biopsy-Level IV Prof (UNC Lab)	n/a	\$30.00	New
	Tissue Biopsy-Special Stain/Microorg Tech (UNC Lab)	n/a	\$54.00	New
	Tissue Biopsy-Special Stain/Microorg Prof (UNC Lab)	n/a	\$21.00	New
	Tissue Biopsy-Special Stain Tech (UNC Lab)	n/a	\$48.00	New
	Tissue Biopsy-Special Stain Prof (UNC Lab)	n/a	\$9.00	New
	Tissue Biopsy-IHC Stain Tech (UNC Lab)	n/a	\$45.00	New

(1) Any Approved fee changes will be included in this column; a blank beside each fee means there is no fee change in FY 2008-09

Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
	Tissue Biopsy-IHC Stain Prof (UNC Lab)	n/a	\$34.00	New
	PSA Screen (UNC Lab)	n/a	\$25.00	New
	PSA Diagnostic (UNC Lab)	n/a	\$25.00	New
	Culture, Fungal Dermatology Screen (UNC Lab)	n/a	\$10.00	New
	RSV (Respiratory Syncytial Virus) Antigen Screen (UNC Lab)	n/a	\$16.00	New
	Biopsy of Skin (Single Lesion)	n/a	\$93.00	New
	Biopsy of Skin (Each additional Lesion)	n/a	\$31.00	New
	Lesion Diameter 0.6-1.0 cm	n/a	\$85.00	New
	Lesion Diameter 1.1-2.0 cm	n/a	\$103.00	New
	Lesion Diameter >2.0 cm	n/a	\$123.00	New
	Shaving of Skin Lesion - scalp, neck, hands, feet, genitalia	n/a	\$66.00	New
	Lesion Diameter 0.6-1.0 cm	n/a	\$91.00	New
	Lesion Diameter 1.1-2.0 cm	n/a	\$106.00	New
	Lesion Diameter >2.0 cm	na	\$124.00	New
	Shaving of Skin Lesion - face, ears, nose, lips, mucous membrane	n/a	\$80.00	New
	Lesion Diameter 0.6-1.0 cm	n/a	\$99.00	New
	Lesion Diameter 1.1-2.0 cm	n/a	\$115.00	New
	Lesion Diameter >2.0 cm	n/a	\$142.00	New
	Inactivated Polio Vaccine (IPV)	n/a	\$31.00	New
	Glucose Tolerance Test	n/a	\$10.00	New
<i>Miscellaneous</i>				
	Massage License			
	Practitioner License	\$50.00		1996
	Practitioner/Owner License	\$75.00		1996
<i>School Capital</i>				
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
<i>Social Services</i>				
	* Adoption Intermediary Fee	n/a	\$300.00	New

(1) Any Approved fee changes will be included in this column; a blank beside each fee means there is no fee change in FY 2008-09

Orange County Approved Fee Schedule - FY 2008-09

Department/Program	Description	Current Fee	Approved Fee Change for FY 2008-09 <sup>(1)</sup>	Last Revision
<i>Solid Waste/Landfill</i>				
	** Waste Reduction, Reuse, and Recycling Fee			
	Basic Fee	\$37.00		2007
	Urban Curbside (added to Basic Fee)	\$44.00 + \$37.00 = \$81.00		2007
	Rural Curbside (added to Basic Fee)	\$26.00 + \$37.00 = \$63.00		2007
	Multifamily (added to Basic Fee)	\$19.00 + \$37.00 = \$56.00		2007
	*** Mixed Waste	\$47.00/ton	\$49.00/ton	2007
	*** Construction & Demo	\$41.00/ton	\$43.00/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
	**** Regulated Material Permit-Town of Chapel Hill	n/a	8% of Applicable Building Permit Fees	New
<i>Visitors Bureau</i>				
	***** Occupancy Tax Rate	2% of gross receipts derived from rental of accommodations in the County	3% of gross receipts derived from rental of accommodations in the County	2007
* Effective July 1, 2008, the state adoption laws were amended to allow licensed child placing agencies to voluntarily act as confidential intermediaries between adult adoptees, adult lineal descendants of a deceased adult adoptee, parents of adoptees under the age of 21 and birth parents. The department will charge a non-refundable fee to be paid in advance. Fees will be reduced or waived for those applicants who have verified income at 200% of the poverty level or below.				
** 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.				
*** Effective July 1, 2008, the State of NC will require a \$2 per ton tax on every ton of waste received at the landfill. These fees will be passed directly to the state each month.				
**** Agreement reached with Town of Chapel Hill after the April 17, 2007 Budget Work Session				
***** Senate Bill 622 of the 1991 session of the General Assembly gave Orange County the authority to levy up to a 3% room occupancy tax on the gross receipts derived from the rental of accommodations in the County. The Board of County Commissioners adopted a resolution, on February 19, 2007, to consider a 1% increase in the tax taking it from the current rate of 2% to the maximum rate of 3%.				

(1) Any Approved fee changes will be included in this column; a blank beside each fee means there is no fee change in FY 2008-09

**Appendix A (FY 2008-09)**

**New Commercial Buildings and Additions Fee Restructuring**

**Fee Per SF Building Area for New Commercial**

<b>Occupancy</b>	<b>Building</b>	<b>Electrical</b>	<b>Plumbing</b>	<b>Mechanical</b>	<b>Current Fee</b>
Multi-Family (Res.)	\$0.190	\$0.084	\$0.084	\$0.067	<b>\$0.425</b>
Storage	0.067	0.051	0.051	0.067	<b>\$0.236</b>
Assembly	0.143	0.077	0.077	0.067	<b>\$0.364</b>
Institutional	0.265	0.130	0.130	0.133	<b>\$0.658</b>
Business	0.190	0.090	0.090	0.085	<b>\$0.455</b>
Mercantile	0.130	0.064	0.064	0.058	<b>\$0.316</b>
Hazardous	0.099	0.042	0.042	0.058	<b>\$0.241</b>
Factory/Industrial	0.099	0.042	0.042	0.058	<b>\$0.241</b>
Educational	0.190	0.090	0.090	0.085	<b>\$0.455</b>

## Appendix B

### Orange County Fire Inspection Rates

**Assembly (every year)**  
**Institutional (every year)**  
**Day Care (every year)**  
**Mercantile (every three years)**

Square Footage	Initial Inspection	Reinspection	Third Inspection
Up to 1,000 SqFt	\$ 40.00	\$ 30.00	\$ 130.00
1,001 to 2,500 SqFt	50.00	30.00	130.00
2,501 to 5,000 SqFt	60.00	30.00	150.00
5,001 to 7,500 SqFt	70.00	35.00	170.00
7,501 to 10,000 SqFt	80.00	35.00	190.00
10,001 to 12,500 SqFt	90.00	35.00	210.00
12,501 to 15,000 SqFt	100.00	35.00	230.00
15,001 to 17,500 SqFt	110.00	40.00	250.00
17,501 to 20,000 SqFt	120.00	40.00	270.00
20,001 to 22,500 SqFt	130.00	40.00	290.00
22,501 to 25,000 SqFt	140.00	40.00	310.00
25,001 to 27,500 SqFt	150.00	45.00	330.00
27,501 to 30,000 SqFt	160.00	45.00	350.00
30,001 to 32,500 SqFt	170.00	45.00	370.00
32,501 to 35,000 SqFt	180.00	45.00	390.00
35,001 to 37,500 SqFt	190.00	45.00	400.00
37,501 and over	200.00	50.00	400.00

**Hazardous (every year)**  
**Industrial (every two years)**

Square Footage	Initial Inspection	Reinspection	Third Inspection
Up to 1,000 SqFt	\$ 55.00	\$ 30.00	\$ 160.00
1,001 to 2,500 SqFt	65.00	30.00	160.00
2,501 to 5,000 SqFt	75.00	35.00	180.00
5,001 to 7,500 SqFt	85.00	35.00	200.00
7,501 to 10,000 SqFt	95.00	35.00	220.00

Square Footage	Initial Inspection	Reinspection	Third Inspection
10,001 to 12,500 SqFt	105.00	40.00	240.00
12,501 to 15,000 SqFt	115.00	40.00	260.00
15,001 to 17,500 SqFt	125.00	40.00	280.00
17,501 to 20,000 SqFt	135.00	40.00	300.00
20,001 to 22,500 SqFt	145.00	45.00	320.00
22,501 to 25,000 SqFt	155.00	45.00	340.00
25,001 to 27,500 SqFt	165.00	45.00	360.00
27,501 to 30,000 SqFt	175.00	45.00	380.00
30,001 to 32,500 SqFt	185.00	50.00	400.00
32,501 to 35,000 SqFt	195.00	50.00	400.00
35,001 to 37,500 SqFt	205.00	50.00	400.00
37,501 and over	215.00	50.00	400.00

**Business (every three years)**

**Storage (every three years)**

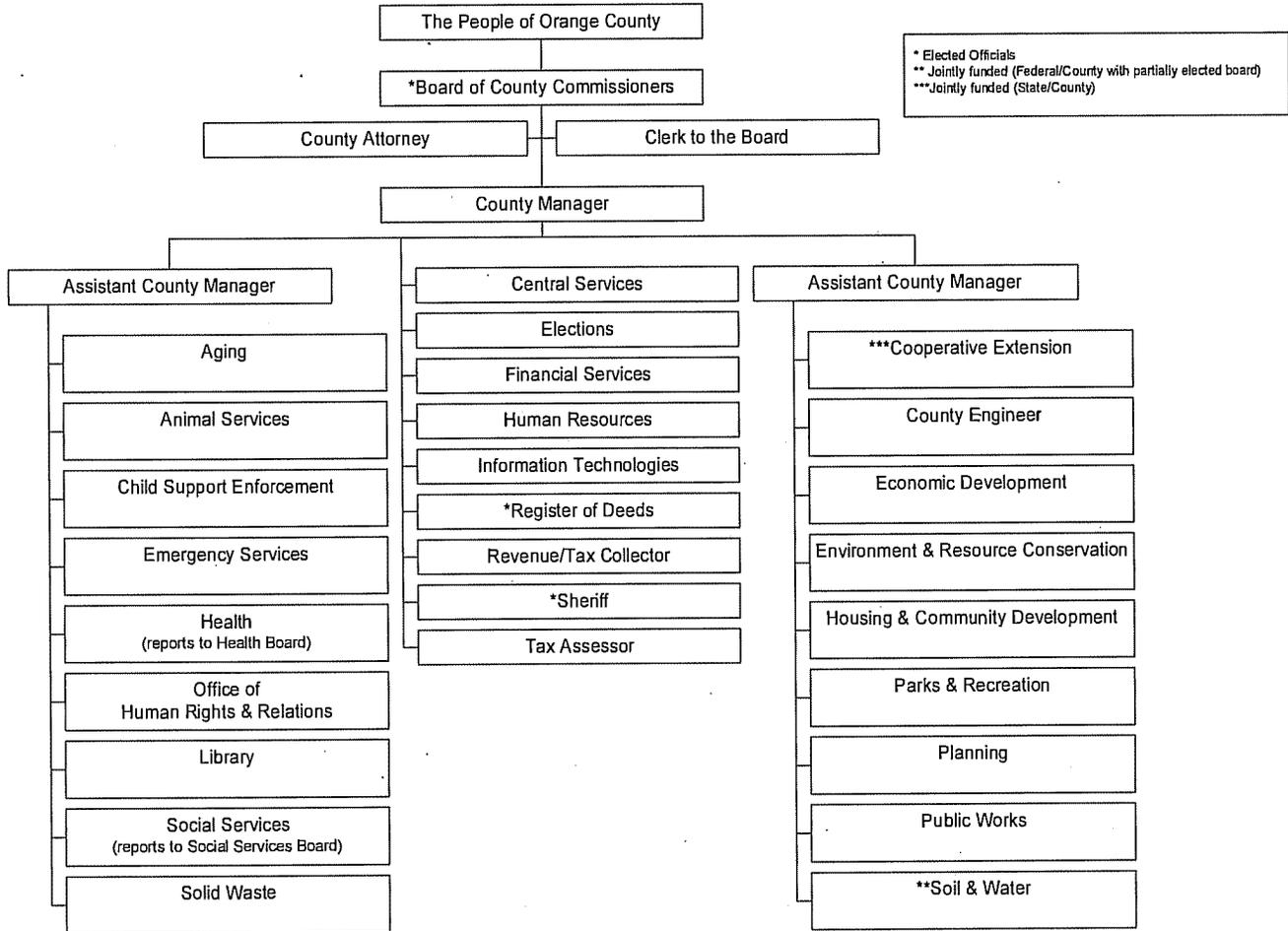
**Foster Care (every year)**

**Residential (e.g. group homes, common areas of multifamily complexes - every year)**

**Private Educational (every two years)**

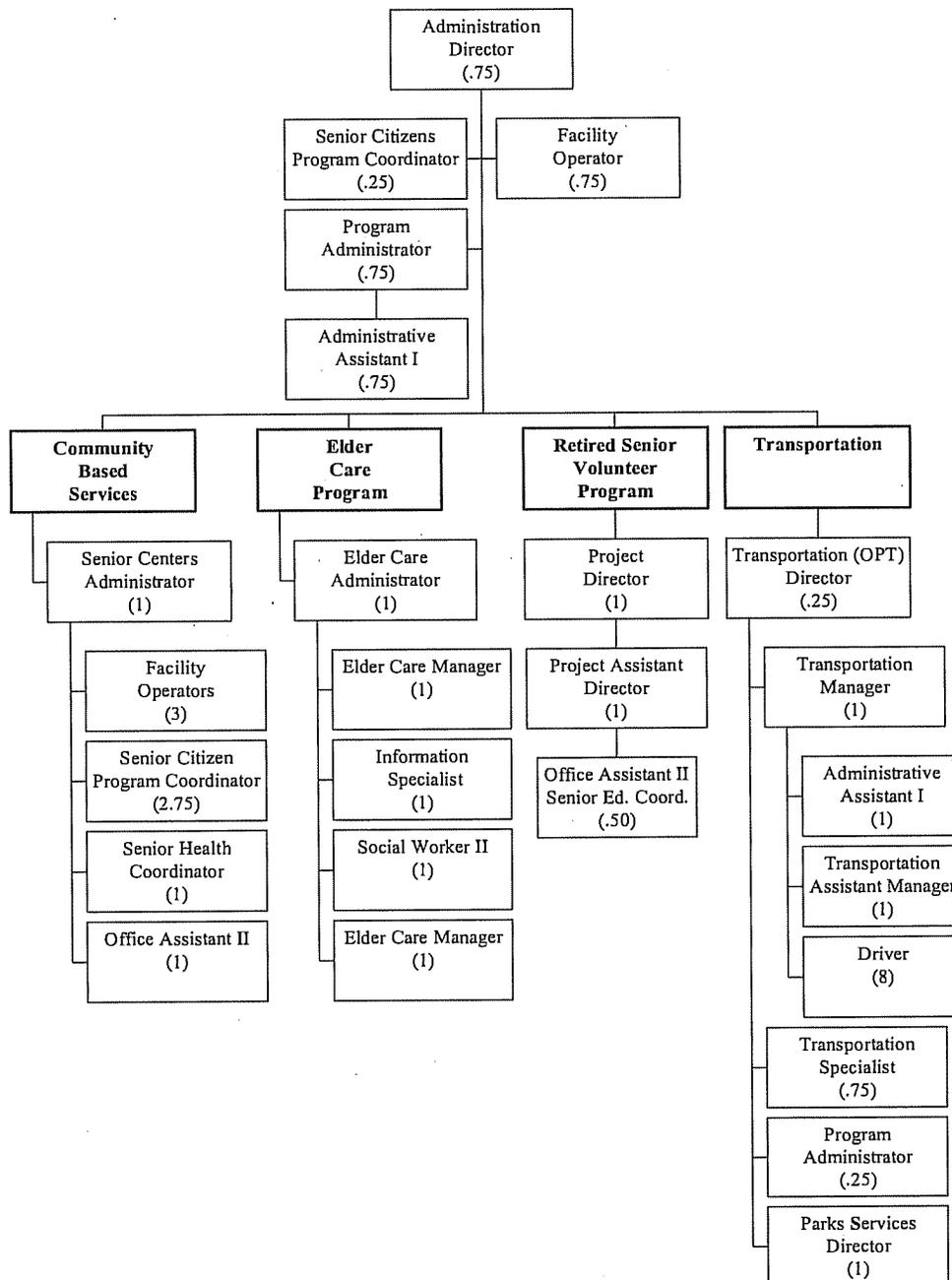
Square Footage	Initial Inspection	Reinspection	Third Inspection
Up to 1,000 SqFt	\$ 25.00	\$ 20.00	\$ 100.00
1,001 to 2,500 SqFt	35.00	30.00	100.00
2,501 to 5,000 SqFt	45.00	30.00	120.00
5,001 to 7,500 SqFt	55.00	35.00	140.00
7,501 to 10,000 SqFt	65.00	35.00	160.00
10,001 to 12,500 SqFt	75.00	35.00	180.00
12,501 to 15,000 SqFt	85.00	35.00	200.00
15,001 to 17,500 SqFt	95.00	40.00	220.00
17,501 to 20,000 SqFt	105.00	40.00	240.00
20,001 to 22,500 SqFt	115.00	40.00	260.00
22,501 to 25,000 SqFt	125.00	45.00	280.00
25,001 to 27,500 SqFt	135.00	45.00	300.00
27,501 to 30,000 SqFt	145.00	45.00	320.00
30,001 to 32,500 SqFt	155.00	45.00	340.00
32,501 to 35,000 SqFt	165.00	45.00	360.00
35,001 to 37,500 SqFt	175.00	45.00	380.00
37,501 and over	185.00	50.00	400.00

# Orange County Government

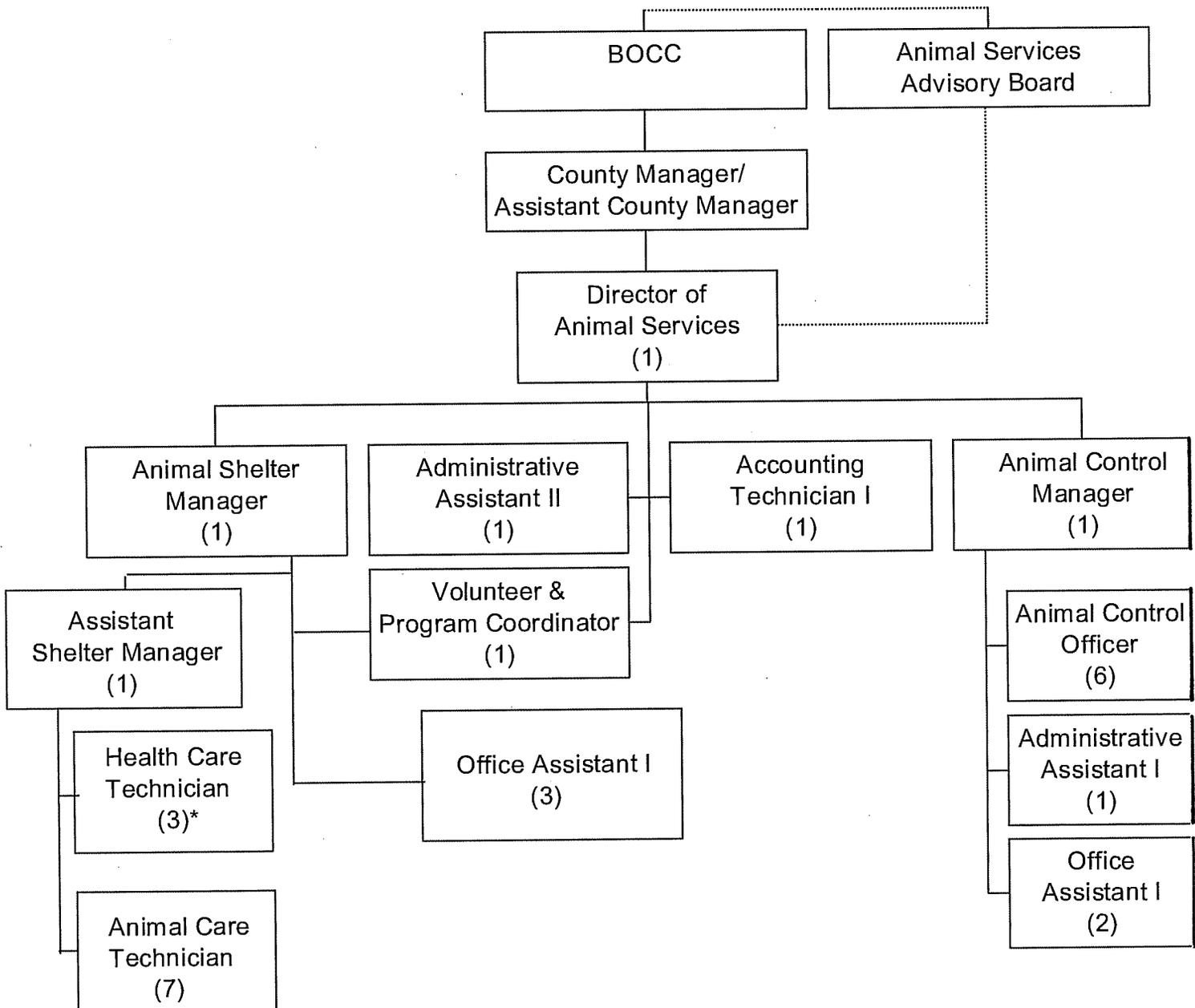


\* Elected Officials  
 \*\* Jointly funded (Federal/County with partially elected board)  
 \*\*\* Jointly funded (State/County)

# Department on Aging and Transportation

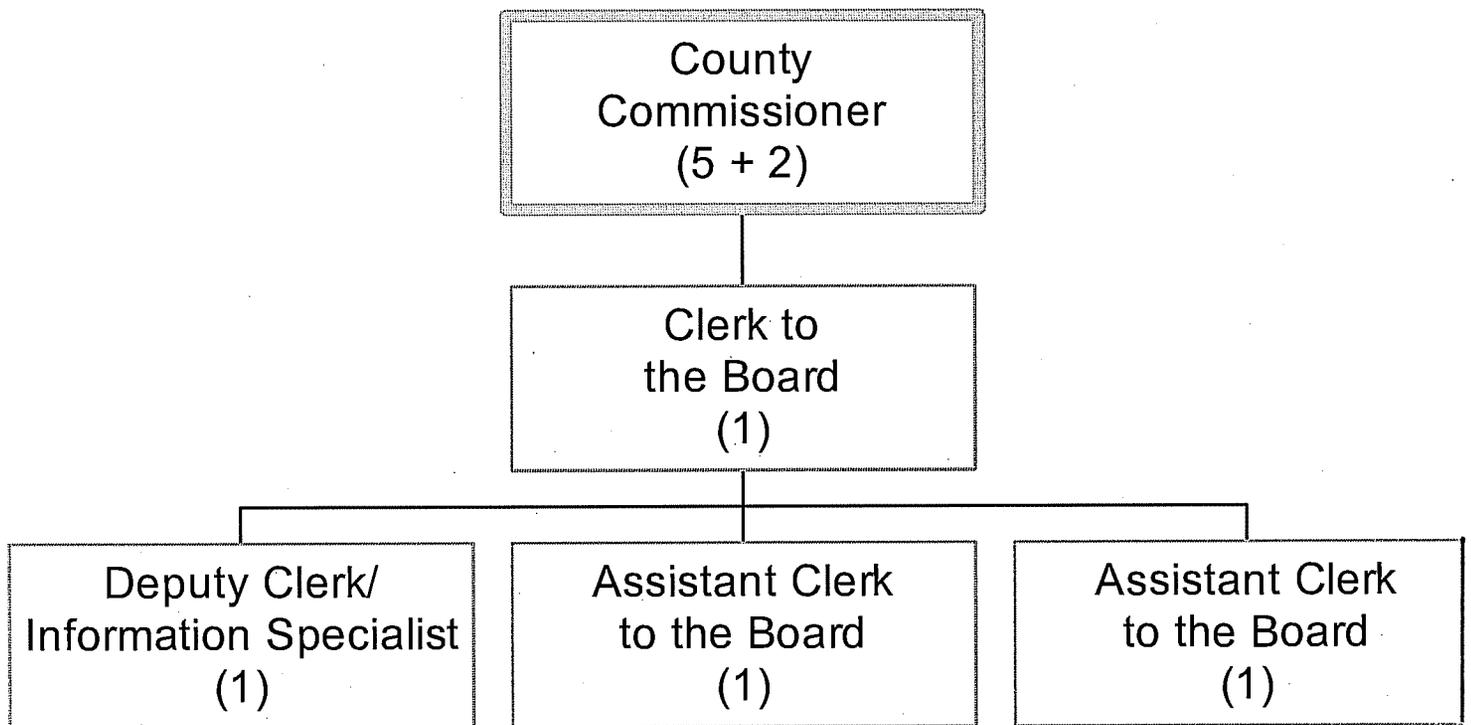


# Animal Services Department

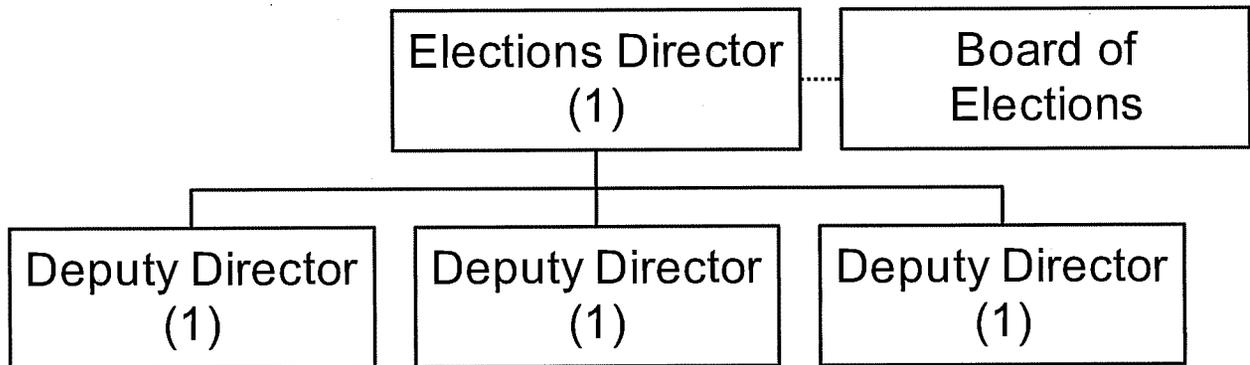


\*1 position begins January 1, 2009.

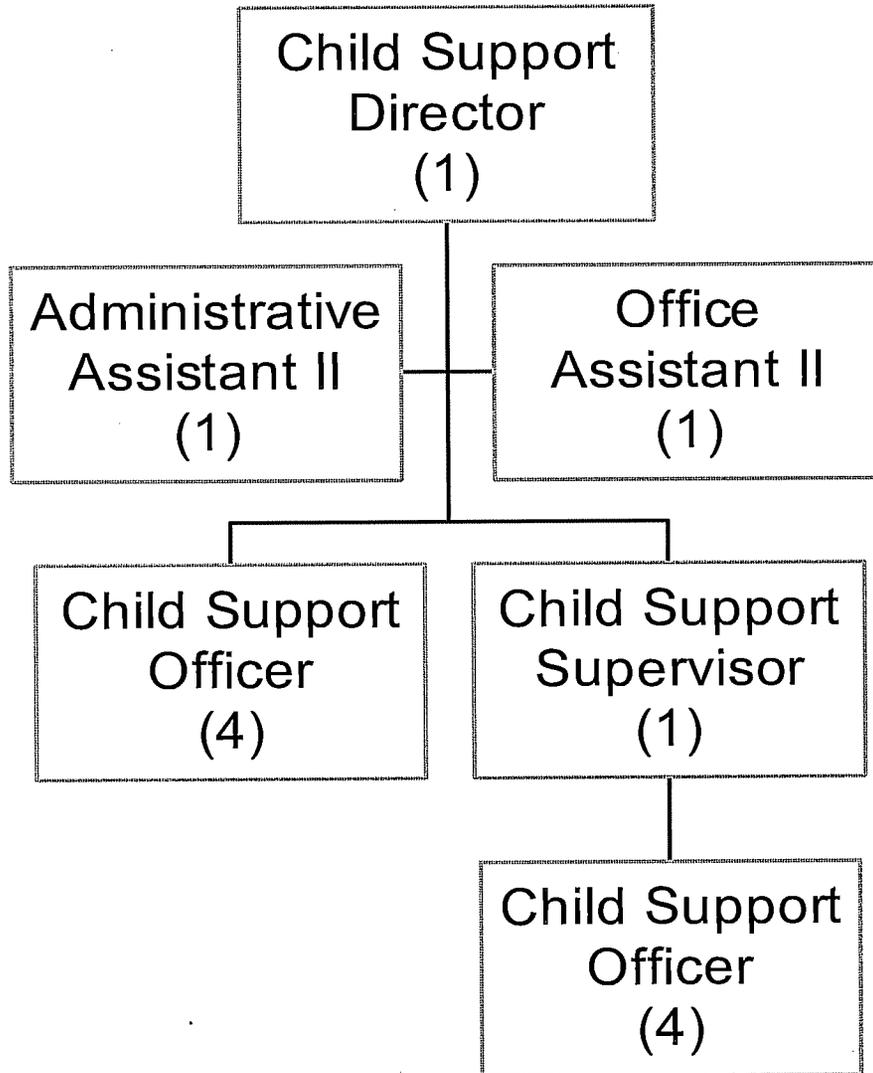
# Board of County Commissioners Office



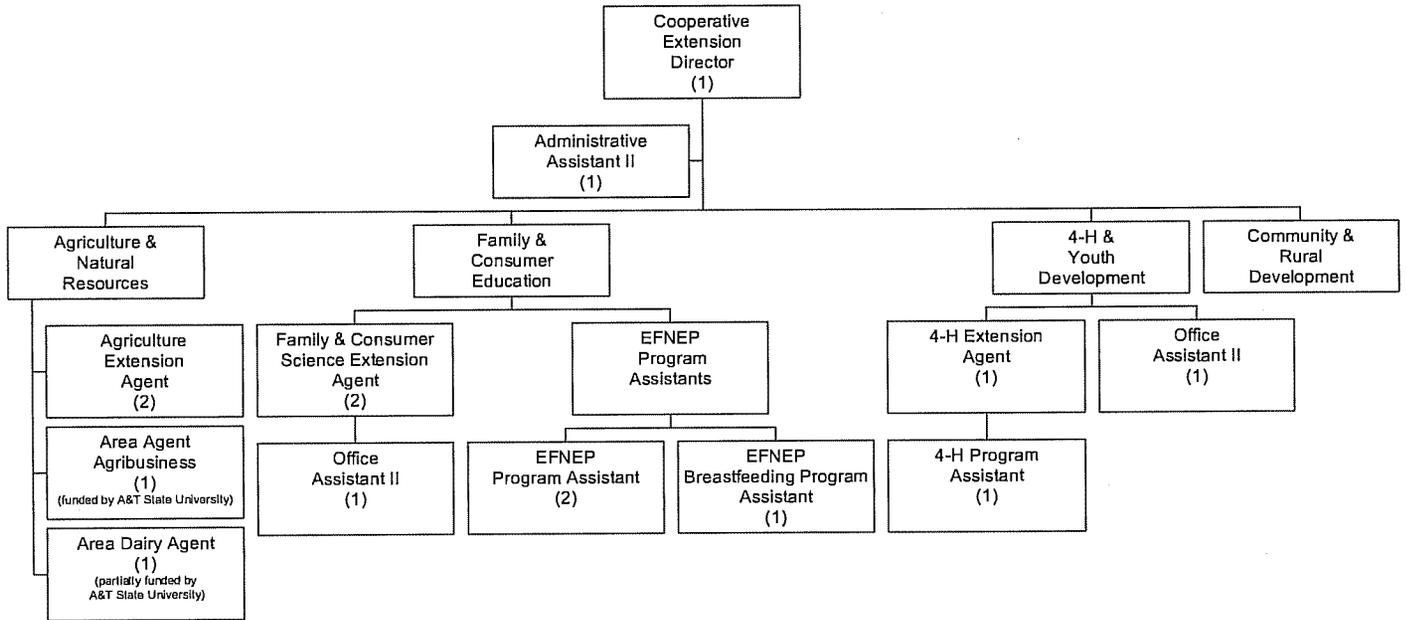
# Board of Elections



# Child Support Enforcement

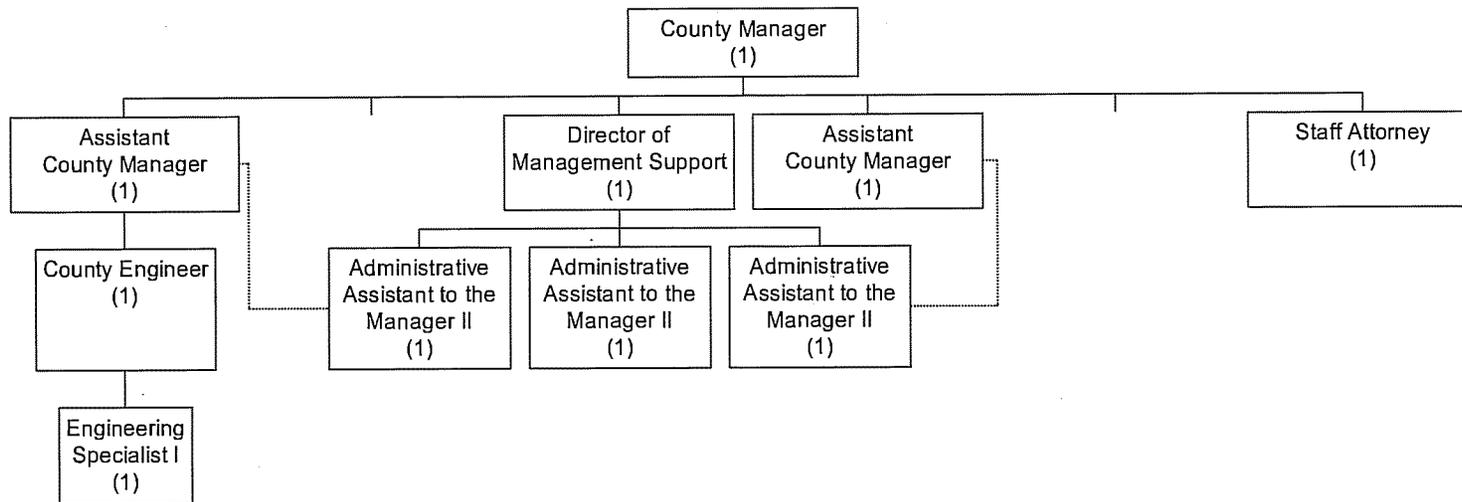


# Cooperative Extension Service



# County Manager's Office

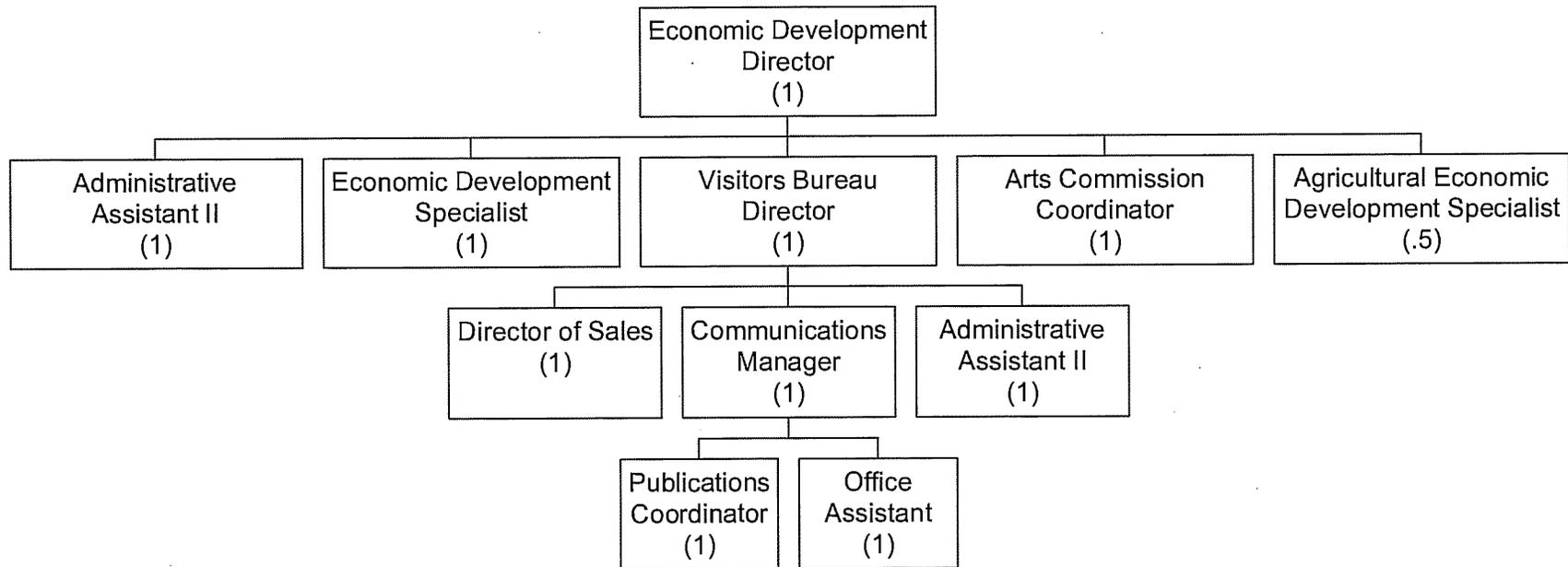
Appendix H-8



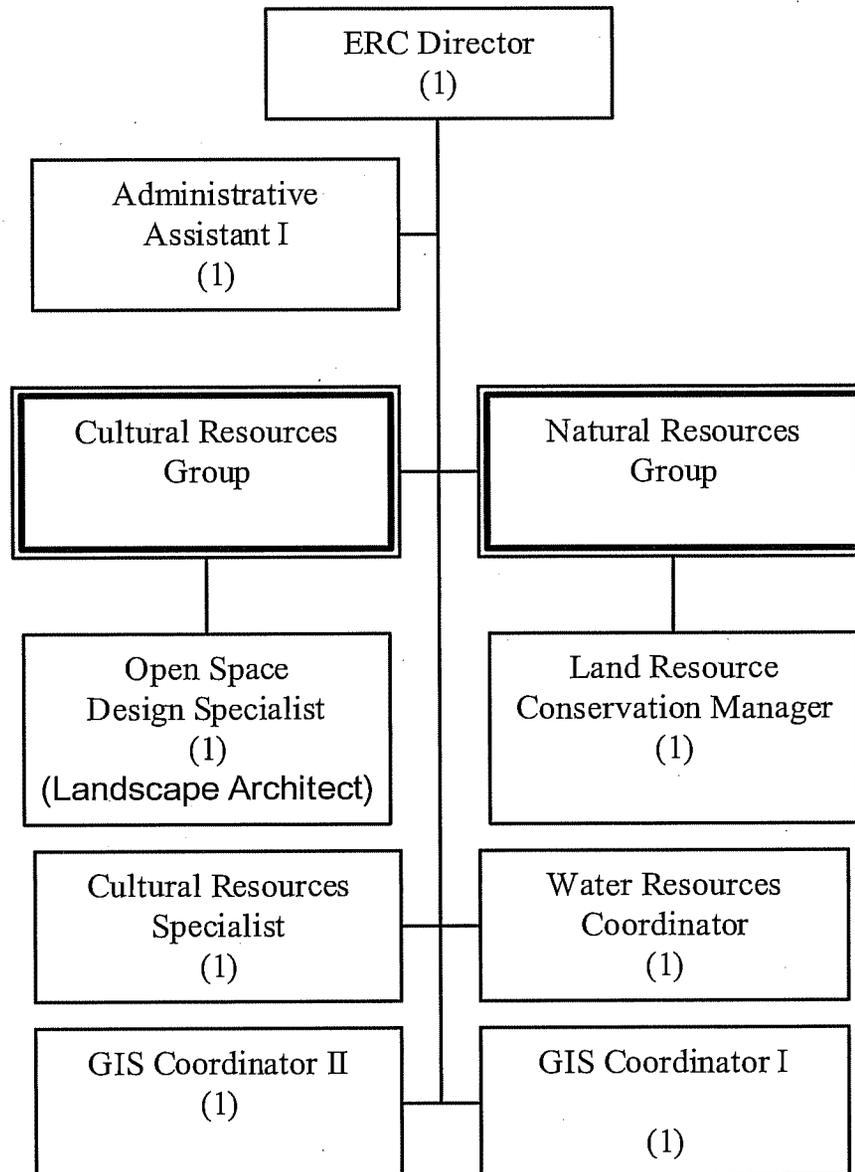
# Economic Development

(Including Arts Commission & Visitors Bureau)

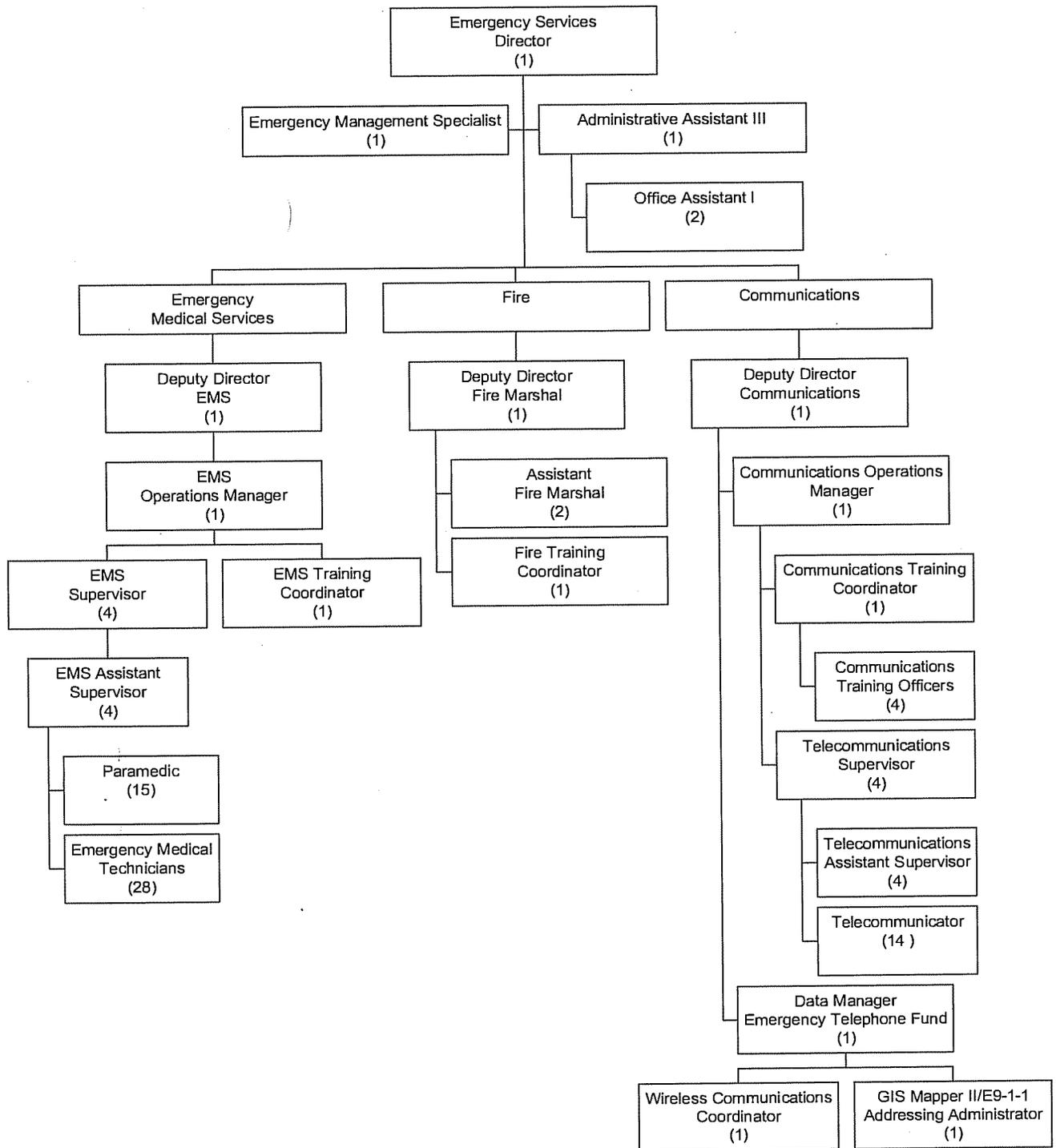
Appendix H-9



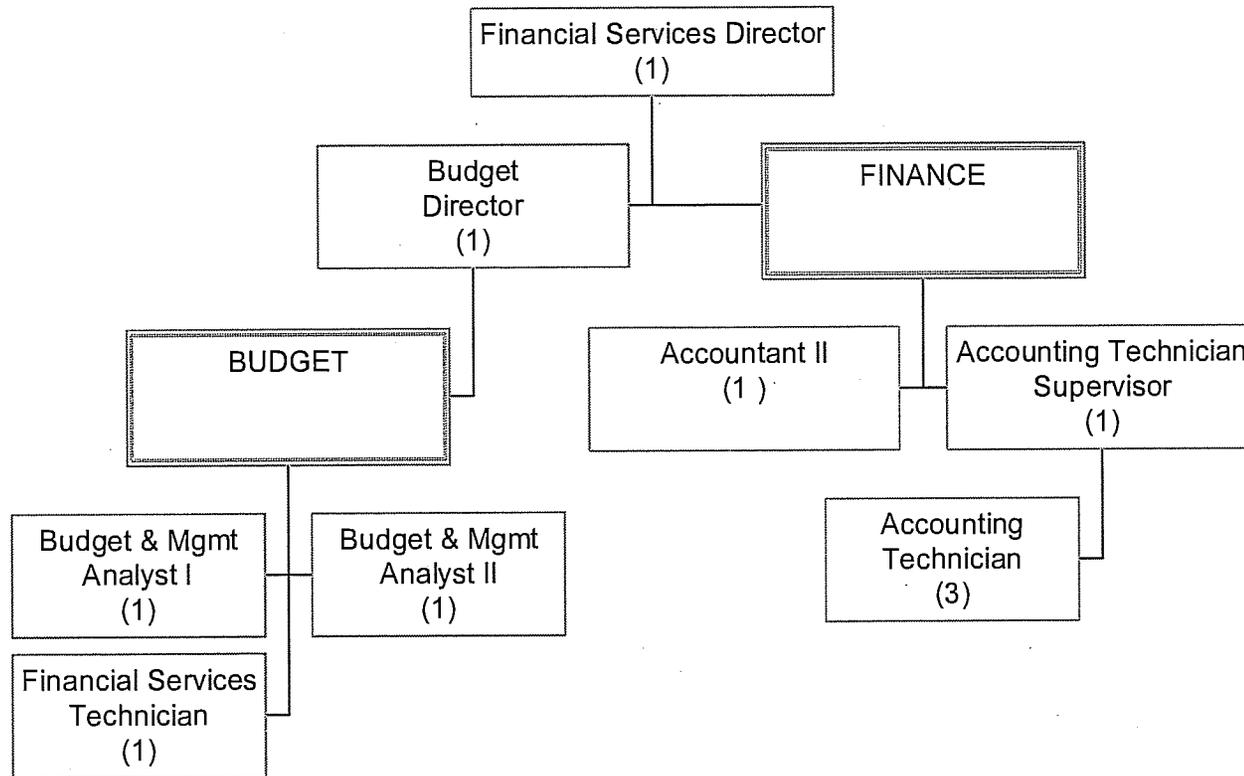
# Environment and Resource Conservation



# Emergency Services



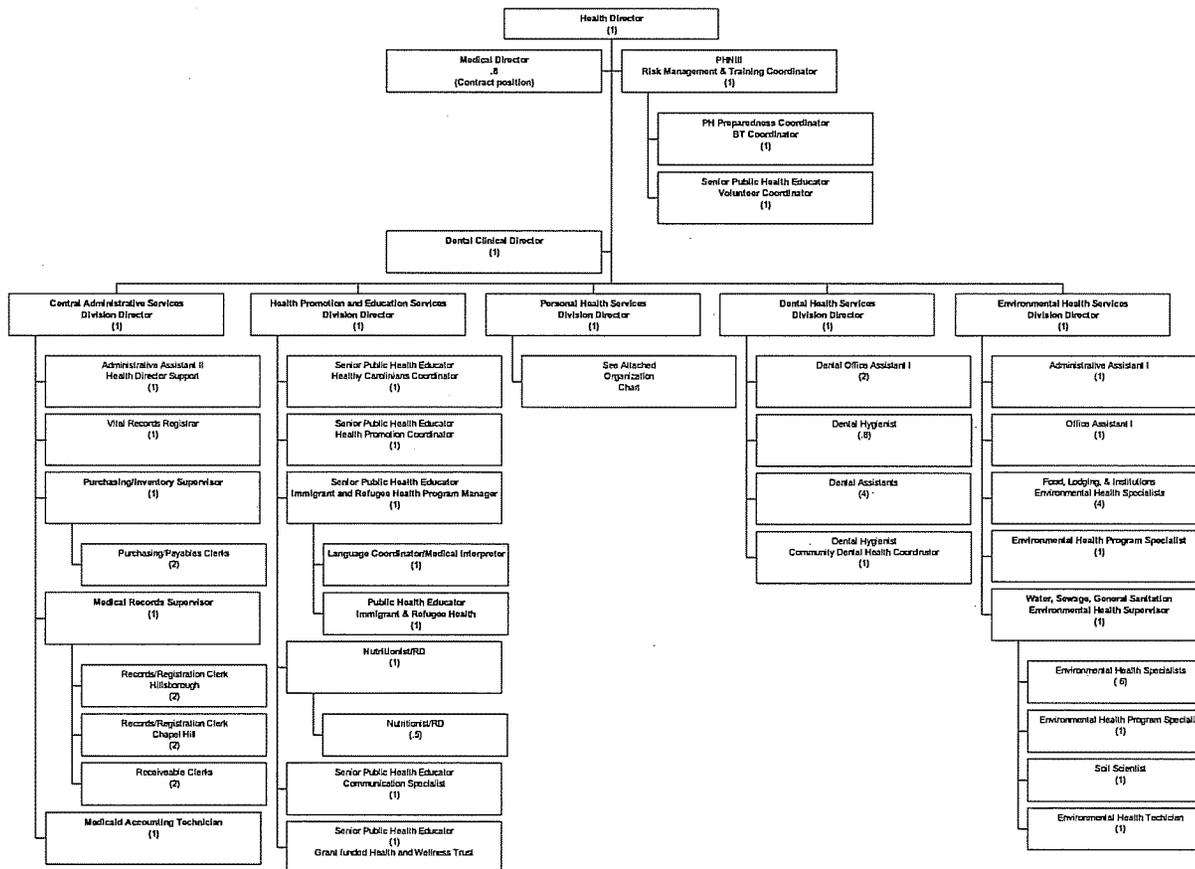
# Financial Services Department



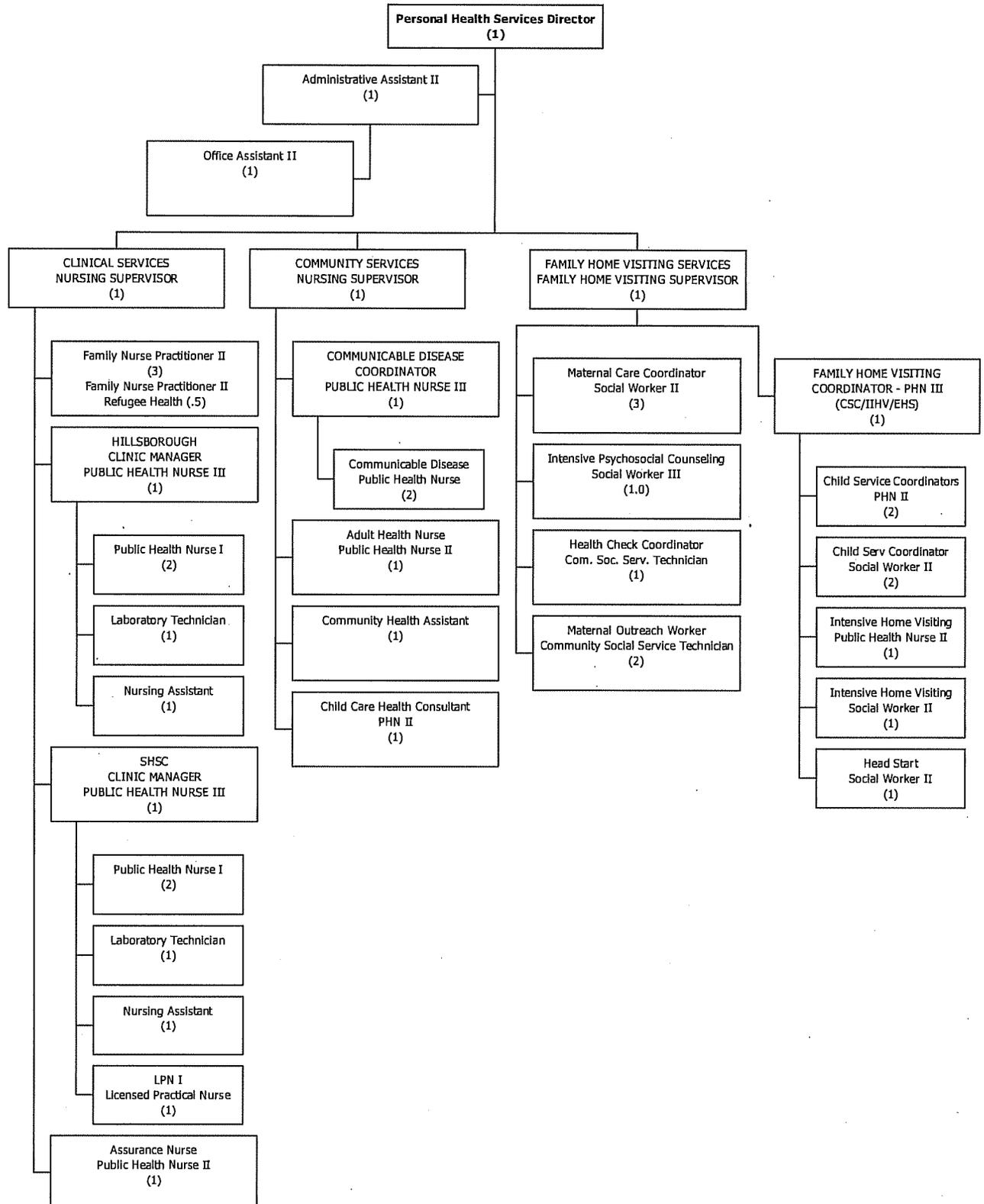
Appendix H-12

Re-organization plans in progress.

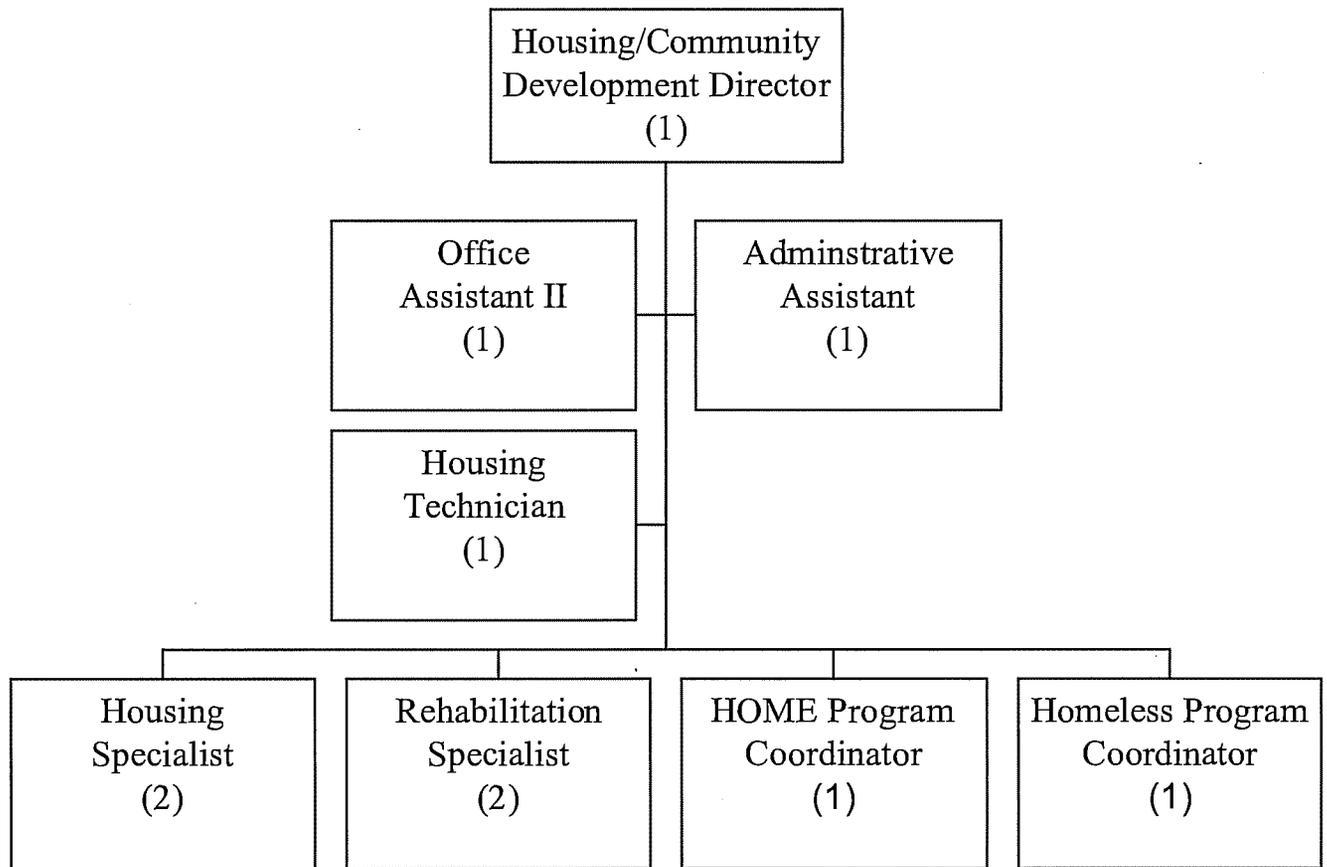
## Orange County Health Department Organizational Chart



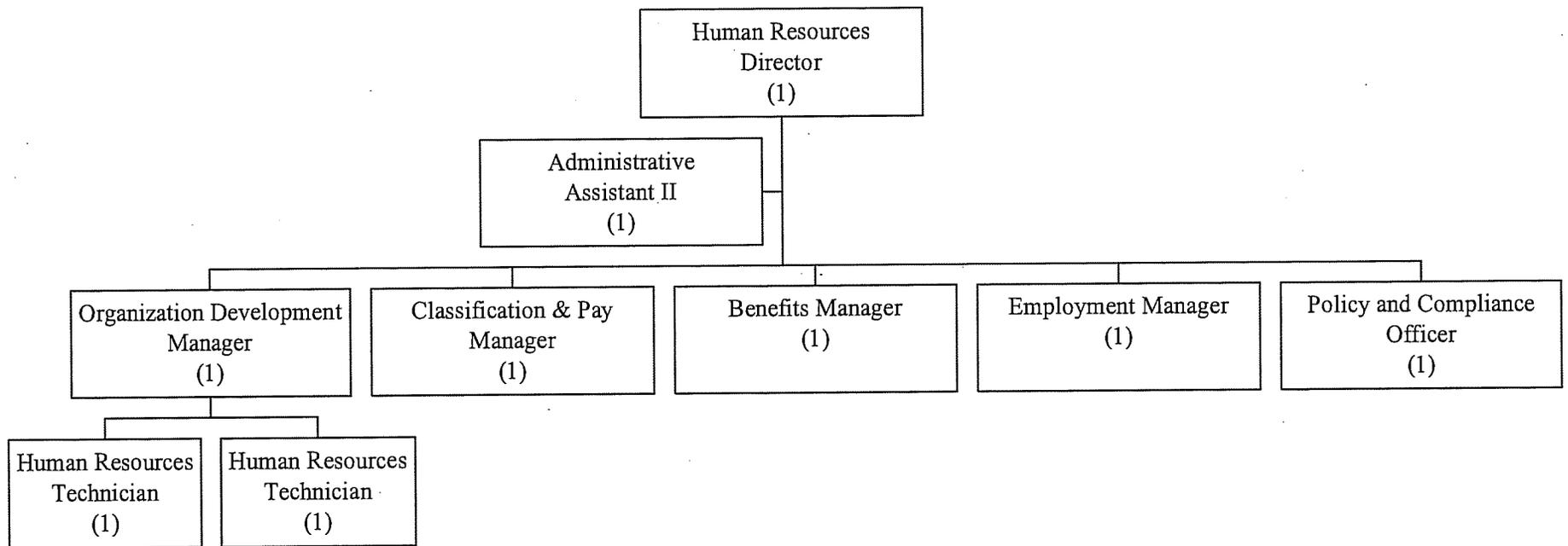
# Personal Health Services Division



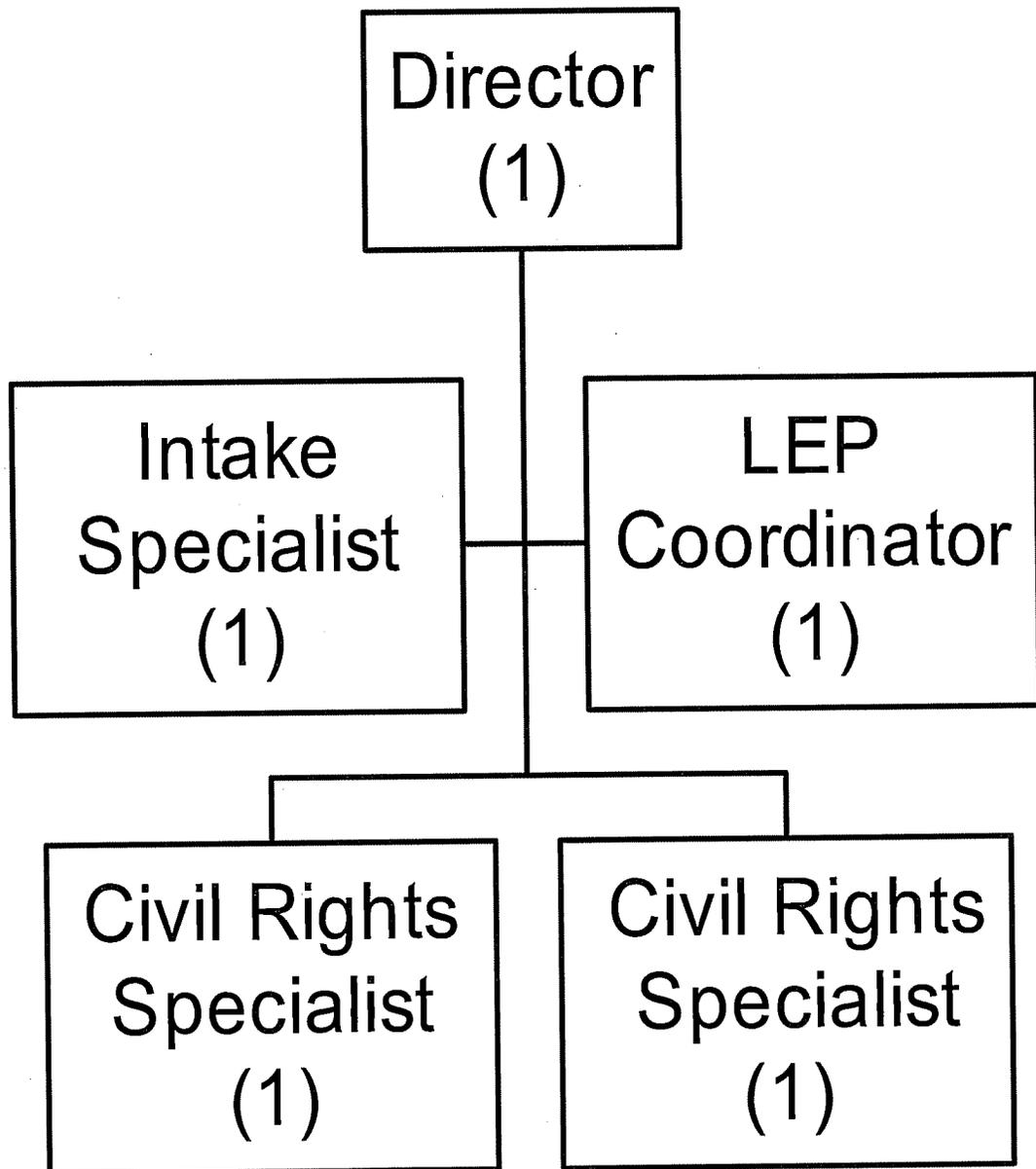
# Housing & Community Development



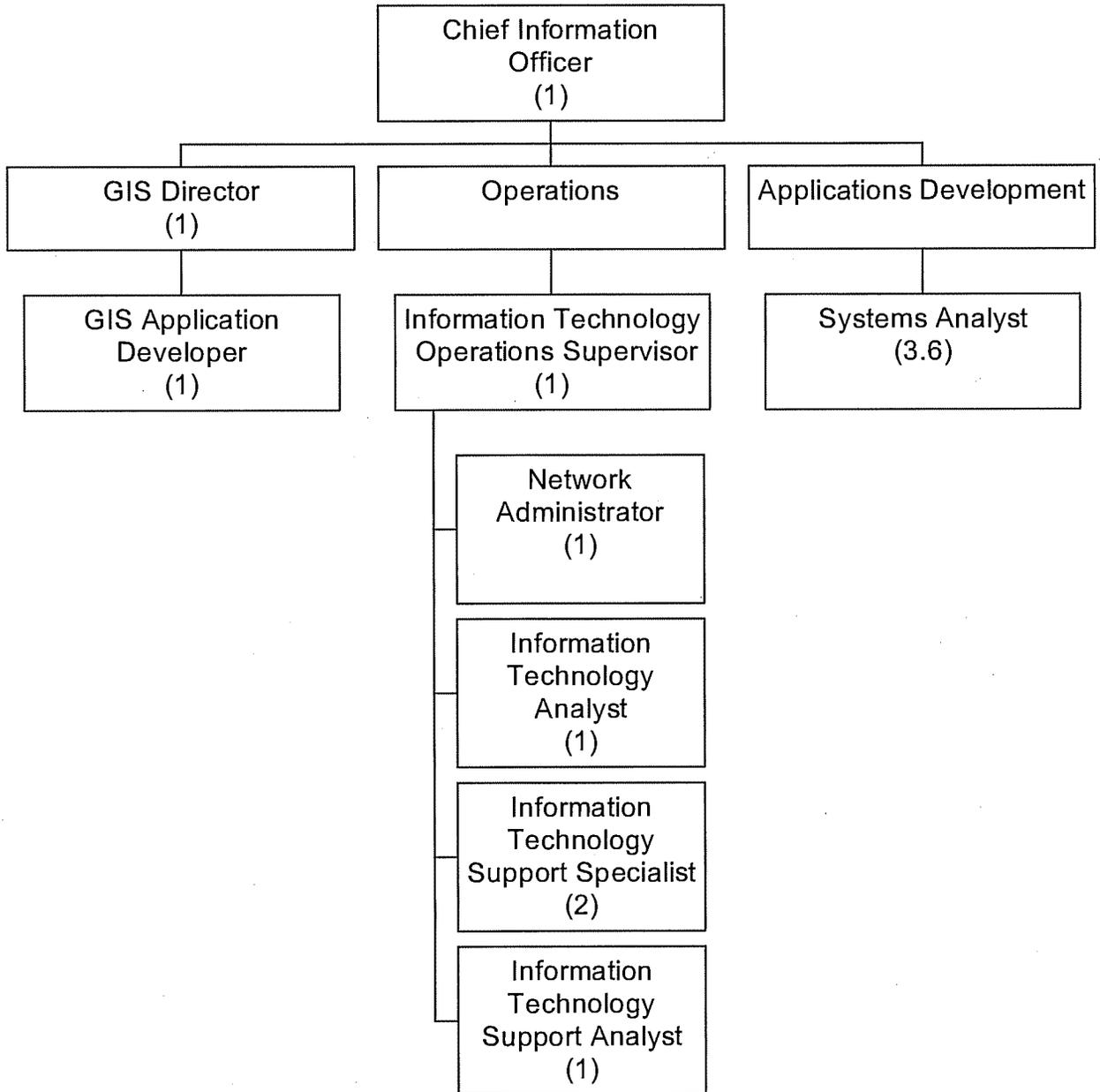
# Human Resources Department



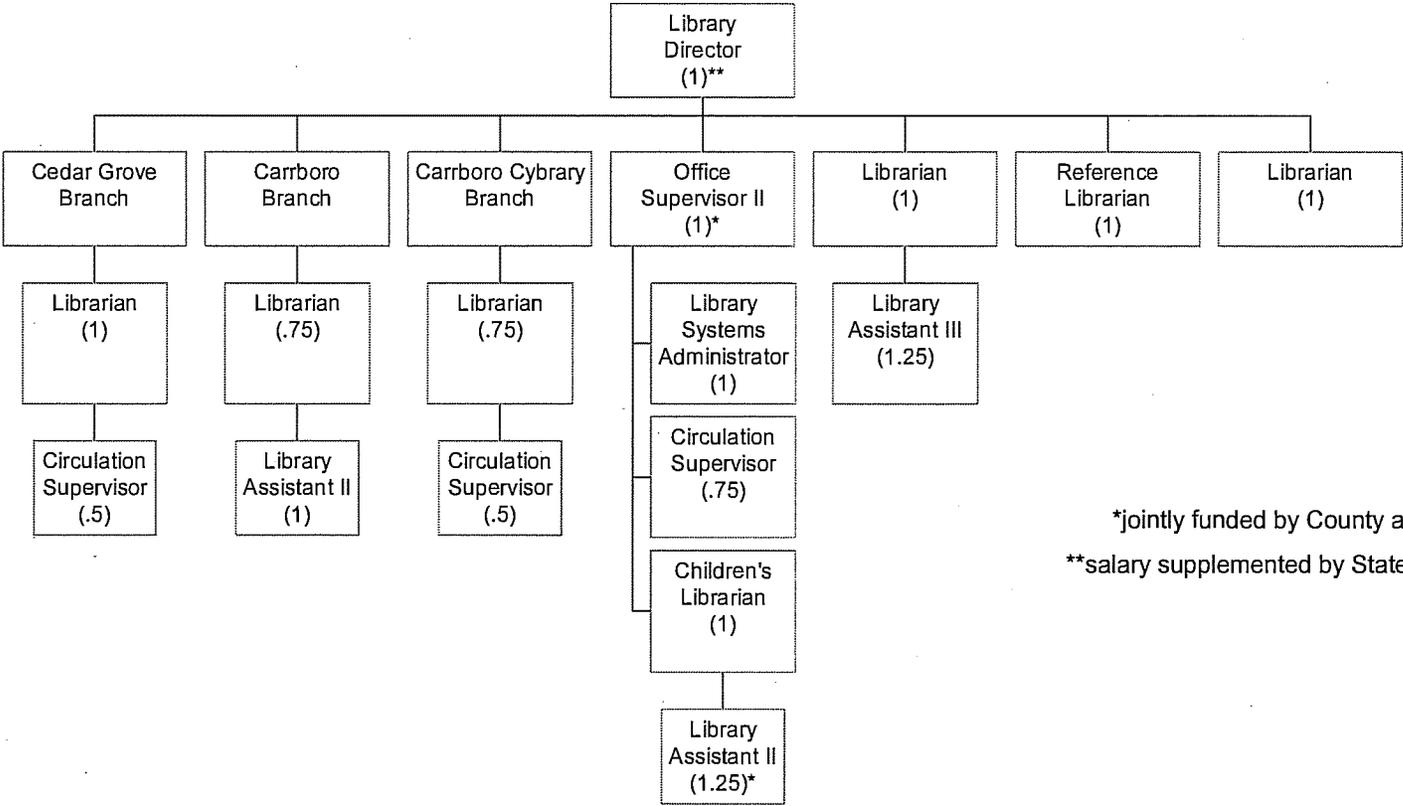
# Human Rights and Relations Office



# Information Technologies



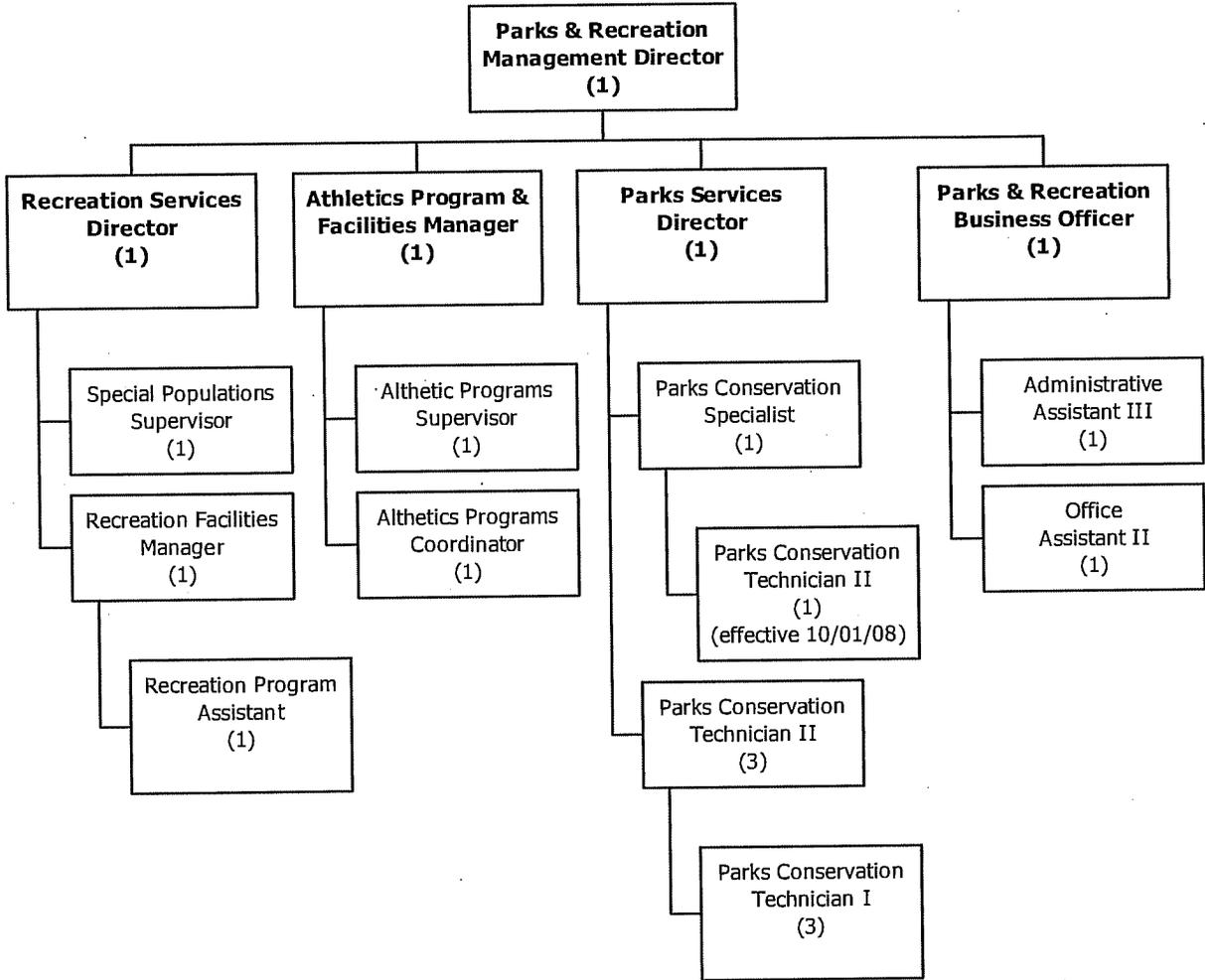
# Orange County Library



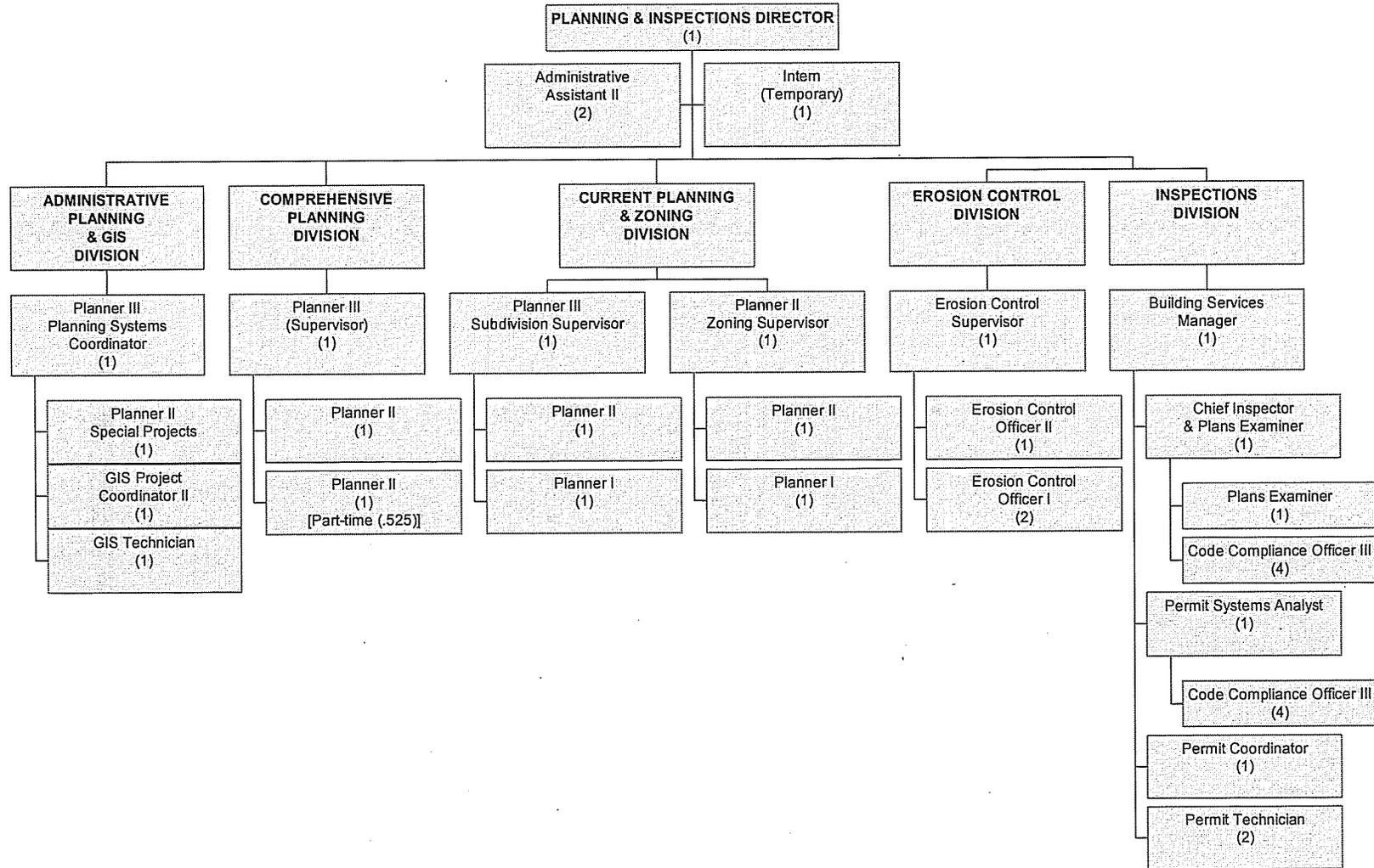
\*jointly funded by County and State

\*\*salary supplemented by State funding

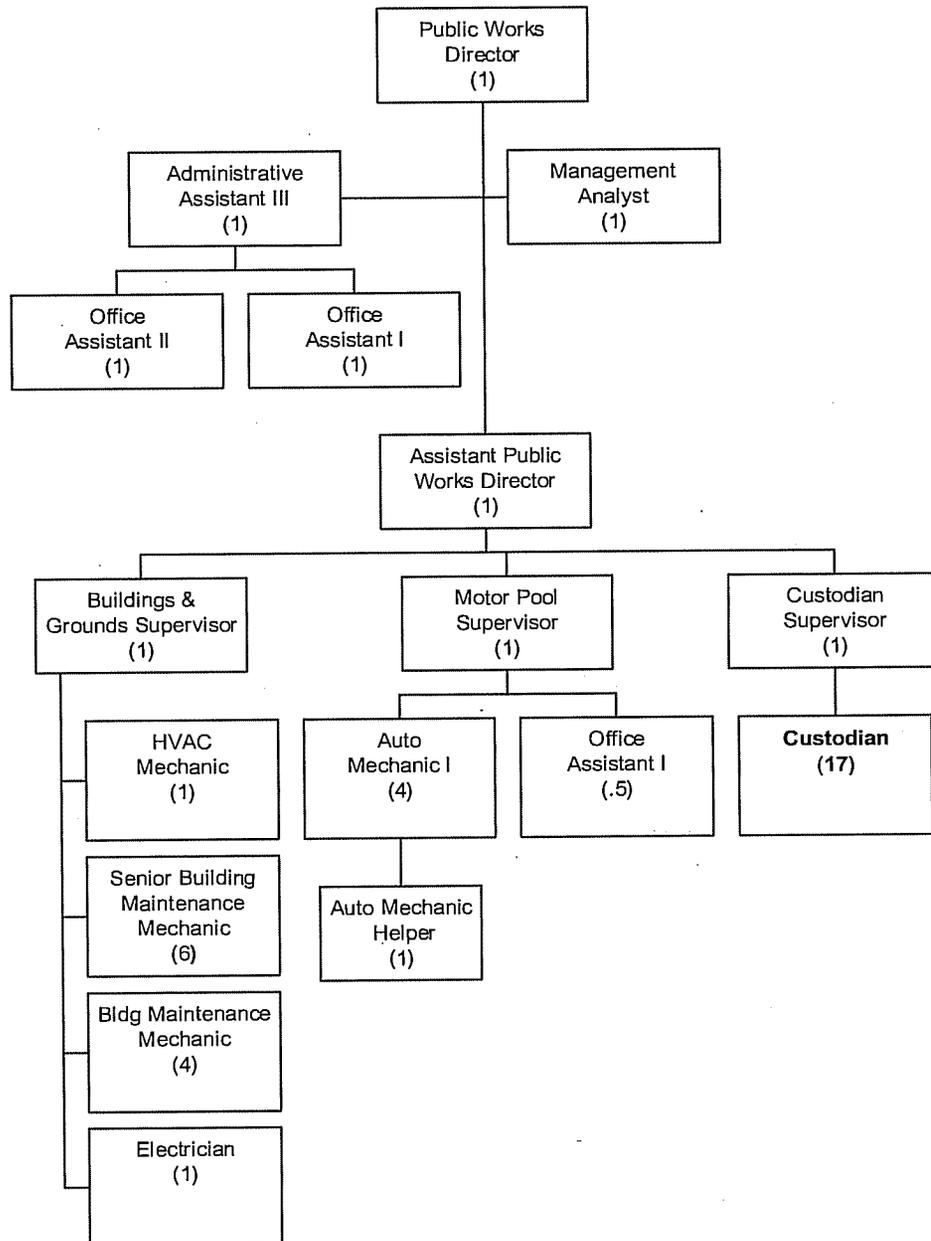
# Parks & Recreation Department



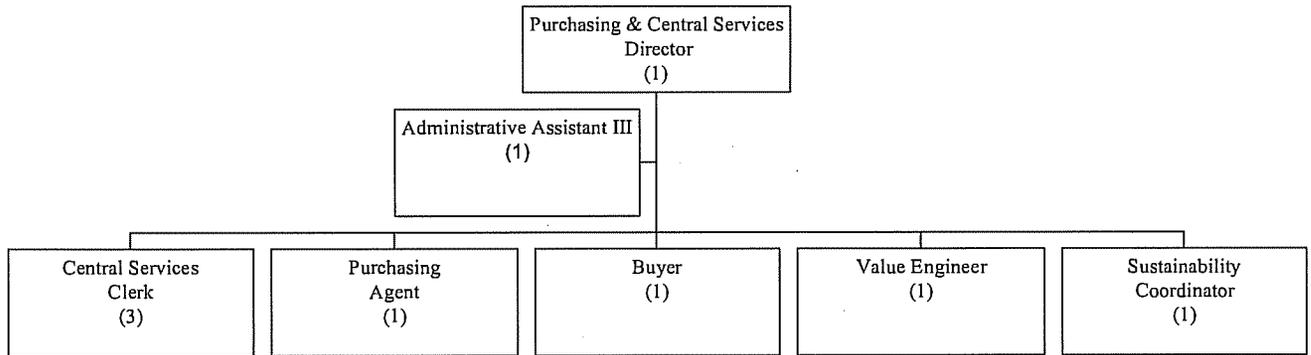
# Planning & Inspections



# Public Works Department

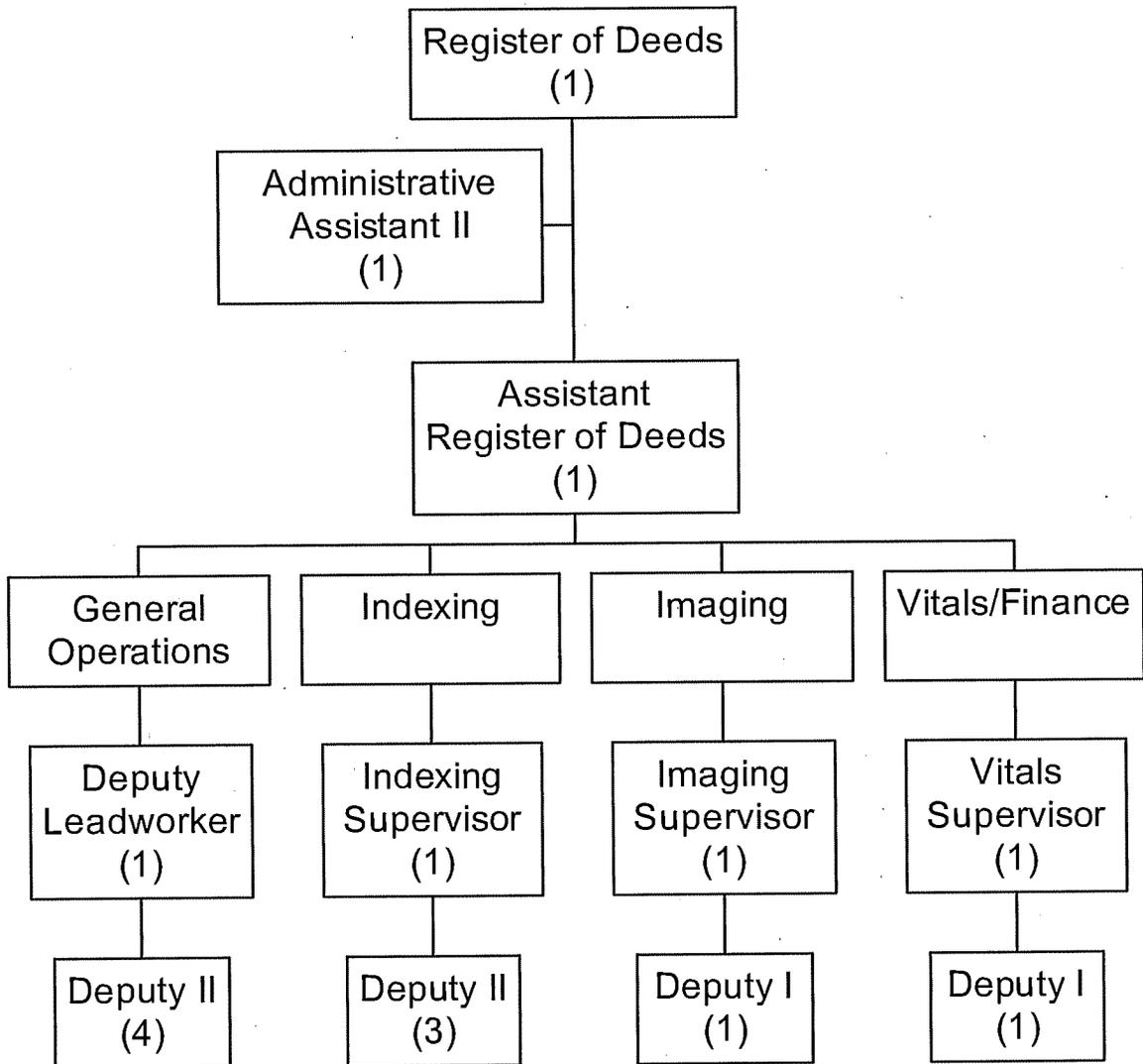


# Purchasing & Central Services

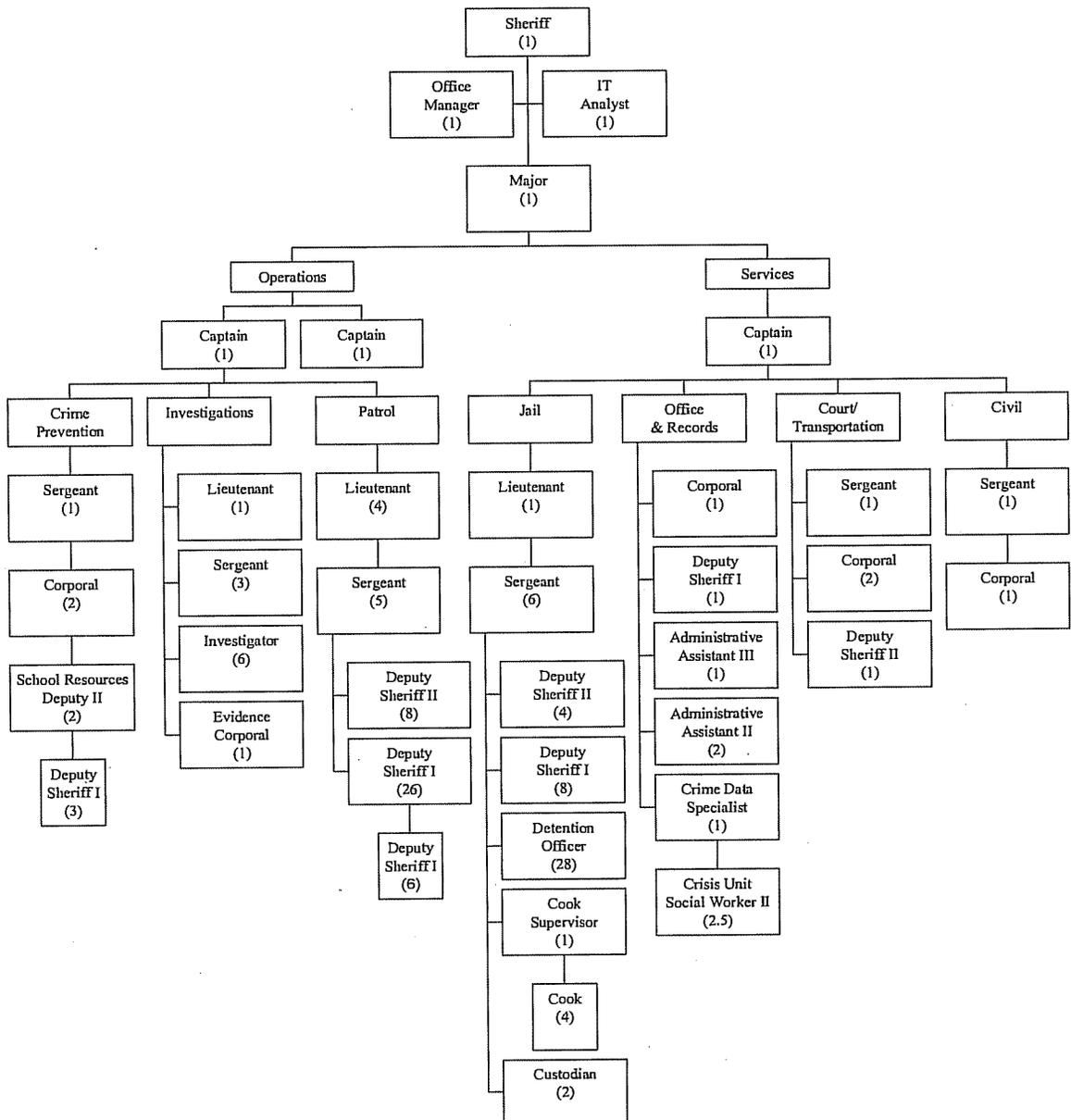


Re-organization plans in progress.

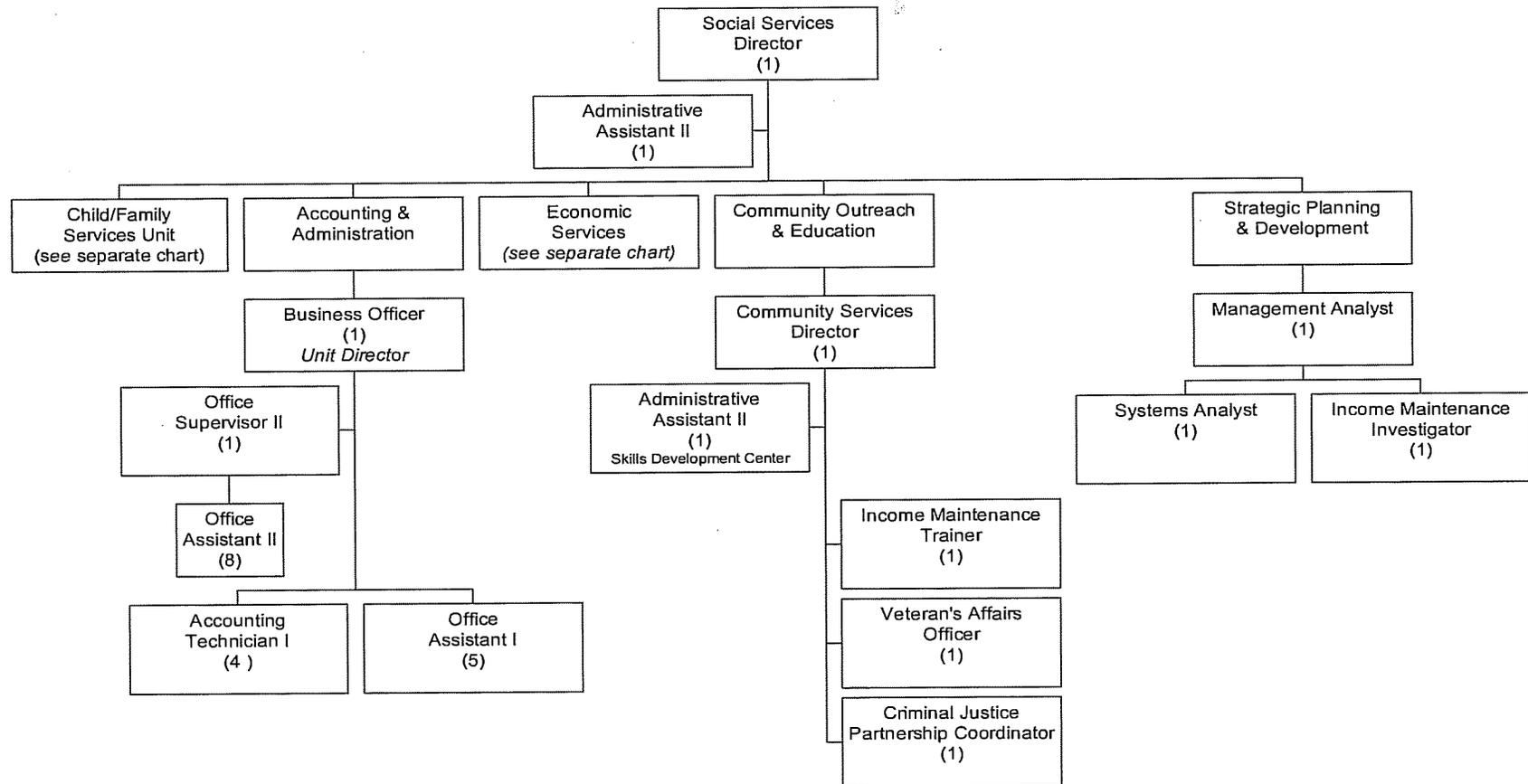
# Register of Deeds



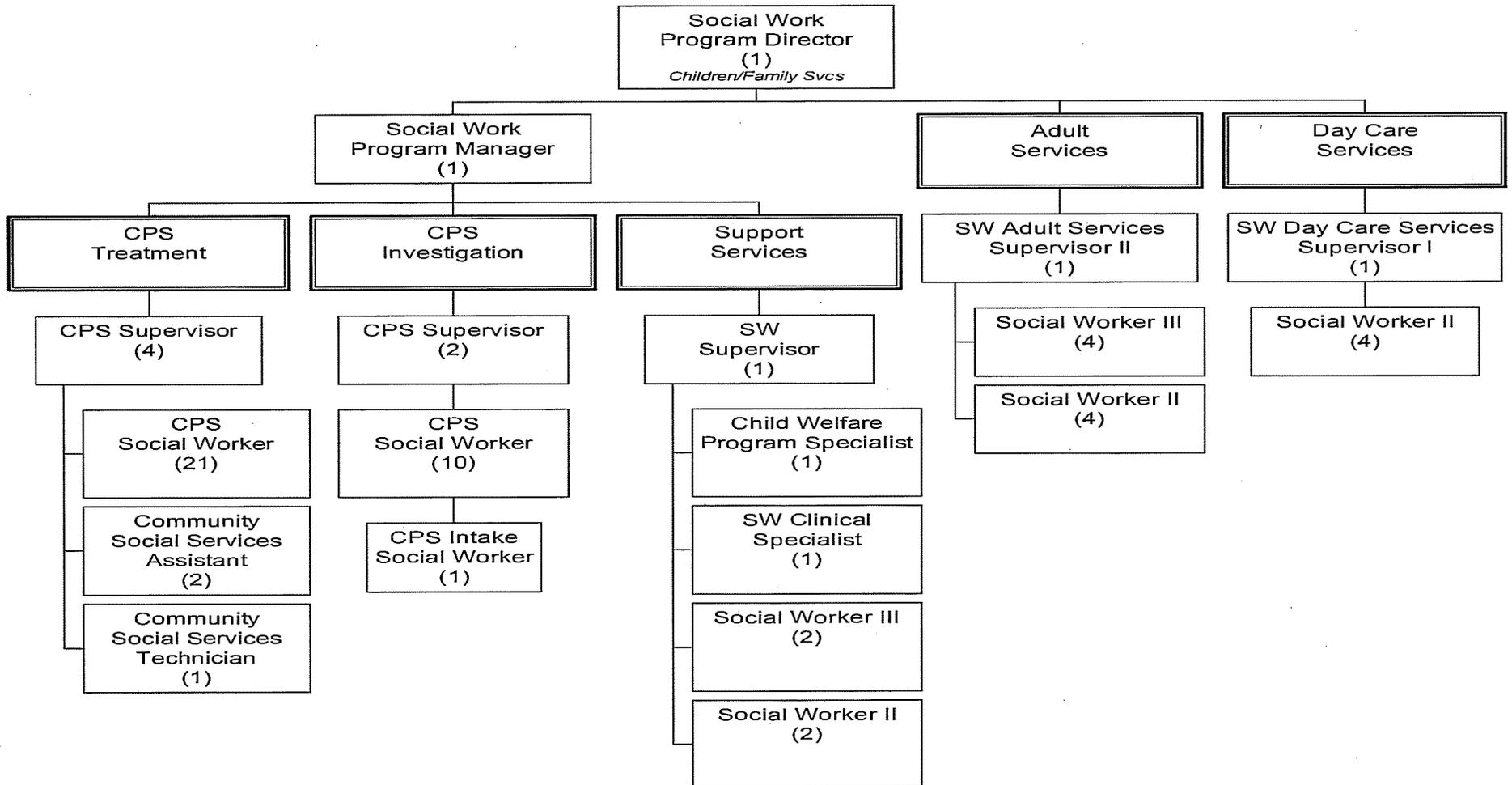
# Sheriff's Department



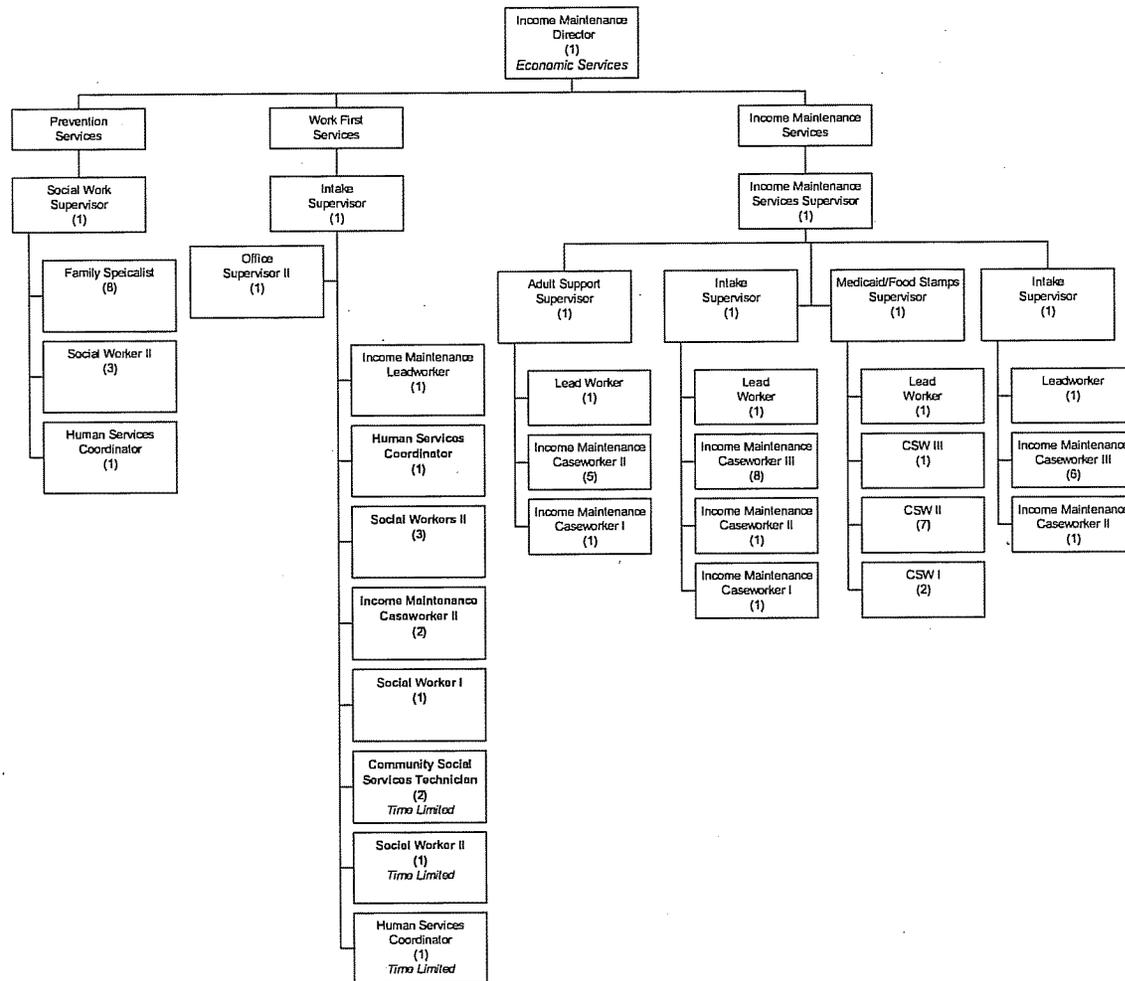
# Department of Social Services – Administration



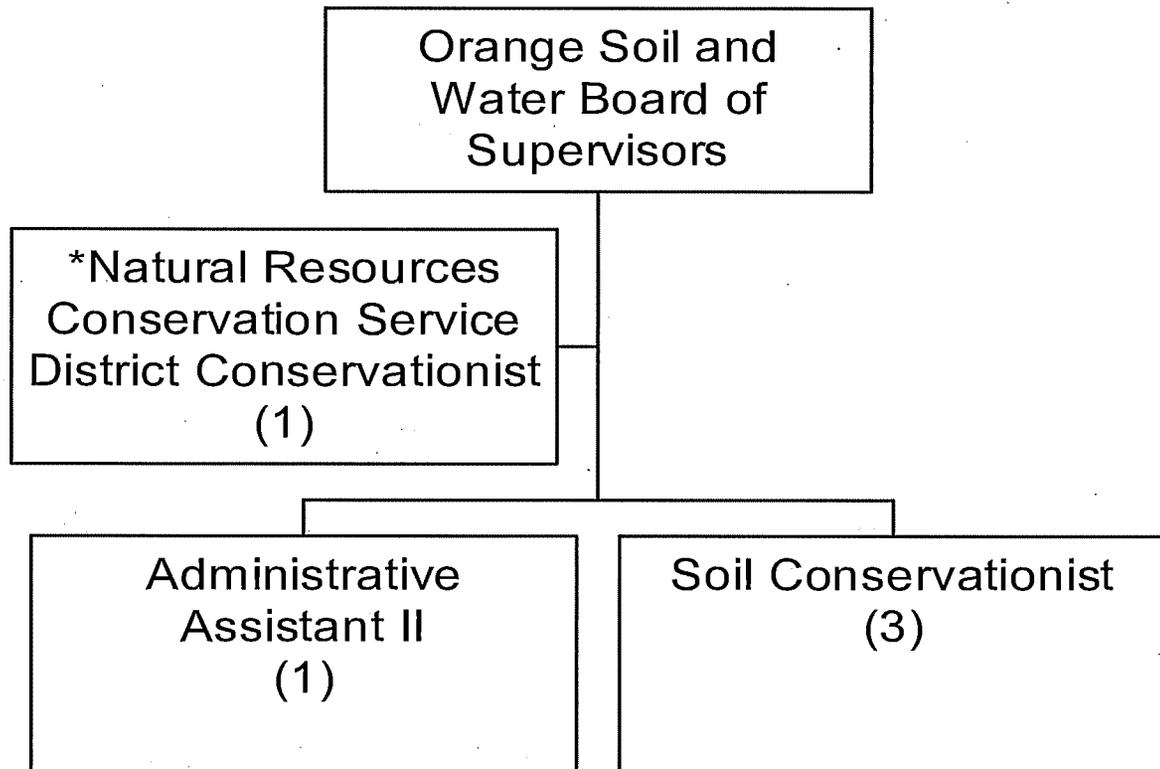
# Department of Social Services – Children/Family Services



# Department of Social Services – Economic Services Unit

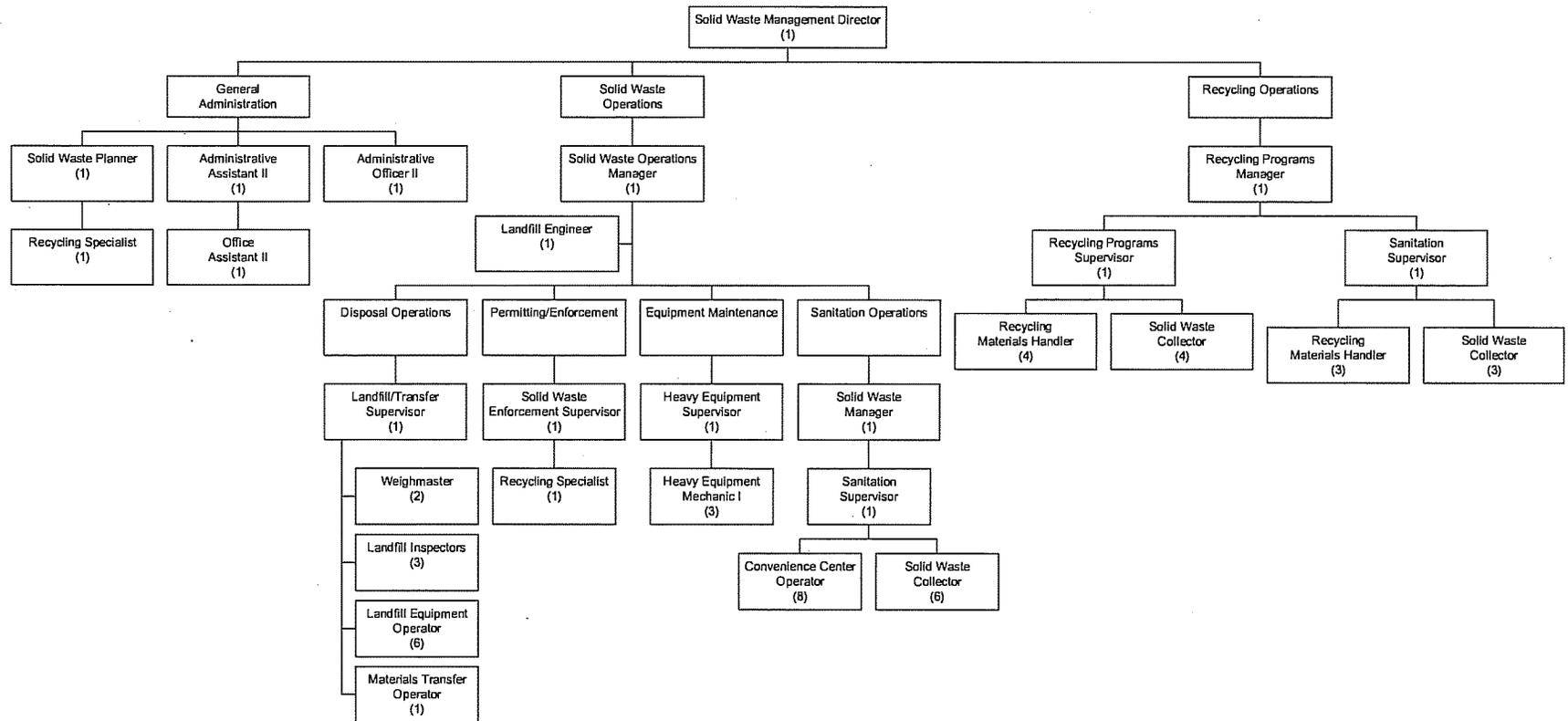


# Soil and Water

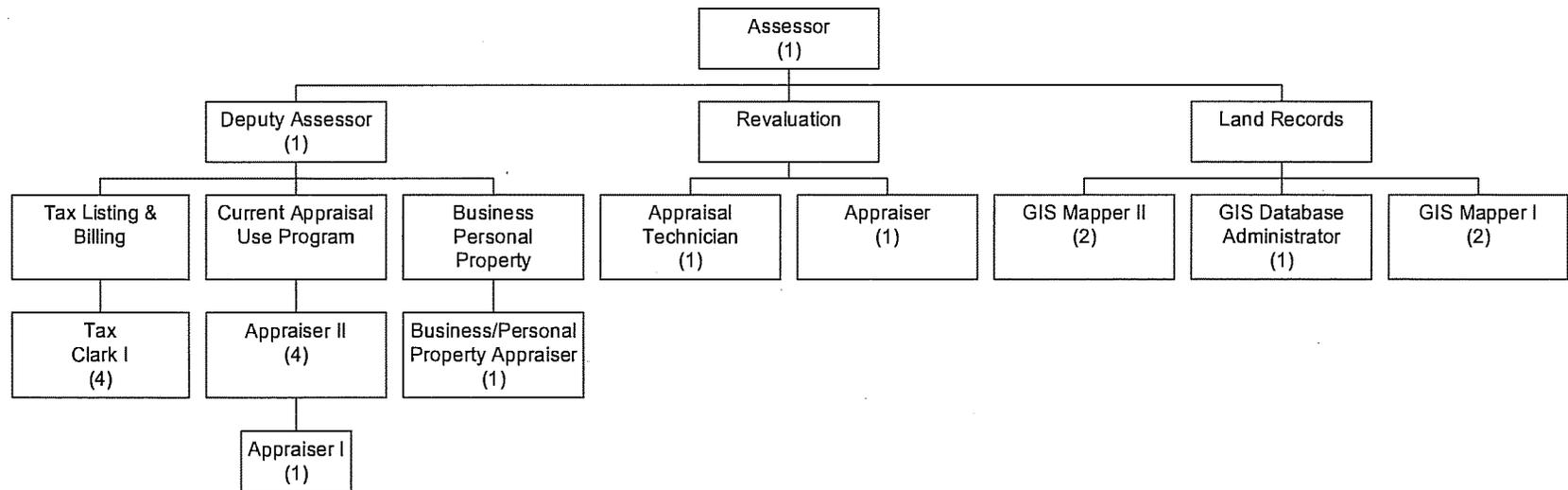


\* Funded completely by Federal and/or State funds.

# Solid Waste Department

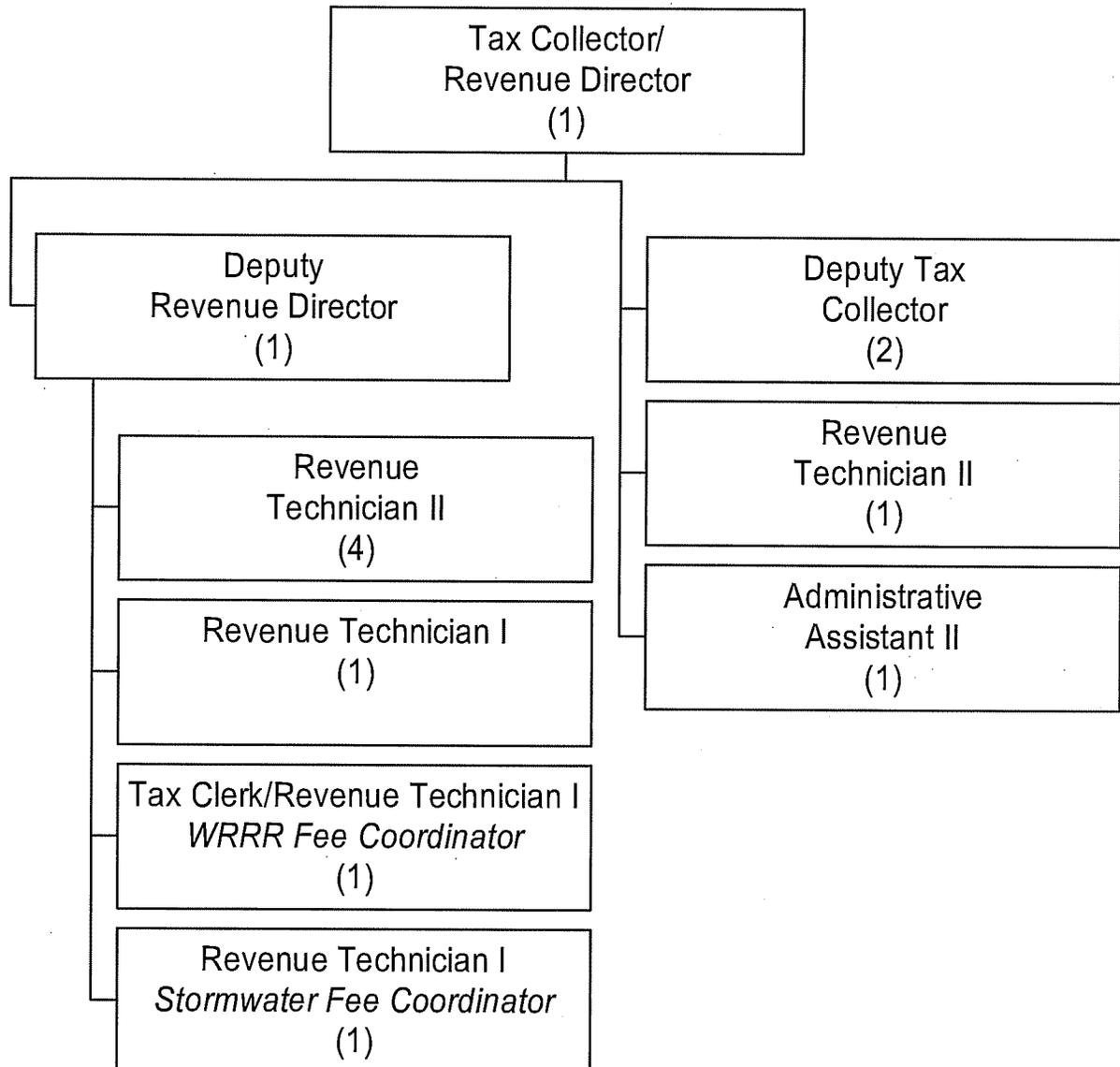


# Tax Assessor's Office



# Tax Collector

*(Revenue)*



# Glossary

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**Ad Valorem Tax** - A tax levied in proportion to the value of a property.

**Allocate** - To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes.

**Annual Budget** - A budget covering a single fiscal year.

**Appropriation** - The amount budgeted on a yearly basis to cover projected expenditures which the Board of Commissioners legally authorizes through the Budget Ordinance.

**Approved Budget** - The budget as formally adopted by the Board of County Commissioners for the upcoming fiscal year.

**Assessed Valuation** - The estimated dollar value placed upon real and personal property by the County Assessor as the basis for levying property taxes. The General Assembly exempted household personal property from taxation effective July 1, 1987.

**Authorized Bonds** - Bonds which have been legally authorized but may or may not be sold.

**Balanced Budget** - Occurs when planned expenditures anticipated revenues. In North Carolina, it is required that the budget submitted to the Board of County Commissioners be balanced.

**Board of County Commissioners** - Five-member Board elected at large by the voters of the County for four year terms.

**Bond** - A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

**Bond Rating** - A grade indicating a governmental unit's investment qualities. Generally speaking, the higher the bond rating the more favorable the interest rate and the lower the cost of financing capital projects funded by bonds. A high rating is indicative of the Government's strong financial position. Ratings range from AAA (highest) to D (lowest).

**Bonds Issued** - Bonds that are sold.

**Budget** - A financial plan for a specified period of time that matches all planned revenues and expenditures with various County services.

**Budget Message** - A written overview of the proposed budget from the County Manager to the Board of Commissioners. This overview discusses the major budget items of the Manager's recommended budget.

## *Glossary - continued*

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**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.

## ***Glossary - continued***

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**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.

## ***Glossary - continued***

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**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.

## *Glossary - continued*

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**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, 2005.

**Reclassification** - A change in the classification and corresponding job title of an existing position that results from a major change in assigned responsibilities.

**Reserve** - An account designated for a portion of the fund balance that is to be used for a specific purpose.

**Revenue** - All funds that the County government receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

**Sales Assessment Ratio** - The ratio of the tax value and the actual value of real property.

**Sales Tax** - Tax paid by retail consumers in the County.

**School Recurring Capital** - An recurring appropriation that results in the acquisition of or addition to a fixed asset within the school systems.

**School Current Expense** - See current expense.

## ***Glossary - continued***

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**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.