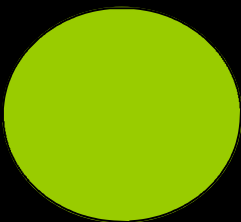


Orange County, NC

Annual Operating Budget

**Commissioner
Recommended**

2009-10





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Orange County
North Carolina**

For the Fiscal Year Beginning

July 1, 2008

President

Executive Director

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Orange County *M*ission Statement

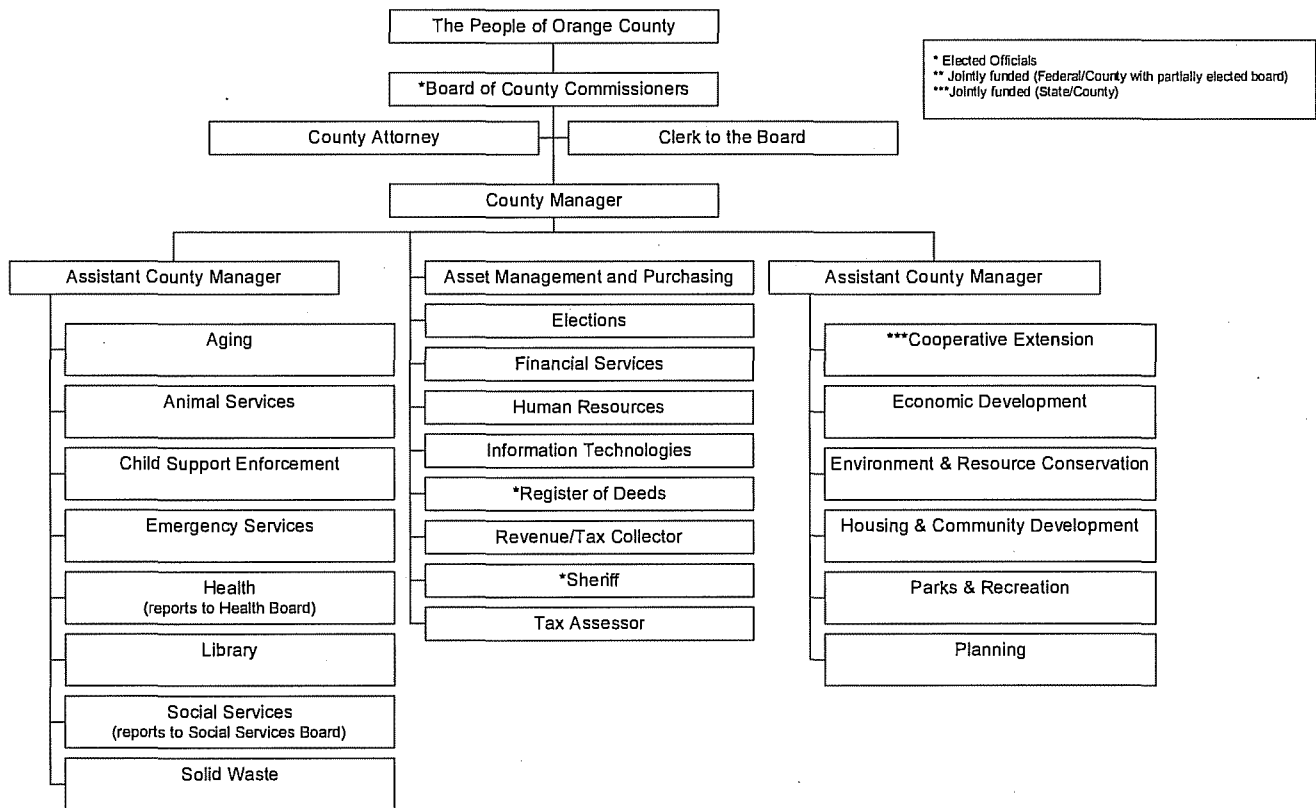
Orange County exists to provide governmental services requested by our Citizens or mandated by the State of North Carolina.

To provide these quality services efficiently, we must:

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

Orange County Citizens Come First.

Orange County Government



8/10/2009

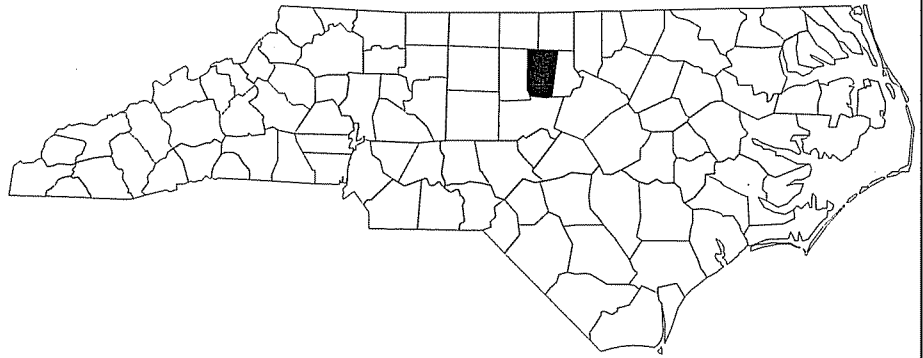
Orange County Goal Setting, Planning, and Budget Process

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

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 129,000 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 1,690,000 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 more than 18,500 people. Nearby Research Triangle Park (RTP) houses 170 companies employing 42,000 people, including GlaxoSmithKline, Cisco Systems 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 #3, 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 Morris Grove Elementary School 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.

In the fall of 2009 Orange County will open a new Central Library and Office building in downtown Hillsborough, which along with the Gateway Center opened in 2008, will complete the County Campus.

Budget Message

To: Orange County Board of Commissioners
From: Laura E. Blackmon, County Manager
Subject: Recommended FY 2009-10 Annual Operating Budget
Date: May 12, 2009

Per North Carolina General Statute 159-11, I submit to you the Recommended FY 2009-10 Annual Operating Budget for Orange County. The proposed General Fund budget totals \$177,589,039. It reflects a decrease of \$5.4 million, or 3%, from the current year original budget of \$183,005,580. I believe this funding plan meets Board directives, allows for opening new facilities, addresses many County priorities, and supports employees.

Over the last several months Commissioners have heard from many County residents who are finding it increasingly difficult to pay taxes and meet other financial obligations. With that in mind Commissioners directed me to balance the County's operating budget at the revenue neutral tax rate. The Board also directed me to prepare a budget funding local school districts at 48.1% of the County's General Fund. While my recommended funding plan attains both of those goals, balancing the budget within these guidelines was not an easy task. It has required difficult funding decisions regarding services and programs. Budget decreases mean everyone - schools, non-profit agencies and county departments - receives less money next year than they received this year.

	FY 2008-09	FY 2009-10	Difference
County Departments	\$94,475,580	\$92,164,471	(\$2,311,109)
Total % of General Fund	51.6%	51.9%	
Local School Districts	\$88,530,000	\$85,424,568	(\$3,105,432)
Total % of General Fund	48.4%	48.1%	

Revenues

The County receives revenue from many sources. Major revenues include property and sales taxes, monies from other governments, and fees for services. Early in the budget planning process staff alerted the Board of anticipated revenue reductions in all these areas for the upcoming year. For the most part, decreases are the result of reduced consumer spending, declining construction and housing markets, and reductions in State monies to support county operations. The State's fiscal condition continues to deteriorate. Each day brings new information for us to consider as we enter the final stages of balancing the County's budget for the upcoming year. As an example, late last week Governor Perdue announced additional funding cuts to include furloughs and reduced pay for teachers and other state employees.

Budget Message

Assessed Property Valuation and Property Revenue Neutral Tax Rate

North Carolina law requires counties revalue real property at least every eight years. In 1993, the Orange County Board of County Commissioners adopted a policy to revalue property every four years. The goal of revaluation is to align appraised property values with market values.

Orange County's most recent revaluation was effective January 1, 2009. The County's post-revaluation total assessed valuation, including real, personal, and public utility property and motor vehicles, equals \$15,369,119,202. The tax levy for the current year is \$128,249,749, and the growth factor since the last reappraisal is 2.8%. Using the formula mandated by state law, the revenue neutral tax rate for Orange County is 85.8 cents. In accordance with State law, revenue neutral rate is defined as a rate that produces the same amount of property tax levy as budgeted in the pre-revaluation year. The current year tax rate is 99.8 cents. The chart below outlines how this rate was calculated.

Calculating 2009 Ad Valorem Revenue Neutral Tax Rate

FY	Real Property	Personal Property and Registered Motor Vehicles	Public Service Companies	Less Homestead Exemption	Assessed Value (all property tax components)	Annual Growth Rate	Tax Rate (per \$100 assessed value)	Property Tax Levy
2005-06 (actual per audit)	\$10,321,040,868	\$1,322,278,025	\$211,531,245	(40,113,991.00)	\$11,814,736,147		0.843	\$99,598,226
2006-07 (actual per audit)	\$10,938,261,416	\$1,214,967,577	\$218,479,438	(39,393,242.00)	\$12,330,315,189	4.4%	0.903	\$111,342,746
2006-07 (actual per audit)	\$10,936,261,416	\$1,214,967,577	\$218,479,438	(39,393,242.00)	\$12,330,315,189		0.903	\$111,342,746
2007-08 (actual per audit)	\$11,183,241,007	\$1,219,216,812	\$218,549,070	(39,786,610.00)	\$12,581,220,279	2.0%	0.950	\$119,521,593
2007-08 (actual per audit)	\$11,183,241,007	\$1,219,216,812	\$218,549,070	(39,786,610.00)	\$12,581,220,279		0.950	\$119,521,593
2008-09 (per approved budget)	\$11,407,167,466	\$1,264,158,027	\$225,105,542	(45,754,802.00)	\$12,850,676,233	2.1%	0.998	\$128,249,749
2009-10	\$14,078,862,266	\$1,144,855,451	\$202,594,988	(57,193,502.50)	\$15,369,119,202	19.6%	0.834	\$128,249,749
Growth Factor Adjustment (average annual growth since last reval)							2.8%	
Revenue Neutral Tax Rate							0.858	per \$100 assessed valuation

Real property values increase from \$11.4 billion budgeted in FY 2008-09 to \$14.1 billion in FY 2009-10, an increase of 23.4%. As projected in earlier revenue estimates, valuations for personal property and motor vehicles decrease significantly next year. These decreases offset increases in real property resulting in an overall increase in total property valuation of 19.6%.

Budget Message

Recommended Tax Rates

Ad Valorem Tax Rate – Revenues generated by the County's ad valorem property tax support day-to-day County and School operations budgeted in the General Fund. The recommended ad valorem property tax rate for next year totals 85.8 cents per \$100 of assessed valuation. This rate is the revenue neutral rate. One cent on the property tax rate should generate \$1,505,352 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 for the revenue neutral rate of 18.84 cents per \$100 assessed value. The approved tax rate for the current year is 23 cents per \$100 assessed value. Based on this tax rate, the District will receive an estimated \$18,721,785 or \$1,597 per pupil. One cent on the school special district tax should generate \$993,725. 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, revenue neutral tax rates range from 2.16 cents to 7.85 cents per \$100 valuation. Some districts have requested tax rates above the revenue neutral rate. In those instances I have recommended the revenue neutral rate and have notified the districts they will need to present their needs to Commissioners at a work session in June. This approach is consistent with Board direction to me earlier this spring.

Revenue Highlights

Property Tax Revenue - Property taxes make up \$130.6 million, or 73.5%, of the recommended General Fund revenue base of \$177.6 million. This equates to a \$2.2 million increase from the current year budget of \$138 million and is reflective of natural growth in the tax base.

Sales Tax Revenue – Sales tax revenue for FY 2009-10 decreases by \$2.1 million. The reason for the decrease is two-fold. The foremost reason relates directly to the General Assembly's Medicaid Relief/Sales Tax Swap legislation approved in 2007. A key component of that legislation provided for the State to "relieve" counties of their longstanding responsibility of paying Medicaid costs. In turn, recognizing the State had no revenue to cover this new financial responsibility, the General Assembly decided to use proceeds from Article 44 sales tax to cover the cost. The Board may recall counties have been authorized to collect Article 44 sales tax since the State took Intangibles Taxes from local governments in 2001. In addition, the legislation reverted a small portion of counties' remaining sales taxes to towns in an effort to hold those entities harmless from potential loss of sales taxes because of the legislation.

The phased in Medicaid Relief/Sales Tax Swap plan began in 2007 and will be fully implemented by July 1, 2009. Thus, the amount of money budgeted for Article 44 sales tax in FY 2008-09, \$1.9 million, will decrease to zero in FY 2009-10. To offset that loss of

Budget Message

revenue, the County will see Medicaid expenses decrease from \$2.3 million budgeted in FY 2008-09 to zero in FY 2009-10.

Secondly, fiscal outlooks anticipate consumer spending will remain slow into FY 2009-10. For this reason the recommended FY 2009-10 budgets estimates sales tax revenues for Articles 39, 40 and 42 at \$585,000 less than the original FY 2008-09 budget.

Charges for Services – Construction and housing markets have fallen victim to our nation's slowing economy. Building and inspection permit requests have decreased significantly over the last two years. In addition, transactions related to buying and selling of homes and land have declined. The impact of this downturn means about \$1 million less revenue in FY 2009-10 for Planning, Environmental Health and Register of Deeds.

Intergovernmental Revenue – Included in this revenue category are monies the County expects to receive from state, federal and local governments. The State's fiscal crisis continues and appears to worsen with time. For FY 2009-10, I believe it is best to remain cautious until the General Assembly has adopted the State budget. For this reason my recommended budget does not anticipate receipt of Public School Building Fund monies from the State. This equates to a revenue loss of \$1.4 million for the County. For a number of years the County has used these revenues to offset school related debt payments. Repayment of debt is a mandate the County must fulfill. The loss of Public School Building Funds means the County will have to use other revenues to offset debt repayment.

Funding Highlights

Funding for Local School Districts - The recommended total appropriation to Chapel Hill Carrboro City and Orange County Schools decreases by \$3.1 million for next year - from \$88.5 million to \$85.4 million. While this reduction is not as severe as originally projected earlier this spring, it is still a decrease. Both Boards of Education presented their budget requests to Commissioners in late April 2009. Their presentations made it clear County funding reductions, coupled with State revenue decreases, mean both districts would face program and staffing cuts.

- Per pupil funding for the County's two local school districts equals \$3,096, a decrease of \$104 per student from the current year appropriation of \$3,200.
- In addition, the recommended budget includes \$617,782 to continue Commissioners' longstanding commitment to providing school health nurses at each school. This funding level reflects a \$24,586 increase over the FY 2008-09 funding level – the equivalent of a 4% increase.
- The Sheriff plans to continue providing School Resource Officers to support Orange County Schools. The estimated annual value of this Board commitment totals \$500,000.

Budget Message

- Earlier in the budget planning process continued funding of County social workers for Orange County schools was questionable for next year. More recent indications from Congressman David Price's office are optimistic for continued funding. My recommended budget includes \$572,000 for this initiative.

Additional details regarding recommended funding levels for local school districts and Durham Technical Community College are located in the Education section of the document.

County Programs and Services - Commissioners and County management are committed to offering core county services. More Orange County residents than ever before are facing economic challenges such as job losses. Those who are least able to provide for themselves and their families turn to the county for assistance. During difficult financial times it is the County's responsibility to serve as a safety net in assisting residents with food, shelter, and medical services.

My recommended budget proposes some changes in the way Orange County does business. Examples of such changes include reduced hours of operation, closed facilities, and reassignment of staff. You will find specific information regarding recommended changes in each department's section of the document.

Employee Pay and Compensation - The cost of pay and benefits make up a large portion of the County's operating budget. Human Resources staff analyzed a number of options to achieve savings in this area.

My recommended budget proposes the following:

- Funding a 4% increase in employee health insurance effective January 1, 2010
- Maintaining the Living Wage at \$10.12 an hour, as provided by the Board's living wage policy
- No cost of living or in-range increases for employees
- No furloughs for employees
- Implementing specific elements of the Classification, Pay and Benefits Study (Archer Study) recommendations
- Implementing a twelve-month hiring freeze for vacant positions
- Offering incentives to employees eligible to retire according to the criteria established by the North Carolina Local Government Employees' Retirement System (NCLGERS)
- Continuing longevity payments to employees with ten or more years of service with Orange County
- Suspending non-mandated 401(k) contributions for non-law enforcement employees

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

Budget Message

Additional Reductions - The Board also requested me to look for spending reductions to enable the tax rate to be set below the revenue neutral rate. One cent on the tax rate equals \$1,505,352 for next year. I plan to make reduction recommendations using the overarching principle that 51.9% of the County's General Fund revenues would be allocated to County programs and the remaining 48.1% to local school districts. Staff and I are still looking at those opportunities. My plan is to provide those recommendations to you on May 26, 2009.

I am extremely proud of the Orange County staff - department directors, supervisors, and employees - that is committed to providing excellent service to Orange County residents regardless of the economic woes afflicting state and local governments in North Carolina. Over the past several months department directors have collaborated with me to compile an overall operating budget that meets the Board's directives. I believe this budget preserves the Board's traditional commitment to education, human services and public safety as Orange County's highest priorities. Staff and I look forward to reviewing the operating budget and related documents with you during upcoming budget work sessions and will strive to provide you with whatever additional information you need to adopt the FY 2009-10 Orange County budget on or before your final meeting this fiscal year on June 16, 2009.

Adjustments to the Manager's Recommended 2009-10 Budget

On June 16, 2009, the Board of County Commissioners approved the annual operating budget for the 2009-10 fiscal year. The budget adoption followed several budget work sessions where the Board adjusted the Manager's recommendations. The information below summarizes changes made by the Board.

Revenues	Increase	Decrease
Manager's Recommended Revenue Budget	\$177,589,039	
Total Revenue Changes	\$0	\$0
Revised Revenue Budget	177,589,039	

Expenditures	Increase	Decrease
Manager's Recommended Expenditure Budget	\$177,589,039	
Increase Library Services funding to allow all branch libraries to remain open, and to open the Main Library for 54 hours per week	\$436,870	
Reduce Board of Commissioners Travel by 50%		(\$12,000)
Reduce Board of Commissioners Contingency account		(\$30,000)
Reduce FY 2009-10 Appropriation to DSS Safety Net account (to be funded with a carry forward of unspent funds from FY 2008-09)		(\$150,000)
Reduce FY 2009-10 capital appropriation to Blackwood Farm @ New Hope		(\$110,000)
Reduce FY 2009-10 capital appropriation to Millhouse Road Park		(\$60,000)
Defer some portion of FY 2009-10 capital appropriation to the Observation Well Network project		(\$24,870)
Eliminate FY 2009-10 capital appropriation to Future Library Facilities project		(\$50,000)
Total Expenditure Changes	\$436,870	(\$436,870)
Revised Expenditure Budget	\$177,589,039	

How to Read the Budget Document

The operating budget is separated by tabs representing departments or specific subject matter including Capital Funds Debt Service and Transfers.

- The first two tabs, the *Budget Message* and *Summaries* provide an overview of the Operating Budget.
- The *Appendix* contains supplemental information to help the reader understand terminology used in the document. Examples of information in this section include Employee Pay and Benefits, Debt Management Policy and a Glossary.

Function Summary

General Administration Summary						
	1998-99 Actual Expenditures	1999-00 Actual Expenditures	2000-01 Original Budget	2000-01 12 Month Estimate	2001-02 Department Requested	2001-02 Commissioner Approved
By Department (General Fund)						
County Manager	\$559,959	\$563,463	\$586,942	\$582,862	\$651,280	\$651,280
Budget Office	\$158,897	\$169,913	\$181,304	\$170,749	\$169,957	\$169,957
Personnel	\$394,840	\$420,608	\$438,114	\$445,510	\$486,282	\$486,282
Finance	\$266,560	\$279,142	\$286,183	\$292,100	\$302,407	\$302,407
Purchasing	\$172,404	\$175,668	\$182,696	\$184,382	\$191,254	\$191,254
Central Services	\$671,307	\$635,403	\$745,055	\$638,811	\$765,798	\$765,798
Rent and Insurance	\$183,638	\$210,840	\$225,450	\$221,946	\$226,463	\$226,463
Information Systems	\$536,648	\$544,847	\$579,249	\$579,249	\$655,739	\$644,546
Total Function Expenditures	\$2,944,253	\$2,999,884	\$3,224,993	\$3,115,609	\$3,449,180	\$3,437,984
Offsetting Revenue	\$60,909	\$159,300	\$130,700	\$139,164	\$135,980	\$135,980
County Costs (net)	\$2,883,344	\$2,840,584	\$3,094,293	\$2,976,445	\$3,313,200	\$3,302,004
Authorized F.T.E.	35.600	35.600	35.600	36.100	38.350	37.350
Related Programs (General Fund)						
County Manager Related	\$7,528	\$13,906	\$32,750	\$1,765	\$750	\$750
Personnel Related	\$37,965	\$31,762	\$53,000	\$38,000	\$43,500	\$43,500
Total Related Expenditures	\$45,493	\$45,668	\$85,750	\$39,765	\$44,250	\$44,250
Other Related Programs (Grant Fund)						
County Manager Related Grant	\$108,102	\$264,489	\$181,841	\$181,841	\$181,841	\$181,841
Total Expenditures	\$108,102	\$264,489	\$181,841	\$181,841	\$181,841	\$181,841
Offsetting Revenue	\$108,102	\$264,489	\$181,841	\$181,841	\$181,841	\$181,841
County Costs (net)	\$0	\$0	\$0	\$0	\$0	\$0
Total General Administration and Related Expenditures	\$3,097,848	\$3,310,041	\$3,492,584	\$3,337,215	\$3,675,271	\$3,664,075

Function Summary summarizes fiscal information at the function level.

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

Total Functional Expenditures

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

Number of full time equivalent positions. Organization charts in the Appendix show individual positions.

This cross-references programs or activities related to the functions. Actual appropriations are included in the Non-departmental function of the budget.

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

Department/Program Budget Page

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

Budget Office						
	1998-99 Actual Expenditures	1999-00 Actual Expenditures	2000-01 Original Budget	2000-01 12-Month Estimate	2001-02 Department Requested	2001-02 Commissioner Approved
Budget Office (General Fund)						<i>Actual: 455</i>
Personnel Services	\$145,702	\$146,010	\$174,601	\$163,975	\$184,792	\$189,799
Operations	\$17,348	\$18,511	\$16,330	\$14,897	\$16,680	\$15,930
Capital Outlay	\$10,252	\$4,570	\$1,000	\$8,700	\$0	\$0
Total Expenditures	\$173,302	\$169,091	\$191,931	\$187,572	\$201,472	\$205,699
Authorized FTE	3,000	3,000	3,000	3,000	3,000	3,000
Total Budget Office Expenditures	\$173,302	\$169,091	\$191,931	\$187,572	\$201,472	\$205,699

Department/Program Budget Page provides general description of department

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.

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.
- Staff support for various Commissioner appointed task forces including School Facilities Task Force, Innovation and Efficiency Committee and Capital Needs Advisory Task Force. In addition, provide staff support to various citizen and internal committees.

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

Outcomes

- Develop a technically sound budget and long range capital plan that requires no major amendments.
- Ensure that annual budget and long range capital plan are developed in accordance with County's financial policies including Debt Management and Capital Funding policies.
- Provide a budget that preserves a minimum of 8 percent unappropriated fund balance in the General Fund, based on Budget Office estimated expenditures and revenue for the prior year.
- Projected year end expenditures and revenues are within (plus or minus) 2 percent of actual revenue collections and departmental spending.
- Create budget forms for schools that provide consistent reporting from the two entities and clear understanding of each district's request.
- Strengthen financial and budget reporting for fire districts.
- Retain the GFOA Distinguished Budget Presentation Award and meet all the criteria of the awards program by all reviewers.
- Meet all time lines as required by the North Carolina Local Government and Fiscal Control Act and as established by the Board of County Commissioners.

Budget Highlights

- The department anticipates devoting staff time to creating educational materials including brochures and audiovisual materials regarding the November 2001 Bond Referendum.
- Plans for the upcoming year also include making much of the fiscal year 2001-02 budget document available on the departmental web site.
- A continuing high priority for the department is the replacement of the County's twenty-five year old financial reporting "legacy mainframe system". During fiscal year 2001-02, the Business System team hopes to identify and implement a more modern financial software system.

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

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

Outcomes and Measures - measure the success and

Budget highlights describe changes made for the upcoming fiscal year.

Fund Structure

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

Government Funds

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

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

The County's individual governmental funds include:

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

Proprietary Funds

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

- **Enterprise Funds** - account for operations that are intended to be self-supporting through charges made to users of services provided or where determination of net income is an important factor. Orange County presently has 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 2009-10 By Fund Type

<i>Budgeted Revenues</i>	General Fund	Special Revenue Funds	Proprietary Funds	Fiduciary Funds	All Funds Total
Property Tax	130,571,195	3,136,319	0	0	\$ 133,707,514
Occupancy Tax		799,691	0	0	\$ 799,691
Sales Tax	16,873,405	0	0	0	\$ 16,873,405
Licenses & Permits	288,000	0	45,000	0	\$ 333,000
Intergovernmental	16,724,924	5,780,344	549,501	0	\$ 23,054,769
Charges for Services	9,698,897	527,227	10,047,379	0	\$ 20,273,503
Investment Earnings	670,000	12,929	125,000	0	\$ 807,929
Miscellaneous	762,618	0	2,000	0	\$ 764,618
Bond/Loan Proceeds	0	0	0	0	\$ -
Transfers from Other Funds	2,000,000			0	\$ 2,000,000
Appropriated Fund Balance	0	71,289	0	0	\$ 71,289
Appropriated Reserves	0	0	745,952	0	\$ 745,952
<i>Total Budgeted Revenues</i>	\$177,589,039	\$10,327,799	\$11,514,832	\$0	\$ 199,431,670

<i>Budgeted Expenditures</i>	General Fund	Special Revenue Funds	Proprietary Funds	Fiduciary Funds	All Funds Total
Governing and Management	8,682,901	189,343	0	0	\$ 8,872,244
General Services	20,335,509	65,289	9,209,097	0	\$ 29,609,895
Community and Environment	4,077,780	941,691	0	0	\$ 5,019,471
Human Services	33,414,481	5,485,001	0	0	\$ 38,899,482
Public Safety	16,956,475	3,646,475	0	0	\$ 20,602,950
Culture and Recreation	4,160,533	0	2,305,735	0	\$ 6,466,268
Education	81,665,562	0	0	0	\$ 81,665,562
Transfers to Other Funds	8,295,798	0	0	0	\$ 8,295,798
<i>Total Budgeted Expenditures</i>	\$177,589,039	\$10,327,799	\$11,514,832	\$0	\$ 199,431,670

Permanent Full-Time Equivalent (FTE) Positions

All Funds

	2006-07 Actual F.T.E.'s	2007-08 Actual F.T.E.'s	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
General Fund						
Governing & Management						
Commissioners	5.000	4.000	4.000	4.000	4.000	4.000
County Attorney	0.000	0.000	0.000	3.000	3.000	3.000
County Manager ⁽¹⁾	11.000	12.000	12.000	10.000	10.000	10.000
Animal Services	27.000	27.000	29.000	29.000	29.000	29.000
Financial Services	9.000	9.000	10.000	10.000	10.000	10.000
Purchasing and Central Services ⁽²⁾	6.000	7.000	9.000	9.000	9.000	9.000
Human Resources	9.000	9.000	9.000	9.000	9.000	9.000
Governing & Management Total	67.000	68.000	73.000	74.000	74.000	74.000
General Services						
Elections	4.000	4.000	4.000	4.000	4.000	4.000
Information Technologies	10.600	10.700	12.700	12.700	12.700	12.700
Register of Deeds	16.000	16.000	16.000	16.000	16.000	16.000
Tax Assessor	18.800	19.300	17.300	17.300	17.300	17.300
Revenue	13.000	12.500	12.500	12.500	12.500	12.500
Buildings & Grounds ⁽³⁾	35.000	35.000	37.000	37.000	37.000	37.000
Motor Pool ⁽³⁾	6.000	6.000	6.500	6.500	6.500	6.500
Sanitation	15.000	0.000	15.000	15.000	15.000	15.000
General Services Total	118.400	103.500	121.000	121.000	121.000	121.000
Community & Environment						
Planning	34.525	34.525	34.525	34.525	35.000	34.525
Environ.& Resources Conserv. ⁽⁴⁾	7.000	8.000	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
Community & Environment Total	49.025	50.025	50.025	50.025	50.500	50.025
Culture & Recreation						
Parks and Recreation	17.000	19.000	20.000	20.000	22.000	20.000
Library	14.575	14.575	14.575	14.575	18.575	21.075
Arts Commission ⁽⁵⁾	1.000	1.000	1.000	1.000	1.000	1.000
Culture & Recreation Total	32.575	34.575	35.575	35.575	41.575	42.075
Human Services						
Social Services						
Administration	23.000	23.000	23.000	23.000	23.000	23.000
Children/Family Services	64.000	64.000	65.000	65.000	65.000	65.000
Economic Services	68.000	70.000	72.000	72.000	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
Social Services Total	157.000	159.000	162.000	162.000	162.000	162.000

Permanent Full-Time Equivalent (FTE) Positions

All Funds

	2006-07 Actual F.T.E.'s	2007-08 Actual F.T.E.'s	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
<i>Health</i>						
Central Administrative Services	16.000	16.000	16.000	16.000	16.000	16.000
Dental Health	8.600	8.600	9.800	9.800	9.800	9.800
Health Promotion and Education	6.500	6.500	6.500	6.500	6.500	6.500
Personal Health	39.500	41.000	41.500	41.500	41.500	41.500
Environmental Health	15.000	18.000	18.000	18.000	18.000	18.000
Risk Management	3.000	3.000	3.000	3.000	3.000	3.000
<i>Health Total</i>	<i>88.600</i>	<i>93.100</i>	<i>94.800</i>	<i>94.800</i>	<i>94.800</i>	<i>94.800</i>
Cooperative Extension	13.000	13.000	10.000	10.000	10.000	10.000
<i>Aging</i>						
Administration	2.200	2.200	2.500	2.500	2.500	2.500
Community Based Services	6.750	7.750	7.750	7.750	11.250	8.500
Elder Care Program	5.000	5.000	5.375	5.375	5.375	5.375
RSVP	2.000	2.000	2.875	2.875	2.875	2.875
<i>Aging Total</i>	<i>15.950</i>	<i>16.950</i>	<i>18.500</i>	<i>18.500</i>	<i>22.000</i>	<i>19.250</i>
Orange Public Transportation	16.050	16.050	15.750	15.750	15.000	15.000
Human Rights and Relations ^(b)	5.000	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	0.000	0.000	0.000	0.000	0.000	0.000
Human Services Total	307.600	315.100	318.050	318.050	320.800	318.050
Public Safety						
Sheriff	135.000	135.000	141.000	141.000	141.000	141.000
<i>EMS</i>						
Administration	4.000	4.000	4.000	4.000	4.000	4.000
Medical Services	51.000	51.000	55.000	55.000	55.000	55.000
Fire Services	3.000	3.000	4.000	4.000	4.000	4.000
Telecommunications	29.000	29.000	29.000	29.000	29.000	29.000
<i>EMS Total</i>	<i>87.000</i>	<i>87.000</i>	<i>92.000</i>	<i>92.000</i>	<i>92.000</i>	<i>92.000</i>
Public Safety Total	222.000	222.000	233.000	233.000	233.000	233.000
General Fund Total	<u>796.600</u>	<u>793.200</u>	<u>830.650</u>	<u>831.650</u>	<u>840.875</u>	<u>838.150</u>

Permanent Full-Time Equivalent (FTE) Positions

All Funds

	2006-07	2007-08	2008-09	2008-09	2009-10	2009-10
	Actual	Actual	Original	12-Month	Department	Commissioner
	F.T.E.'s	F.T.E.'s	Budget	Estimate	Requested	Approved
Other Funds						
Aging - Senior Health Coordination	1.000	1.000	1.000	1.000	1.000	1.000
Assessor - Revaluation	1.200	1.200	1.200	1.200	1.200	1.200
Criminal Justice Partnership (OJJ)	1.000	1.000	1.000	1.000	1.000	1.000
Hyconeechee Regional Library	0.600	0.600	0.600	0.600	0.600	0.600
Emergency Telephone	2.000	2.000	3.000	3.000	3.000	3.000
Health - Home Visiting	2.500	1.000	1.000	1.000	1.000	1.000
Health - Health Advocacy	1.000	1.000	0.000	0.000	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	0.000	0.000	0.000	0.000	0.000	0.000
Housing - Section 8	6.000	6.000	7.000	7.000	7.000	7.000
Housing - Urgent Repair Program	1.000	1.000	1.000	1.000	1.000	1.000
Housing - HOME Program	0.000	1.000	1.000	1.000	1.000	1.000
Housing - Homelessness Program	0.000	1.000	1.000	1.000	1.000	1.000
Sheriff - Cops in Schools	0.000	0.000	0.000	0.000	0.000	0.000
Solid Waste/Landfill Operations	43.000	58.000	44.000	44.000	44.000	44.000
Visitors Bureau	6.000	6.000	6.000	6.000	6.000	6.000
Other Funds Total	67.300	82.800	69.800	69.800	69.800	69.800
Grand Total	<u>863.900</u>	<u>876.000</u>	<u>900.450</u>	<u>901.450</u>	<u>910.675</u>	<u>907.950</u>

(1) Includes County Manager and County Engineer Division.

(2) Purchasing and Central Services are divisions within Asset Management and Purchasing, a new department effective July 1, 2009.

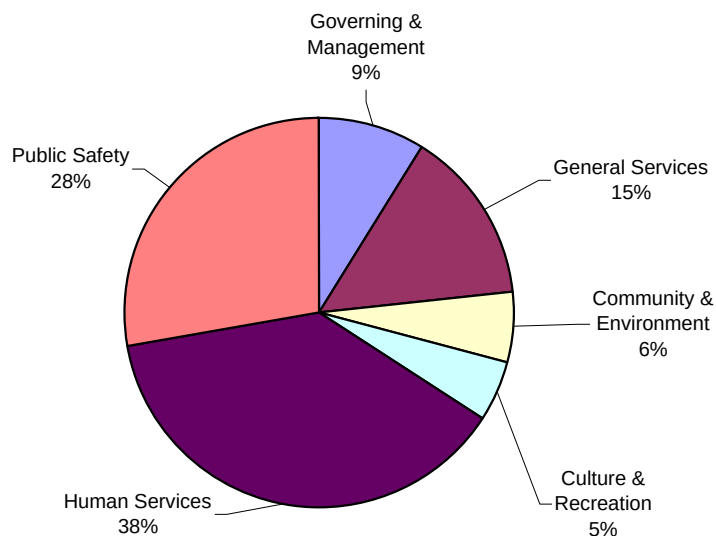
(3) Public Works (Building and Grounds and Motor Pool) is a division within Asset Management and Purchasing, a new department effective July 1, 2009.

(4) Soil and Water became a division under the Environment and Resource Conservation Department effective July 1, 2009.

(5) Arts Commission is a division within Economic Development.

(6) Human Rights and Relations is a division within the County Manager's Office.

**General Fund FTE by Function
(Approved)**



Summary of Position Changes for FY 2009-10

Category 1. FTE Increase Related to Board Priorities/Opening of New Facilities ⁽¹⁾

Department	Position	Effective Date	FTE Change	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Total
Library Services	Circulation Supervisor	July 1, 2009	0.250	\$8,148	\$0	\$0	\$ 8,148
Library Services	Library Assistant III	July 1, 2009	0.500	\$17,196	\$0	\$0	\$ 17,196
Total Category 1			0.75	\$ 25,344	\$0	\$0	\$ 25,344

(1) FTE increases result in each position becoming a full FTE (1.0).

Category 2. New Positions Related to Board Priorities/Opening of New Facilities

Department	Position	Effective Date	FTE Change	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Total
Library Services	Library Assistant III	July 1, 2009	1.000	\$44,089	\$0	\$0	\$ 44,089
Library Services	Library Assistant III	July 1, 2009	1.000	\$44,089	\$0	\$0	\$ 44,089
Library Services	Library Assistant III	July 1, 2009	1.000	\$44,089	\$0	\$0	\$ 44,089
Library Services	Library Assistant III	July 1, 2009	0.500	\$22,044	\$0	\$0	\$ 22,044
Library Services	Librarian	July 1, 2009	1.000	\$55,430	\$0	\$0	\$ 55,430
Library Services	Librarian	July 1, 2009	0.750	\$43,792	\$0	\$0	\$ 43,792
Library Services	Administrative Assistant I	July 1, 2009	0.500	\$25,000	\$0	\$0	\$ 25,000
Total Category 2			5.750	\$ 278,533	\$0	\$0	\$ 278,533

Total All Categories		6.500	\$ 303,877	\$0	\$0	\$ 303,877

Revenue by Category

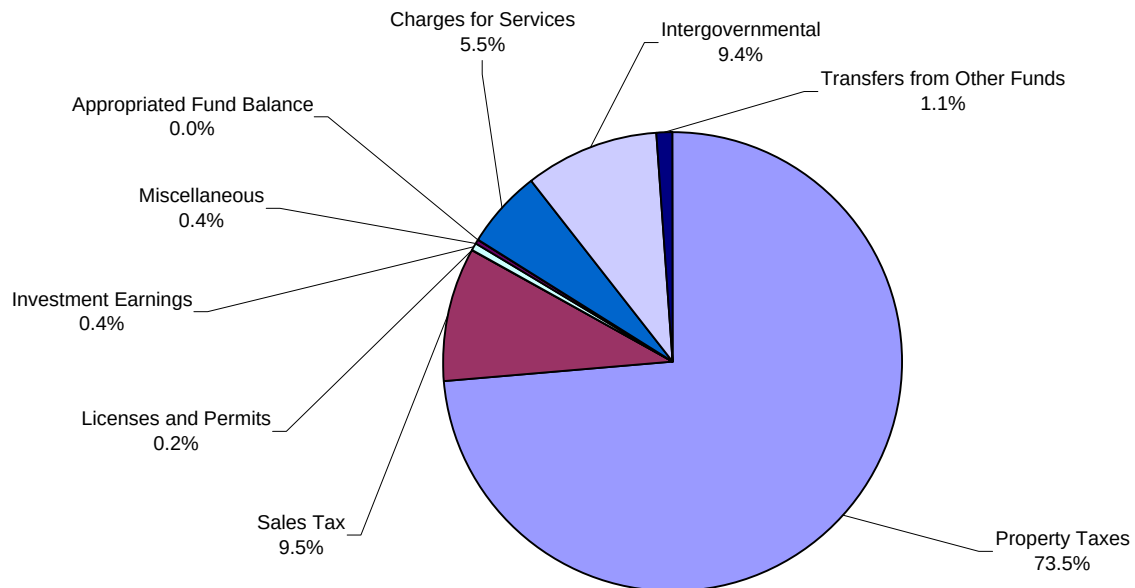
Summary - General Fund

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Property Taxes						
Property Taxes	\$ 102,753,092	\$ 110,277,020	\$ 117,957,182	\$ 117,850,000	\$ 122,320,053	\$ 122,320,053
Motor Vehicles	\$ 7,571,581	\$ 7,924,237	\$ 8,992,507	\$ 8,000,000	\$ 6,839,142	\$ 6,839,142
Gross Receipts	\$ 42,942	\$ 47,043	\$ 40,000	\$ 41,000	\$ 42,000	\$ 42,000
Delinquent Taxes	\$ 697,372	\$ 565,885	\$ 635,000	\$ 645,000	\$ 635,000	\$ 635,000
Interest on Delinquent Taxes	\$ 380,020	\$ 344,487	\$ 350,000	\$ 346,000	\$ 350,000	\$ 350,000
Late List Penalties	\$ 40,791	\$ 68,071	\$ 60,000	\$ 45,000	\$ 60,000	\$ 60,000
Animal Taxes	\$ 108,382	\$ 105,802	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000
Beer and Wine	\$ 209,362	\$ 215,653	\$ 215,000	\$ 215,000	\$ 215,000	\$ 215,000
Total Property Taxes	\$ 111,803,542	\$ 119,548,198	\$ 128,359,689	\$ 127,252,000	\$ 130,571,195	\$ 130,571,195
Sales Tax						
One Cent	\$ 7,355,675	\$ 7,407,396	\$ 6,780,576	\$ 6,520,000	\$ 6,611,600	\$ 6,441,550
Article 40 Half Cent	\$ 5,448,476	\$ 5,555,760	\$ 5,100,550	\$ 5,252,400	\$ 4,973,000	\$ 4,980,585
Article 42 Half Cent	\$ 5,410,684	\$ 5,517,245	\$ 5,058,093	\$ 5,211,860	\$ 4,931,640	\$ 4,951,270
Article 44 Half Cent	\$ 3,992,008	\$ 4,015,527	\$ 1,918,091	\$ 2,029,000	\$ 0	\$ 0
Article 44-Hold Harmless	\$ 0	\$ 182,008	\$ 128,413	\$ 500,000	\$ 500,000	\$ 500,000
Prior Years' Reimbursement	\$ 13,976	\$ 0	\$ 0	\$ 2,000	\$ 0	\$ 0
Total Sales Tax	\$ 22,192,867	\$ 22,677,936	\$ 18,985,723	\$ 19,515,260	\$ 17,016,240	\$ 16,873,405
Licenses and Permits						
Privilege License	\$ 12,580	\$ 11,791	\$ 13,000	\$ 12,500	\$ 13,000	\$ 13,000
Franchise Fee	\$ 319,965	\$ 342,778	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000
Total Licenses and Permits	\$ 332,545	\$ 354,569	\$ 288,000	\$ 287,500	\$ 288,000	\$ 288,000
Investment Earnings	\$ 1,803,382	\$ 1,582,133	\$ 840,000	\$ 675,000	\$ 670,000	\$ 670,000
Miscellaneous	\$ 511,215	\$ 517,886	\$ 771,658	\$ 1,095,000	\$ 765,618	\$ 762,618
Appropriated Fund Balance	\$ 0	\$ 0	\$ 2,000,000	\$ 5,936,110	\$ 0	\$ 0
Charges for Services						
Aging and Transportation	\$ 288,766	\$ 254,146	\$ 221,176	\$ 289,560	\$ 228,446	\$ 218,446
Child Support Enforcement	\$ 2,330	\$ 2,185	\$ 2,400	\$ 1,800	\$ 1,800	\$ 1,800
Community Planning	\$ 1,068,001	\$ 985,123	\$ 980,300	\$ 715,328	\$ 654,241	\$ 654,241
Emergency Management	\$ 1,891,164	\$ 1,790,980	\$ 1,828,000	\$ 1,757,870	\$ 1,833,000	\$ 1,833,000
Health	\$ 1,425,113	\$ 1,474,940	\$ 1,744,740	\$ 1,439,023	\$ 1,576,184	\$ 1,534,258
Land Records	\$ 9,056	\$ 4,539	\$ 4,200	\$ 1,980	\$ 2,000	\$ 2,000
Library	\$ 24,779	\$ 30,510	\$ 24,550	\$ 28,070	\$ 25,500	\$ 24,000
Register of Deeds	\$ 1,795,134	\$ 1,653,781	\$ 1,836,501	\$ 1,203,695	\$ 1,224,885	\$ 1,224,885
Sheriff	\$ 3,189,915	\$ 2,746,101	\$ 2,931,200	\$ 2,961,725	\$ 2,946,200	\$ 2,946,200
Tax Collection	\$ 189,725	\$ 139,877	\$ 171,545	\$ 176,545	\$ 173,173	\$ 173,173
Other	\$ 859,574	\$ 1,055,566	\$ 1,059,191	\$ 999,942	\$ 1,086,894	\$ 1,086,894
Total Charges for Services	\$ 10,743,557	\$ 10,137,748	\$ 10,803,803	\$ 9,575,538	\$ 9,752,323	\$ 9,698,897

Revenue by Category Summary - General Fund

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Intergovernmental						
Aging and Transportation	\$ 831,400	\$ 858,891	\$ 723,194	\$ 854,201	\$ 859,171	\$ 853,165
Child Support Enforcement	\$ 815,332	\$ 965,440	\$ 828,000	\$ 804,000	\$ 850,000	\$ 850,000
Community Planning	\$ 10,422	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Emergency Management	\$ 30,212	\$ 25,512	\$ 20,000	\$ 41,825	\$ 20,000	\$ 20,000
Health	\$ 765,475	\$ 727,681	\$ 595,721	\$ 712,863	\$ 654,508	\$ 654,508
Human Rights and Relations	\$ 37,780	\$ 66,730	\$ 41,000	\$ 0	\$ 0	\$ 0
Library	\$ 139,018	\$ 135,677	\$ 132,246	\$ 127,450	\$ 117,590	\$ 117,590
Lottery Proceeds	\$ 2,115,175	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sheriff	\$ 212,321	\$ 196,803	\$ 294,000	\$ 271,000	\$ 11,000	\$ 11,000
Social Services	\$ 11,203,899	\$ 12,011,200	\$ 13,137,535	\$ 13,061,119	\$ 13,171,298	\$ 13,171,298
Tax Collection	\$ 40,384	\$ 45,750	\$ 41,266	\$ 41,266	\$ 42,817	\$ 42,817
Local	\$ 1,086,985	\$ 1,052,138	\$ 913,467	\$ 1,067,268	\$ 924,328	\$ 924,328
Other	\$ 93,963	\$ 81,303	\$ 126,733	\$ 90,740	\$ 80,218	\$ 80,218
Public School Building Funds	\$ 1,416,062	\$ 759,947	\$ 1,450,000	\$ 1,450,000	\$ 1,450,000	\$ 0
Total Intergovernmental	\$ 18,798,428	\$ 16,927,073	\$ 18,303,162	\$ 18,521,732	\$ 18,180,930	\$ 16,724,924
 Transfers from Other Funds	 \$ 3,683,545	 \$ 3,401,082	 \$ 2,653,545	 \$ 2,835,165	 \$ 2,000,000	 \$ 2,000,000
 Total Revenue	 <u>\$ 169,897,033</u>	 <u>\$ 175,146,625</u>	 <u>\$ 183,005,580</u>	 <u>\$ 185,693,305</u>	 <u>\$ 179,244,306</u>	 <u>\$ 177,589,039</u>

General Fund Revenue by Category

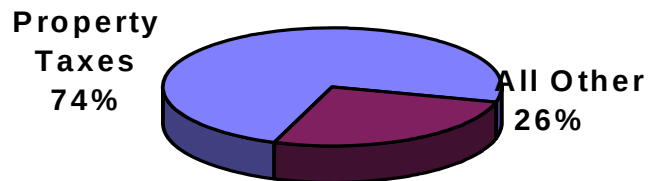


General Fund Revenue

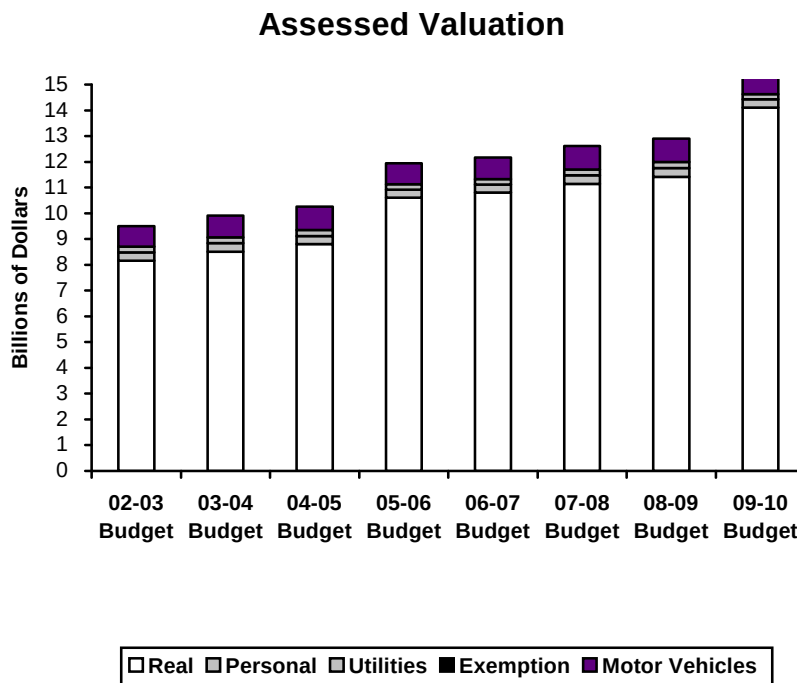
Comments

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

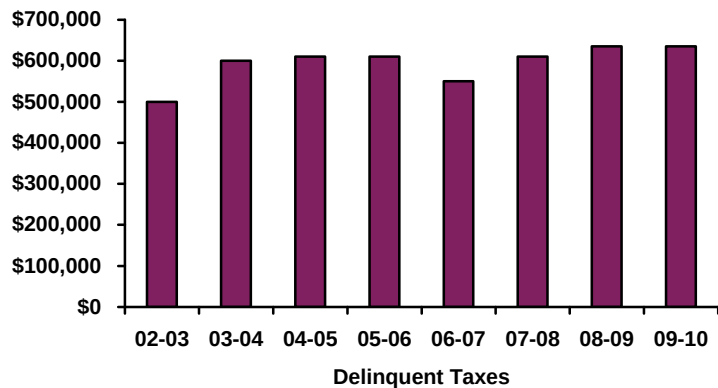


Current Taxes - These taxes are the major revenue source in the General Fund comprising about 69 percent of the total General Fund revenue. Taxes in this category reflect all taxable property valued as of January 2009. Revenues generated by current taxes are based on a tax



rate of 85.8 cents per \$100 assessed valuation. This represents a revenue rate of the FY 2008-09 tax rate of 99.8 cents. The County's budgeted real property tax base is projected to be \$14.1 billion for the 2009-10 fiscal year. The other components of the County's tax base include Motor Vehicles (budgeted valuation of \$821 million); personal property (budgeted valuation of \$323 million); Utilities and Corporate Excess (budgeted valuation of \$202 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.



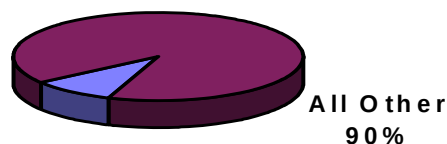
Interest on Delinquent Taxes - These revenues are related to the interest charges established by State Statutes on unpaid property taxes. Interest begins on taxes due as of January 6 at an interest rate of two percent for the first month and for each month that taxes are due, but not paid, the interest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

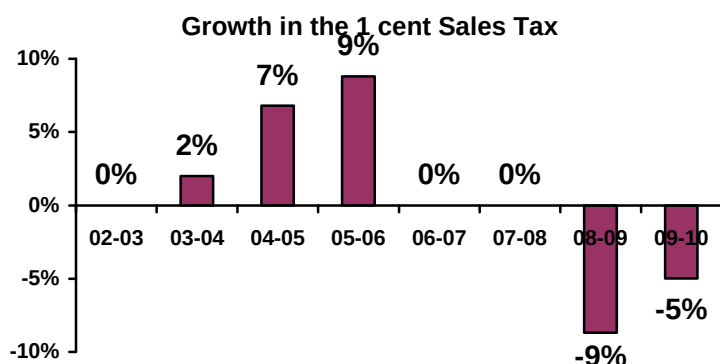
Animal Taxes - The Animal Control program, through its animal licensing program, generates these revenues. Dog and cat owners in Orange County are required to obtain licenses for their pets. The current fees are \$5.00 for sterilized pets and \$30.00 for un-sterilized pets. Owners of guide/assistance 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 2009-10 from the issuance of pet licenses.

Sales Taxes

Sales Taxes
10%



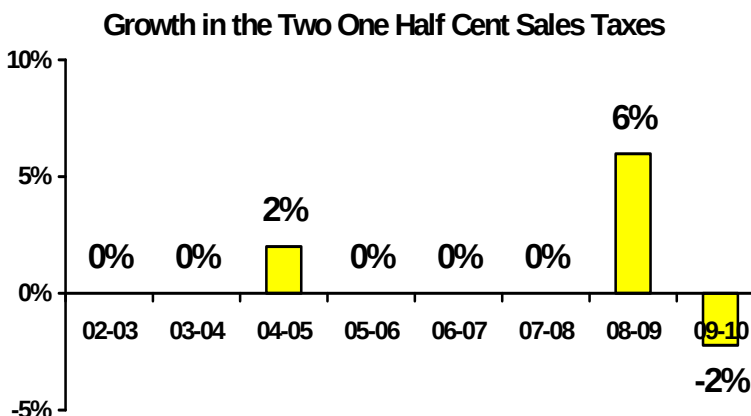
One Cent - This is the original 1 percent local option sales tax levied by the County, and is collected and distributed by the State based on local retail sales. Estimates for the one-cent local option sales tax in FY 2009-10 are 5% less than those budgeted in FY 2008-09.



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 2009-10 are less than those budgeted in FY 2008-09.

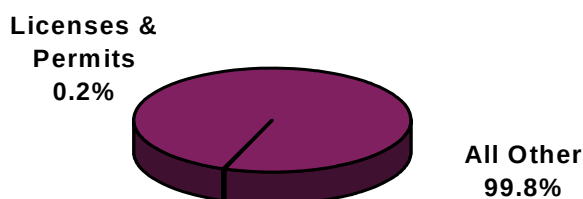
Article 42 Half-Cent (Additional Half Cent) - The tax in this category is similar to the first half cent tax. The General Assembly authorized it in 1986. As with the Article 40 Sales tax, this tax is used to finance school and County capital projects, including debt service payment. Estimates for this 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. 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. Thus, the amount budgeted for Article 44 sales tax in FY 2008-09 of \$1.9 million will decrease to zero in FY 2009-10.

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.

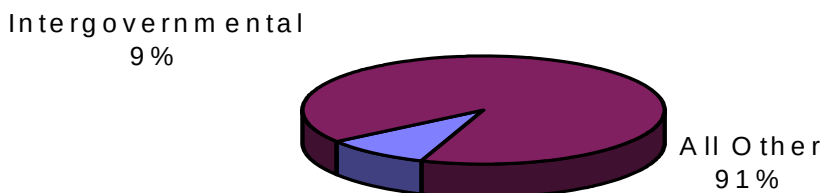
Licenses and Permits



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

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

Intergovernmental



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

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

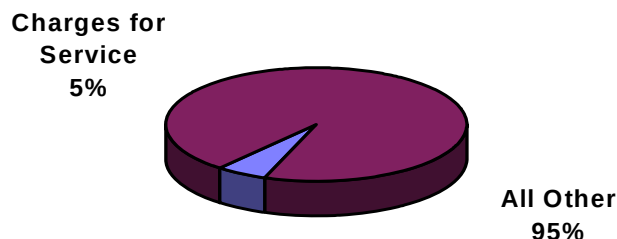
Social Services - Social Service programs are financed by a combination of Federal, State, and local resources. The revenues listed in this category reflect the state and federal contributions toward staff cost and operations for various programs within the Department. Over the past few years, Federal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

Charges for Services



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

Electrical Inspections - These fees are for permits and inspections related to the installation of electrical work and wiring in residential and commercial facilities in Orange County. Electrical inspection fees are estimated at \$100,000 for FY 09/10, 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 \$84,000 for FY 09/10, with an estimated 750 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 \$60,000 for FY 09/10, with an estimated 550 permits issued.

Building Inspections - These revenues are charged for building construction inspections and permits. 875 permits are estimated for FY 09/10, with fees estimated at \$147,000.

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 135 inspections in FY 09-10 for a total of \$16,875.

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 150 new wells will be inspected in FY 09-10 for a total of \$95,500 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 150 new septic system permits are to be issued in FY 09-10.

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 09-10 total approximately \$22,000.

Aging - This category reflects fees associated with participation in a variety of programs offered by the Department on Aging. The major revenues in this category are related to services provided in connection with the rental of Orange Public Transportation buses (\$140,000).

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. Major increases over the past few years are attributable to strong emphasis being placed on services offered to Medicaid eligible women and children. Dental fees are estimated for FY 09-10 at \$332,000, while Personal Health fees are estimated at \$778,000.

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 \$40,000 for FY 09-10, while soil and erosion fee revenues are estimated at \$150,000.

Recreation and Parks - These revenues consist of charges for participation in various recreational and leisure programs. Athletic program revenues are estimated at \$79,000 for FY 09-10. Total Recreation and Parks revenues from fees are estimated at \$190,000.

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 \$670,000 and \$545,000, 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 09-10.

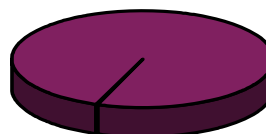
Sheriff - Revenues in this category include charges assessed by the Sheriff for serving warrants, court subpoenas, and other court documents, all of which are regulated by the State. The Sheriff also collects fees from the state and federal government for housing certain prisoners. Reimbursements from 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 \$2,200,000.

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

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

Investment Income

Investments
1.4%

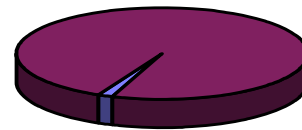


All Other
99.6%

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 09-10.

Miscellaneous, Transfers and and Fund Balance

Misc, Transfer/
Fund Balance
2%



All Other
98%

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

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

Appropriated Fund Balance - This represents an appropriation of fund balance for general operations. For FY 2009-10, \$0 is budgeted to be appropriated from fund balance. The General Fund balance is estimated to be approximately 11 percent of general fund expenditures.

Appropriations by Function

Summary - General Fund

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Governing and Management						
Animal Services	\$ 1,558,943	\$ 1,614,651	\$ 1,724,497	\$ 1,627,448	\$ 1,718,116	\$ 1,695,137
Asset Management & Purchasing ⁽¹⁾	\$ 2,112,308	\$ 2,624,239	\$ 2,910,654	\$ 3,205,454	\$ 3,052,270	\$ 3,044,345
Board of County Commissioners	\$ 501,227	\$ 501,608	\$ 601,495	\$ 620,150	\$ 588,853	\$ 573,142
County Manager ⁽²⁾	\$ 980,070	\$ 1,056,411	\$ 1,112,093	\$ 1,132,450	\$ 792,479	\$ 769,918
Financial Services	\$ 719,190	\$ 747,855	\$ 832,717	\$ 898,374	\$ 878,162	\$ 870,239
Human Resources	\$ 731,951	\$ 745,017	\$ 892,472	\$ 787,038	\$ 863,777	\$ 801,506
Legal Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 337,131	\$ 334,754
Non-Departmental	\$ 1,162,816	\$ 1,515,610	\$ 1,450,753	\$ 1,400,371	\$ 576,360	\$ 593,860
Governing and Management Total	\$ 7,766,506	\$ 8,805,390	\$ 9,524,681	\$ 9,671,286	\$ 8,807,148	\$ 8,682,901
General Services						
Asset Management & Purchasing ⁽³⁾	\$ 3,354,368	\$ 4,032,495	\$ 5,196,826	\$ 4,759,125	\$ 5,282,794	\$ 5,274,868
Board of Elections	\$ 405,537	\$ 616,013	\$ 571,075	\$ 613,074	\$ 634,177	\$ 630,007
Information Technologies	\$ 1,314,552	\$ 1,446,195	\$ 1,810,181	\$ 1,781,211	\$ 1,843,836	\$ 1,783,535
Non-Departmental	\$ 4,680	\$ 9,945	\$ 100,549	\$ 100,494	\$ 100,549	\$ 100,549
Register of Deeds	\$ 940,243	\$ 977,832	\$ 1,034,357	\$ 1,020,680	\$ 1,025,585	\$ 1,012,257
Solid Waste - Sanitation	\$ 1,747,928	\$ 782,169	\$ 2,522,868	\$ 2,725,683	\$ 2,162,319	\$ 2,150,250
Tax Assessor	\$ 1,336,789	\$ 1,371,893	\$ 1,271,543	\$ 1,273,573	\$ 1,368,973	\$ 1,355,264
Tax Collector	\$ 844,930	\$ 866,280	\$ 878,162	\$ 901,404	\$ 925,300	\$ 915,394
General Services Total	\$ 9,949,028	\$ 10,102,823	\$ 13,385,561	\$ 13,175,244	\$ 13,343,533	\$ 13,222,124
Community and Environment						
Economic Development ⁽⁴⁾	\$ 283,805	\$ 193,146	\$ 332,453	\$ 304,220	\$ 344,299	\$ 341,129
Environment & Resource Conser. ⁽⁵⁾	\$ 856,506	\$ 901,161	\$ 1,022,722	\$ 1,016,174	\$ 1,093,616	\$ 980,657
Non-Departmental	\$ 81,319	\$ 181,624	\$ 63,416	\$ 219,954	\$ 269,147	\$ 73,782
Planning	\$ 2,474,523	\$ 2,604,894	\$ 2,720,256	\$ 2,640,414	\$ 2,835,391	\$ 2,682,212
Community and Environment Total	\$ 3,696,152	\$ 3,880,824	\$ 4,138,847	\$ 4,180,762	\$ 4,542,453	\$ 4,077,780
Human Services						
Aging	\$ 1,477,352	\$ 1,436,297	\$ 1,411,461	\$ 1,540,348	\$ 1,584,817	\$ 1,521,600
Child Support Enforcement	\$ 833,086	\$ 865,581	\$ 901,568	\$ 905,764	\$ 883,454	\$ 870,345
Cooperative Extension	\$ 482,370	\$ 510,205	\$ 504,848	\$ 484,063	\$ 504,711	\$ 476,404
Health	\$ 6,302,495	\$ 6,760,103	\$ 7,516,553	\$ 7,028,364	\$ 356,957	\$ 6,913,452
County Manager ⁽⁶⁾	\$ 294,497	\$ 430,751	\$ 389,891	\$ 354,791	\$ 7,117,785	\$ 350,842
Mental Health	\$ 1,310,145	\$ 1,314,914	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973
Non-Departmental	\$ 1,906,356	\$ 2,005,057	\$ 1,978,234	\$ 1,948,934	\$ 2,015,845	\$ 1,817,993
Orange Public Transportation	\$ 1,005,174	\$ 1,088,894	\$ 951,699	\$ 1,019,661	\$ 871,104	\$ 861,198
Social Services	\$ 20,154,676	\$ 20,640,488	\$ 21,138,150	\$ 24,278,191	\$ 19,662,040	\$ 19,231,674
Human Services Total	\$ 33,766,150	\$ 35,052,290	\$ 36,163,377	\$ 38,931,089	\$ 34,367,686	\$ 33,414,481

(1) Purchasing and County Engineer divisions.

(2) County Manager's Office.

(3) Public Works division.

(4) Economic Development division.

(5) Soil and Water became a division under the Environment and Resource Conservation Department effective July 1, 2009.

(6) Human Rights and Relations division.

(7) Arts Commission.

Appropriations by Function

Summary - General Fund

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Public Safety						
Courts	\$ 140,416	\$ 166,129	\$ 145,900	\$ 184,686	\$ 178,700	\$ 178,700
Emergency Services	\$ 5,787,122	\$ 6,195,965	\$ 6,804,065	\$ 6,368,449	\$ 6,309,391	\$ 6,236,490
Non-Departmental	\$ 394,048	\$ 466,093	\$ 307,260	\$ 324,219	\$ 380,654	\$ 380,654
Sheriff	\$ 8,746,608	\$ 9,576,875	\$ 9,927,199	\$ 9,690,224	\$ 10,243,091	\$ 10,160,631
Public Safety Total	\$ 15,068,194	\$ 16,405,062	\$ 17,184,424	\$ 16,567,578	\$ 17,111,836	\$ 16,956,475
Culture and Recreation						
Economic Development ⁽⁷⁾	\$ 128,802	\$ 166,544	\$ 132,569	\$ 134,313	\$ 127,984	\$ 127,192
Library/Rec Municipal Support	\$ 375,141	\$ 375,141	\$ 375,141	\$ 375,141	\$ 375,141	\$ 375,141
Library Services	\$ 1,117,805	\$ 1,089,318	\$ 1,138,875	\$ 1,132,851	\$ 1,293,736	\$ 1,567,542
Non-Departmental	\$ 108,576	\$ 107,356	\$ 113,617	\$ 113,617	\$ 113,325	\$ 105,681
Parks and Recreation	\$ 1,555,866	\$ 1,543,539	\$ 1,928,386	\$ 1,921,366	\$ 2,120,282	\$ 1,984,977
Culture and Recreation Total	\$ 3,286,189	\$ 3,281,897	\$ 3,688,588	\$ 3,677,288	\$ 4,030,468	\$ 4,160,533
Education	\$ 56,993,744	\$ 60,385,461	\$ 64,912,761	\$ 63,731,083	\$ 63,999,466	\$ 63,048,729
Debt Service	\$ 22,667,297	\$ 24,159,105	\$ 25,915,813	\$ 25,915,713	\$ 25,735,667	\$ 25,730,218
Transfers to Other Funds	\$ 8,263,257	\$ 9,353,512	\$ 8,091,528	\$ 8,357,278	\$ 8,536,802	\$ 8,295,798
Total Expenditures	\$ 161,456,517	\$ 171,426,364	\$ 183,005,580	\$ 184,207,321	\$ 180,475,059	\$ 177,589,039

(1) Purchasing and County Engineer divisions.

(2) County Manager's Office.

(3) Public Works division.

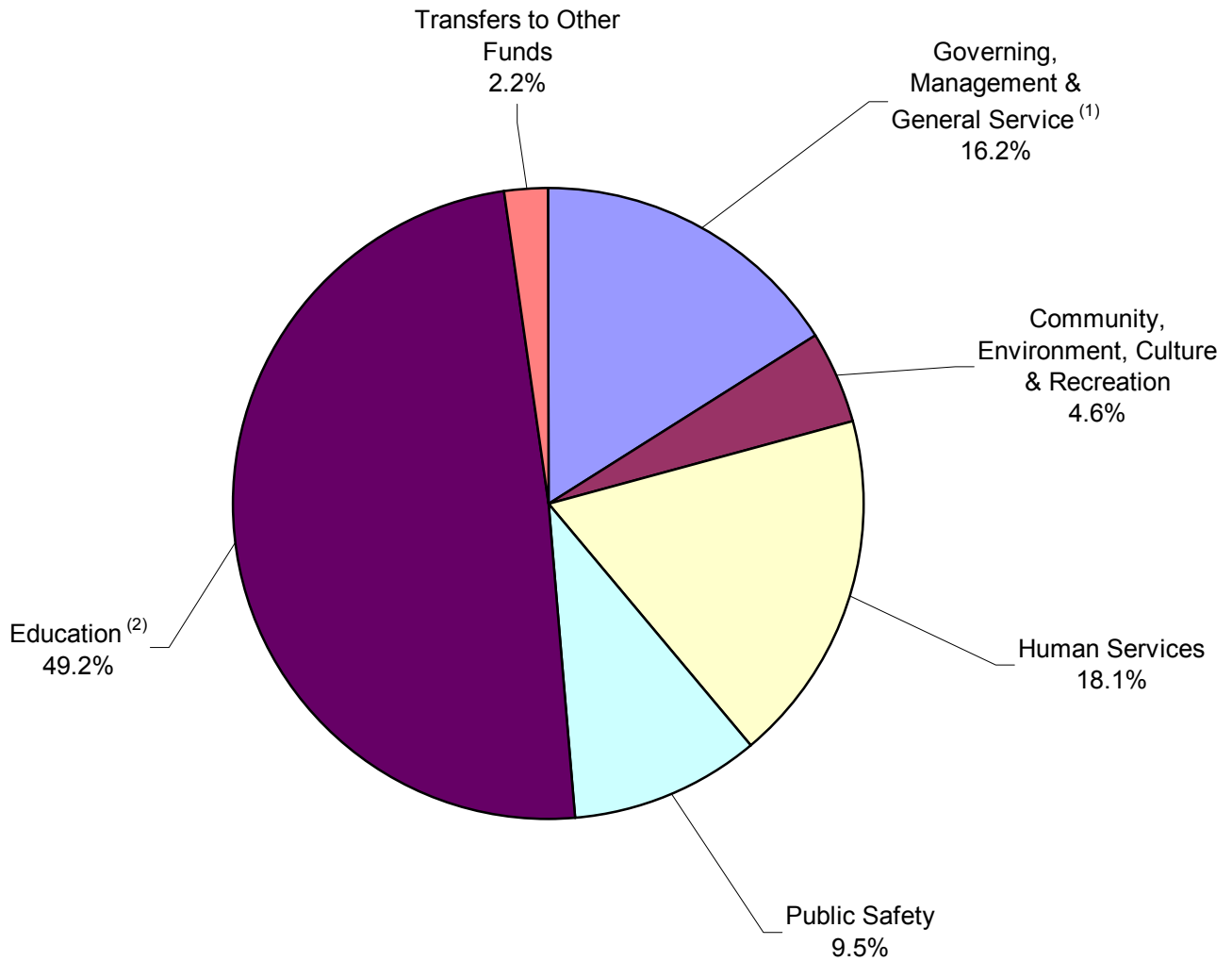
(4) Economic Development division.

(5) Soil and Water became a division under the Environment and Resource Conservation Department effective July 1, 2009.

(6) Human Rights and Relations division.

(7) Arts Commission.

General Fund Appropriation by Function



⁽¹⁾ Includes debt service.

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

Costs Associated With Opening of New Facilities

This chart outlines the costs associated with opening new county facilities including staffing, operating and capital costs. Unless otherwise noted, operating costs include utilities, custodial services, other service contracts, and departmental operating expenses. This chart does not include the increased cost associated with debt issued for these projects. The last column "Change from FY 2008-09 to FY 2009-10" lists the difference in costs between the two fiscal years.

	Commissioner Approved Budget FY 2008-09						Commissioner Approved Budget FY 2009-10						Total Expenditure Change from FY 2008-09 to 2009-10 Budget	Net Change from FY 2008-09 Budget to 2009- 10 Budget	
Facility	# of Months Budgeted in FY 2008-09	Staffing Cost	Operating Cost	Capital Cost	Offsetting Revenues/ Cost Savings	Total FY 2008-09 Annual Operating Budget Impact	# of Months Budgeted in FY 2009-10	Staffing Cost	Operating Cost	Capital Cost	Offsetting Revenues/ Cost Savings	Total FY 2009-10 Annual Operating Budget Impact			
1	General Fund Supported Facilities														
2	Central Orange Senior Center	8	\$0	\$79,821	\$0	(\$42,800) ⁽¹⁾	\$37,021	12	\$0	\$122,681	\$0	(\$42,800) ⁽¹¹⁾	\$79,881	\$42,860	\$42,860
3	Cedar Grove Park	12	\$56,584 ⁽²⁾	\$52,110 ⁽³⁾	\$21,800	\$0	\$130,494	12	\$70,933 ⁽¹²⁾	\$61,370	\$0	\$0	\$132,303	\$1,809	\$1,809
4	West Ten Park	12	\$104,199 ⁽⁴⁾	\$68,122 ⁽⁵⁾	\$0	\$0	\$172,321	12	\$174,844 ⁽¹³⁾	\$147,481	\$0	(\$69,360) ⁽¹⁴⁾	\$252,965	\$150,004	\$80,644
5	Fairview Park	4	\$61,898	\$660	\$0	(\$30,000) ⁽⁶⁾	\$32,558	12	\$72,886	\$22,840 ⁽¹⁵⁾	\$0	\$0 ⁽¹⁶⁾	\$95,726	\$33,168	\$63,168
6	Library	2	\$0	\$24,349	\$0	\$0	\$24,349	12	\$340,768 ⁽¹⁷⁾	\$237,066	\$0	\$0	\$577,834	\$553,485	\$553,485
7	Justice Facility	6	\$0	\$114,280	\$0	\$0	\$114,280	12	\$0	\$246,240	\$0	\$0	\$246,240	\$131,960	\$131,960
8	Animal Services Facility	6	\$7,312 ⁽⁷⁾	\$100,488	\$0	\$0	\$107,800	12	\$14,624 ⁽¹⁸⁾	\$214,733	\$0	\$0	\$229,357	\$121,557	\$121,557
9	Hillsborough Commons (Department of Social Services Space)	3	\$0	\$218,574	\$0	(\$109,287) ⁽⁸⁾	\$109,287	12	\$49,105	\$976,757	\$0	(\$495,294) ⁽¹⁹⁾	\$530,569	\$807,288	\$421,282
10	Office Building	2	\$0	\$30,333	\$0	\$0	\$30,333	12	\$0	\$292,698	\$0	\$0	\$292,698	\$262,365	\$262,365
11	Total General Fund Supported Facilities		\$229,993	\$688,737	\$21,800	(\$182,087)	\$758,443		\$723,160	\$2,321,866	\$0	(\$607,454)	\$2,437,573	\$2,104,496 ⁽²⁰⁾	\$1,679,130
13															
14	Solid Waste Enterprise Fund Supported Facilities														
15	Solid Waste Administration Building	5	\$0	\$75,015	\$413,199 ⁽⁹⁾	(\$7,905) ⁽¹⁰⁾	\$480,309	12	\$0	\$73,569	\$0	(\$23,715) ⁽²¹⁾	\$49,854	(\$414,645)	(\$430,455)
16	Total Solid Waste Enterprise Fund Supported Facilities		\$0	\$75,015	\$413,199	(\$7,905)	\$480,309		\$0	\$73,569	\$0	(\$23,715)	\$49,854	(\$414,645)	(\$430,455)
17	Annual Operating Costs Associated With Opening of New County Facilities		\$229,993	\$763,752	\$434,999	(\$189,992)	\$1,238,752		\$723,160	\$2,395,435	\$0	(\$631,169)	\$2,487,427	\$1,689,851	\$1,248,675

Costs Associated With Opening of New Facilities

5/15/2009

Footnotes:

Commissioner Approved Budget FY 2008-09

- (1) Central Orange Senior Center: Savings from moving into the new facility mid-year.
- (2) Cedar Grove: Includes Parks Conservation Technician II approved starting January 1, 2008 (1.0 FTE).
- (3) Cedar Grove: Staff spent the year preparing parks for use (i.e. procuring equipment, putting in trails, and developing the ball field). Full services were not available to the public.
- (4) West Ten: Includes a Parks Conservation Technician II approved starting , October 1, 2008 (1.0 FTE) and a Parks Specialist position approved starting October 1, 2007 (1.0 FTE).
- (5) West Ten: Staff spent the year preparing parks for use (i.e. seeding, fertilizing, top dressing, and mowing). Full services were not available to the public.
- (6) Fairview: Town of Hillsborough's proposed contribution to Fairview Park.
- (7) Animal Services Facility: Vet Health Care Technician approved starting January 1, 2009 (.40 FTE of this position was related to the new facility only, the remaining .60 FTE was related to conversion of non-permanent to permanent staffing.
- (8) Hillsborough Commons: The State reimburses the County for 50% of Hillsborough Commons' costs.
- (9) Solid Waste: These include one-time costs for land improvements, furnishings, equipment, and building improvements.
- (10) Solid Waste: Cost savings from moving into the new facility mid-year.

Commissioner Approved Budget FY 2009-10

- (11) Central Orange Senior Center: Rent savings from the second half of FY 2008-09.
- (12) Cedar Grove: Department staff requested an additional 1.0 FTE for the park, but it was not recommended by the County Manager. Instead, the budget for seasonal employees was increased to manage the workload for full park use.
- (13) West Ten: Department staff requested an additional 1.0 FTE for the park, but it was not recommended by the County Manager. Instead, the budget for seasonal employees was increased to manage the workload for full park use.
- (14) West Ten: Contribution from Sport Endeavors for advertising in the new facility (\$30,000), concession and rental revenue.
- (15) Fairview: Cost to prepare the park for use. Costs in FY 2008-09 were only related to a portion of the FTE costs for the mobile crew assigned to the park.
- (16) Fairview: Currently, the contribution from the Town of Hillsborough is unknown.
- (17) Library: Additional 6.5 FTE increase and increase in nonpermanent employee hours, effective July 1, 2009.
- (18) Animal Services Facility: Full year costs for .40 FTE Vet Health Care Technician position approved starting January 1, 2009
- (19) Hillsborough Commons: The State reimburses the County for 50% of Hillsborough Commons' costs.
- (20) This amount does not include \$6,600 for fiber lease costs for the Solid Waste Administration Building, which is budgeted in Information Technologies' operating budget within the General Fund. The \$6,600 is reflected below in the Solid Waste Administration Building operating costs.
- (21) Solid Waste: Rent savings from the first half of FY 2008-09.

Board Priorities

FY 2009-10 Commissioner Approved Funding

As a reference, the chart attached to this spreadsheet provides a list of the Board's FY 2009-10 Identified Priorities.

Department	P-1	P-2	P-3	P-4	P-5	P-6	P-7	P-8	P-9	P-10	P-11	P-12	P-13	P-14	Department Total
BOCC	0	0	0	0	0	0	0	TBD	0	0	0	0	0	0	\$ -
ERCD	Exchange	0	0	0	0	0	0	0	0	Exchange	0	Exchange	0	Exchange	\$ -
Financial Services	0	0	0	0	0	0	0	0	0	0	Exchange	0	0	0	\$ -
Library Services	0	0	0	0	0	0	0	0	0	0	0	0	720,150	0	\$ 720,150
Parks and Recreation	Exchange	Exchange	0	0	0	0	0	0	0	0	0	Exchange	0	None	\$ -
Planning	Exchange	58,000	Exchange	0	3,200	0	5,500	0	0	Exchange	0	7,300	0	0	\$ 74,000
Social Services	0	0	0	150,000	0	0	0	0	0	0	0	0	0	0	\$ 150,000
Priority Total	\$ -	\$ 58,000	\$ -	\$ 150,000	\$ 3,200	\$ -	\$ 5,500	\$ -	\$ -	\$ -	\$ -	\$ 7,300	\$ 720,150	\$ -	\$ 944,150

BOCC Priorities

- P-1 Conserve high priority natural areas, wildlife habitat & prime forests. (Goal 5)
- P-2 Implement Comprehensive Land Use Plan (Goal 3)
- a. Rewrite zoning and subdivision regulations
- P-3 Develop economic plans for 3 districts (Goal 3)
- P-4 Review services to identify and protect 'safety net' programs and services. (Goal 1)
- P-5 Encourage for profit investments in affordable housing and review available tools. (Goal 1)
- P-6 Develop plan and tools to improve the way county and citizens communicate with each other; foster two-way exchange (Goal 2)
- P-7 Improve intra- and intergovernmental coordination, cooperation, and collaboration. (Goal 2)
- a. Work with Town of Hillsborough on:
 - o Joint land use planning approaches, policies and ordinances and annexation
 - o Economic Development Districts
 - b. Work with Durham on:
 - o Economic Development Districts
- P-8 Examine advisory boards and commissions (Goal 2):
- a. Ensure they are meeting their missions
 - b. Determine how boards relate to each other and how their work can be best integrated with BOCC
 - c. Ensure sustainability goals
 - d. Ensure fit with overall county vision
 - e. Recognize (and be sensitive to) consistencies represented by boards, commissions when framing this review

- P-9 Update economic development plan for county (Goal 3):
- a. Clarify Economic Development plan for each district
 - b. Identify spectrum of tools
 - c. Identify other stakeholders
 - d. Identify what county wants to see happen
- P-10 Develop an energy plan that includes economic development strategies to attract, retain, and grow "green" business
- P-11 Invest in technology to increase worker efficiencies, e.g., web streaming, paperless agendas, integrated tracking systems b/w field and office.(Goal 4)
- P-12 Implement county's environmental responsibility goals (Goal 5)
- P-13 Plan to provide 'equitable' library services for OC residents. (Goal 5)
- P-14 Fulfill remainder of bond issuance approved by voters in 2001 for soccer and Twin Creeks. (Goal 5)

Board Priorities

FY 2009-10 Funding Proposed by Departments

As a reference, the chart attached to this spreadsheet provides a list of the Board's FY 2009-10 Identified Priorities.

Department	P-1	P-2	P-3	P-4	P-5	P-6	P-7	P-8	P-9	P-10	P-11	P-12	P-13	P-14	Department Total
BOCC	0	0	0	0	0	0	0	TBD	0	0	0	0	0	0	\$ -
Priority Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Board of County Commissioners

Priority 8 (P-8): Examine advisory boards and commissions.

Service Delivery Impact

- Ensure they are meeting their missions.
- Determine how boards relate to each other and how their work can be best integrated with BOCC.
- Ensure sustainability goals.
- Ensure fit with overall county vision.
- Recognize (and be sensitive to) consistencies represented by boards, commissions when framing this review.

Note: This priority was slated for discussion at the March 27 Budget Work Session, but was postponed. No financial or implementation plan is currently associated with this priority.

Board Priorities

FY 2009-10 Funding Proposed by Departments

As a reference, the chart attached to this spreadsheet provides a list of the Board's FY 2009-10 Identified Priorities.

Department	P-1	P-2	P-3	P-4	P-5	P-6	P-7	P-8	P-9	P-10	P-11	P-12	P-13	P-14	Department Total
ERCD	Exchange	0	0	0	0	0	0	0	0	Exchange	0	Exchange	0	Exchange	\$ -
Priority Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Environment and Resource Conservation Division (ERCD)

Priority 1 (P-1) - Conserve high priority natural areas, wildlife habitat and prime forests.

A. Fiscal Impact

- Program/service exchanged; no budget increase.
- \$500 exchange from equipment repairs to printing to cover brochures on land conservation/forestry), all other exchanges are staff time exchanges within existing personnel lines, or exchanges within existing operating lines.

B. Service Impact

- This is an established priority within the Lands Legacy Program and is currently addressed within the regular duties and expenditures of the department. However, this component is proposed to be expanded to meet the priority. Ratcheting this function to a higher level is proposed through several internal exchanges designed to accomplish the task without new costs:
 - Cultural and environmental surveys and parks/open space master plan contract services will be exchanged in the estimated amount of \$8,000 for the cost of a series of seminars and public workshops that will promote private land conservation of natural areas and prime forests. This will include seminars on tax credits for land conservation and how to qualify, sustainable forest stewardship and management plans, estate planning, and potential for USDA/NRCS cost-share programs. The series will include resources from staff, non-profits (such as TLC), the Soil and Water District, Cooperative Extension and the County Forester (NC DFR).

- The staff time of the Director, Land Conservation Manager and GIS Coordinator/Land Steward will be exchanged to provide for more time and resources on protection of natural areas. Fewer acquisitions and closings and less emphasis on parkland acquisitions in FY 09-10 would be part of the exchange. This approach is also consistent with the Lands Legacy Action Plan 2008-2010.
- 50% of the graduate intern time will be allocated to this effort, including the preparation of stewardship and management plans for land-banked nature preserves and other natural properties that are not yet addressed. This will assist staff in creating plans for properties that do not have a plan as of yet.
- An exchange of \$500 between Equipment Repairs and Printing will allow for new brochures to be created and printed, to support public education efforts.
- Staff will continue, as per the Lands Legacy Action Plan, to pursue planned acquisitions to nature preserves, natural areas and wildlife habitat using pre-existing funds – on a case-by-case basis as directed by the Manager and Board.
- The annual stipend to Triangle Land Conservancy is proposed to be exchanged in part for assistance with stewardship of natural areas, freeing up time of the Land Conservation Manager, and toward the public workshops and seminars.
- If possible, given other time constraints, staff will exchange time to provide for review of the new Conservation Use Value program with the Tax Assessor's office.
- Staff will meet with colleagues from Planning and Parks and Recreation to review whether the timing is right to address changes to land dedication and payment-in-lieu provisions of the Subdivision Regulations during 2009-10. Actual changes to that program would not be pursued until FY 10-11.

Priority 10 (P-10): Develop an energy plan that includes economic development strategies to attract, retain, and grow “green” business.

A. Fiscal Impact

- Program/service exchanged; no budget increase.

B. Service Impact

- Creation of a Master Energy Plan that uses existing policies and studies and new assessment to:
 - Maximize energy conservation and reduce energy consumption by a fixed amount to be determined.
 - Reduce peak demand for electricity by a target amount/year (to be determined).

- Achieve a target percentage of energy from renewable sources by a target year (to be determined).
 - Develop energy infrastructure to support the plan, and invest in innovative clean energy technologies and businesses to stimulate the industry's growth.
 - Staff time from the departments of ERCD, Planning and Economic Development.
-

Priority 12 (P-12): Implement the County's Environmental Responsibility Goal.

A. Fiscal Impact

- Staff time exchanges within existing personnel lines; no budget increase.
- This goal requires staff resources from several additional departments as well, through the existing Environmental Stewardship Action Committee, and beyond for some departments intimately involved with the goal's strategies.

B. Service Impact

- The impact of this priority would involve staff resource (time) exchanges by several departments.
- Some portions of the Environmental Responsibility Goal have been accomplished (the internal staff committee, energy and water conservation and fuel consumption goals). The Goal includes 10 objectives, which were reviewed by advisory boards and staffs from the affected departments over the last 18 months, and a series of possible action strategies was developed by these boards and staff. A subcommittee of the Environmental Stewardship Action Committee has been working to sort, collate and assess these strategies for review by the Board. Another subcommittee has developed a report on potential for trip reduction and employee commuting.
- The recommended approach for FY 2008-09 for this priority is:
 1. Provide a status report to the Board of Commissioners on the initiative and accomplishments to date.
 2. Complete the efforts of the staff subcommittees and bring forward a report outlining commuting and trip reduction options, and the potential strategies that have been identified to implement the goal with staff's assessment of what would be required to implement them.
 3. Based on Board and management direction, develop an Implementation Plan for the identified priority strategies for the Environmental Responsibility Goal.

- This will require staff time from a number of different departments as identified in the Goal. From ERCD, time would be exchanged from the Water Resources Coordinator (taken from projected lesser activity in nutrient rules and completion of the State of the Environment report), the Cultural Resources Specialist (taken from the winding down of building stabilization oversight efforts), and the Director (from State of the Environment report and Greenhouse Gas report).

Priority 14 (P-14): Fulfill remainder of bond issuance approved by voters in 2001 for soccer and Twin Creeks (Moniese Nomp).

A. Fiscal Impact

- Program/service exchanged; no budget increase.
- Staff time exchanges within existing personnel lines from the Director (State of the Environment Report, Greenhouse Gas Emissions report) and Landscape Architect (Hollow Rock Master Plan, Northern Park construction team) and GIS Coordinator II (Hollow Rock Master Plan). Note: This goal requires staff resources from additional departments such as Purchasing and Parks and Recreation.
- Most of the costs and physical work for facility construction associated with this priority would come from 2001 Parks and Open Space Bond funds.

B. Service Impact

- The impact of this priority would involve staff resources (time) exchanges by the Director, Landscape Architect and GIS Coordinator II as identified above. These exchanges would be allocated as follows:
 - Revisions to the Twin Creeks (Moniese Nomp) Master Plan to identify new projects as identified by the Board.
 - Work with the consultant and Purchasing and Parks and Recreation on the Linear Park concept at Twin Creeks, if adopted by the Board.
 - Work with the consultant and Purchasing and Parks and Recreation on any other new facilities or projects at the site, as directed.
 - Provide assistance to Purchasing and Parks and Recreation on the installation of a synthetic turf playing field at a new location, as directed by the Board.
 - An initial step that will be needed is revision to the adopted Master Plan for Twin Creeks (Moniese Nomp) Park to identify any new facilities or items that are being added to the plan.

Board Priorities

FY 2009-10 Funding Proposed by Departments

As a reference, the chart attached to this spreadsheet provides a list of the Board's FY 2009-10 Identified Priorities.

Department	P-1	P-2	P-3	P-4	P-5	P-6	P-7	P-8	P-9	P-10	P-11	P-12	P-13	P-14	Department Total
Financial Services	0	0	0	0	0	0	0	0	0	0	Exchange	0	0	0	\$ -
Priority Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Financial Services

Priority 11 (P-11): Invest in technology to increase worker efficiencies

A. Fiscal Impact

- Program/service exchanged; no budget increase.

B. Service Impact

- Introduce paperless delivery of direct deposit pay stubs to employees combined with mandatory direct deposit of pay.
- The software investment would be \$5,500 with an annual savings of \$1,775, if direct deposit became a mandatory practice. If not, the annual savings would be \$1,335.
- Beyond costs savings, other efficiencies include less paper use through electronic delivery of pay stubs.

Board Priorities

FY 2009-10 Funding Proposed by Departments

As a reference, the chart attached to this spreadsheet provides a list of the Board's FY 2009-10 Identified Priorities.

Department	P-1	P-2	P-3	P-4	P-5	P-6	P-7	P-8	P-9	P-10	P-11	P-12	P-13	P-14	Department Total
Library Services	0	0	0	0	0	0	0	0	0	0	0	0	720,150	0	\$ 720,150
Priority Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 720,150	\$ -	\$ 720,150

Department: Library Services

Priority 13 (P-13): Plan to provide equitable library services for Orange County residents. Equitable is defined as providing equal and ease of access to library services at any Orange County library facility.

A. Fiscal Impact

- Limited public services during specific phases of the strategic planning process
- \$232,630 for opening the new Main Library in FY 2009-10.

B. Service Impact

- Strategic Planning Process
 - Library staff will undertake an internal planning process with the assistance of the North Carolina State Library, regional library professionals, and appropriate Orange County staff.
 - There will be some impact on the level of public services during specific phases, since the staff will be away from their daily assignments. The strategic plan will provide a framework for the long-term implementation of the 2004 and 2007 Task Force recommendations. This would include the implementation schedule of the per capita goal of \$30 for library services as suggested in January 29, 2009 BOCC work session and previous Task Force recommendations.
- Opening of the new Main Library in Downtown Hillsborough
 - Details for the opening can be found in Library Services' transition plan.

Board Priorities

FY 2009-10 Funding Proposed by Departments

As a reference, the chart attached to this spreadsheet provides a list of the Board's FY 2009-10 Identified Priorities.

Department	P-1	P-2	P-3	P-4	P-5	P-6	P-7	P-8	P-9	P-10	P-11	P-12	P-13	P-14	Department Total
Parks and Recreation	Exchange	Exchange	0	0	0	0	0	0	0	0	0	Exchange	0	None	\$ -
Priority Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Parks and Recreation

Priority 1 (P-1): Conserve high priority natural areas, wildlife habitat, and prime forests.

A. Fiscal Impact

- None for FY 2009-10.

B. Service Impact

- Minimal reallocation of staff time in a supporting role.

Priority 2 (P-2): Implement Comprehensive Land Use Plan (Rewrite zoning and subdivision regulations).

A. Fiscal Impact

- None for FY 2009-10.

B. Service Impact

- Minimal reallocation of staff time in a supporting role.

Priority 12 (P-12): Implement county's environmental responsibility goals.

A. Fiscal Impact

- None for FY 2009-10.

B. Service Impact

- Minimal reallocation of staff time in a supporting role.
-

Priority 14 (P-14): Fulfill remainder of 2001 bond issuance for Soccer and Twin Creeks.

A. Fiscal Impact

- None for FY 2009-10.

B. Service Impact

- No service delivery impact next FY 2009-10. Director's time would be reallocated for the planning of these two potential projects.

Board Priorities

FY 2009-10 Funding Proposed by Departments

As a reference, the chart attached to this spreadsheet provides a list of the Board's FY 2009-10 Identified Priorities.

Department	P-1	P-2	P-3	P-4	P-5	P-6	P-7	P-8	P-9	P-10	P-11	P-12	P-13	P-14	Department Total
Planning	Exchange	58,000	Exchange	0	3,200	0	5,500	0	0	Exchange	0	7,300	0	0	\$ 74,000
Priority Total	\$ -	\$ 58,000	\$ -	\$ -	\$ 3,200	\$ -	\$ 5,500	\$ -	\$ -	\$ -	\$ -	\$ 7,300	\$ -	\$ -	\$ 74,000

Department: Planning

Priority 1 (P-1): Conserve high priority natural areas, wildlife habitat and prime forests.

A. Fiscal Impact

- Program/service exchanged; no budget increase.

B. Service Impact

Explore whether timing is right for updates to land dedication and payment-in-lieu provisions in Subdivision Regulations with Planning and Park and Recreation.

Conserve high priority natural areas, wildlife habitat, and prime forest into land use, zoning, and subdivisions by changing (increasing) the amount of open space required in subdivisions. Outcome: As land is developed, equal or greater amounts of land are conserved as open space. Spend additional and focused time in development review to identify valuable and complementary open space to the subdivision.

Service impact relates to balancing other priorities.

Staff time of Planning, ERCD, and Parks Director.

Ordinance review and revision becomes a heightened priority balances with other Comprehensive Plan objectives

Priority 2a (P-2): Implement Comprehensive Plan and process for annual Plan review and work planning (Small Area Plans Implementation; Process for Implementation of plan objectives by annual work plan).

A. Fiscal Impact

- \$58,000
- These are expenses for items 2a and 2b.
- The three highest costs are for contract services (\$30,000), postage (\$18,000) and advertising (\$5,000).

B. Service Impact

A) Small Area Plan implementation – Land Use Plan Amendments (text & map) as recommended in existing small area plans (Efland/Mebane, Eno Economic Development District, TOH/OC Strategic Growth, and NC 57/Speedway Area) Staff to prepare list of recommendations for BOCC consideration B) Staff (multiple departments.) to develop a process for annual staff/board review of the Comprehensive Plan and receipt of work plan authorization	Shift from the development of additional or new plans/studies to the implementation of those already completed. Shift from the development of additional or new plans/studies to the implementation of those already completed

Priority 2b (P-2): Implement Comprehensive Plan (Re-write zoning and subdivision regulations [Unified Development Ordinance (UDO)])

A. Fiscal Impact

- Shared cost with item 2a.

B. Service Impact

Re-configure and update existing regulations into a Unified Development Ordinance (UDO)—update various regulations to address current identified needs/goals (FY 2010-11) Begin Ordinance amendments in an effort to implement various goals/ objectives of the Comprehensive Plan	1. Re-distribution of staff responsibilities/duties 2. Advertising expenses 3. Need to revise existing engineering drawing/graphics (consultant) costs could vary depending on degree of new content involvement and/or legal oversight 1. Re-distribution of staff 2. Advertising expenses Consultant assistance (ie new diagrams, etc.)

Priority 3 (P-3): Develop economic plans for three Economic Development Districts (EDD).

A. Fiscal Impact

- Program/service exchanged; no budget increase.

B. Service Impact

Staff group: Develop comprehensive economic development district elements	Employ existing ED and Planning & Development Staff
Reaffirm or reanalyze: Land Use location and amount	Employ existing Planning and Development and ED Staff
Intergovernmental Coordination and public-private partnership	Employ existing ED and Planning and Development Staff
Engineering Master Planning/work with utility providers	Employ existing Planning and Development, ED and Engineering Staff
Economic Development District development financing structure.	Employ existing ED, Attorneys, Budget, Planning and Development, and Finance Staff
Permitted Uses/Processes Standards	Employ existing Planning and Development Staff
Marketing/Incentives/Target Industry	Employ existing ED Staff

Priority 5 (P-5): Encourage for-profit investments in affordable housing and review available tools

A. Fiscal Impact

- \$3,200, primarily for advertising costs (\$3,000).

B. Service Impact

Review utilization of existing tools that encourage for-profit investments- e.g. density bonuses	Review can be completed with existing Planning and Community Housing and Development staff
Evaluate housing element with ad hoc joint advisory board and develop zoning/subdivision recommendations to 'promote' affordable housing through regulatory incentives	

Priority 7 (P-7): Improve intra-inter governmental coordination and cooperation. Work with Town of Hillsborough on Joint Land Use plan, policies and ordinances, and annexation. Work with Durham on economic development districts.

A. Fiscal Impact

- \$5,500 primarily for advertising costs (\$5,000)

B. Service Impact

Attend and foster meeting & action on providing water & sewer to Eno EDD from the City of Durham	In current work plan of ED and Planning
Work with Town of Hillsborough Planning Dept and Town council to develop program objectives	In current work plan of ED
Work with Town of Hillsborough on: 1) Joint land use planning approaches, policies and ordinances, and collaboration based on the Phase II TOH/OC Strategic Growth plan and, 2) Economic Development District will be examined as an outcome of the interlocal agreement initiative.	Existing Planning staff
(FY 2010-11) Attend and foster outreach and development program and development objectives with the City of Durham to bring water & sewer to Eno EDD	In current work plan of ED and Planning
Work with the Town of Hillsborough Planning Dept and Town Council to develop program objectives	In current work plan of ED and Planning
Work with Town of Hillsborough on amending Land Use and Zoning	Existing Planning staff
Work with Durham on Utility Area Agreement (prerequisite)	Existing Planning staff

Priority 10 (P-10): Develop an energy plan that includes economic development strategies to attract, retain, and grow “green” business

A. Fiscal Impact

- Program/service exchanged; no budget increase.

B. Service Impact

Development of Orange County Green Building Ordinance applicable to both public and private sector	Planning and Inspections staff would develop a County green building ordinance which would be proposed and submitted to the BOCC for adoption

Priority 12 (P-12): Implement County’s Environmental Responsibility Goal

A. Fiscal Impact

- \$7,300 across numerous operational line items.

B. Service Impact

Research and propose standards and processes for green building in both public and private sectors	Existing building inspections staff would conduct green building tasks along with existing work load. If economy continues downturn, this would be a natural shift of employee time
Participate in educational opportunities related to green building and energy conservation through training of staff in Planning and Inspections Department	Some conferences may require out of town travel and work loads would need to be adjusted to accommodate staff away from office
Development of Sustainable Landscaping standards applicable to both public and private sector.	Planning staff must coordinate their efforts with other county departments (ERCD) and outside agencies.
Amend Zoning Ordinance and Subdivision Regulations to encourage energy and water conservation	Planning staff must coordinate their efforts with other county departments and outside agencies

Board Priorities

FY 2009-10 Funding Proposed by Departments

As a reference, the chart attached to this spreadsheet provides a list of the Board's FY 2009-10 Identified Priorities.

Department	P-1	P-2	P-3	P-4	P-5	P-6	P-7	P-8	P-9	P-10	P-11	P-12	P-13	P-14	Department Total
Social Services	0	0	0	150,000	0	0	0	0	0	0	0	0	0	0	\$ 150,000
Priority Total	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000

Department: Social Services

Priority 4 (P-4): Review services to identify and protect "safety-net" programs and services.

A. Fiscal Impact

- \$150,000 in FY 2009-10.

B. Service Impact

- The Community Service Management Team proposed including an additional \$150,000 for rental, utility and other housing-related emergency assistance due to the current economic crisis and increased demand.

Governing and Management

Summary

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Department (General Fund)						
Animal Services	\$ 1,558,943	\$ 1,614,651	\$ 1,724,497	\$ 1,627,448	\$ 1,718,116	\$ 1,695,137
Asset Management & Purchasing ⁽¹⁾	\$ 2,112,308	\$ 2,624,239	\$ 2,910,654	\$ 3,205,454	\$ 3,052,270	\$ 3,044,345
Board of County Commissioners	\$ 501,227	\$ 501,608	\$ 601,495	\$ 620,150	\$ 588,853	\$ 573,142
County Manager ⁽²⁾	\$ 980,070	\$ 1,056,411	\$ 1,112,093	\$ 1,132,450	\$ 792,479	\$ 769,918
Financial Services	\$ 719,190	\$ 747,855	\$ 832,717	\$ 898,374	\$ 878,162	\$ 870,239
Human Resources	\$ 731,951	\$ 745,017	\$ 892,472	\$ 787,038	\$ 863,777	\$ 801,506
Legal Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 337,131	\$ 334,754
Non-Departmental	\$ 1,162,816	\$ 1,515,610	\$ 1,450,753	\$ 1,400,371	\$ 576,360	\$ 593,860
Total Function Expenditures	\$ 7,766,506	\$ 8,805,390	\$ 9,524,681	\$ 9,671,286	\$ 8,807,148	\$ 8,682,901
Offsetting Revenue	\$ (570,112)	\$ (595,826)	\$ (781,429)	\$ (751,116)	\$ (746,639)	\$ (746,639)
County Costs (net)	\$ 7,196,394	\$ 8,209,564	\$ 8,743,252	\$ 8,920,170	\$ 8,060,509	\$ 7,936,262
Other Related Programs (Grant Fund)						
Orange-Chatham Justice Partnership	\$ 235,486	\$ 225,849	\$ 240,866	\$ 245,652	\$ 226,196	\$ 226,196
Total Expenditures	\$ 235,486	\$ 225,849	\$ 240,866	\$ 245,652	\$ 226,196	\$ 226,196
Offsetting Revenue	\$ (236,065)	\$ (261,074)	\$ (240,866)	\$ (245,652)	\$ (226,196)	\$ (226,196)
County Costs (net)	(\$ 579)	(\$ 35,225)	0	(\$ 0)	0	0
Total Governing and Management and Related Expenditures	\$ 8,001,992	\$ 9,031,239	\$ 9,765,547	\$ 9,916,938	\$ 9,033,344	\$ 8,909,097

(1) This function includes the Purchasing and County Engineer divisions. The Public Works division is located in the General Services function.

(2) This function includes the County Manager's Office. The Human Rights and Relations division is located in the Human Services function.

General Services

Summary

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Department (General Fund)						
Asset Management & Purchasing ⁽¹⁾	\$ 3,354,368	\$ 4,032,495	\$ 5,196,826	\$ 4,759,125	\$ 5,282,794	\$ 5,274,868
Board of Elections	\$ 405,537	\$ 616,013	\$ 571,075	\$ 613,074	\$ 634,177	\$ 630,007
Information Technologies	\$ 1,314,552	\$ 1,446,195	\$ 1,810,181	\$ 1,781,211	\$ 1,843,836	\$ 1,783,535
Non-Departmental	\$ 4,680	\$ 9,945	\$ 100,549	\$ 100,494	\$ 100,549	\$ 100,549
Register of Deeds	\$ 940,243	\$ 977,832	\$ 1,034,357	\$ 1,020,680	\$ 1,025,585	\$ 1,012,257
Solid Waste - Sanitation	\$ 1,747,928	\$ 782,169	\$ 2,522,868	\$ 2,725,683	\$ 2,162,319	\$ 2,150,250
Tax Assessor	\$ 1,336,789	\$ 1,371,893	\$ 1,271,543	\$ 1,273,573	\$ 1,368,973	\$ 1,355,264
Tax Collector	\$ 844,930	\$ 866,280	\$ 878,162	\$ 901,404	\$ 925,300	\$ 915,394
Total Function Expenditures	\$ 9,949,028	\$ 10,102,823	\$ 13,385,561	\$ 13,175,244	\$ 13,343,533	\$ 13,222,124
Offsetting Revenue	\$ (2,198,928)	\$ (2,075,411)	\$ (2,290,148)	\$ (1,752,171)	\$ (1,691,415)	\$ (1,691,415)
County Costs (net)	\$ 7,750,100	\$ 8,027,412	\$ 11,095,413	\$ 11,423,073	\$ 11,652,118	\$ 11,530,709
Revaluation Fund						
Tax Assessor	\$ 98,646	\$ 74,313	\$ 183,249	\$ 179,834	\$ 167,240	\$ 166,289
Total Expenditures	\$ 98,646	\$ 74,313	\$ 183,249	\$ 179,834	\$ 167,240	\$ 166,289
Offsetting Revenue	\$ (52,509)	\$ (125,097)	\$ (183,249)	\$ (183,749)	\$ (167,240)	\$ (166,289)
County Costs (net)	\$ 46,136	\$ 50,784	\$ 0	\$ 3,915	\$ 0	\$ 0
Solid Waste Fund						
Solid Waste Fund	\$ 6,560,545	\$ 8,400,793	\$ 13,019,331	\$ 11,188,220	\$ 9,151,402	\$ 9,116,097
Total Expenditures	\$ 6,560,545	\$ 8,400,793	\$ 13,019,331	\$ 11,188,220	\$ 9,151,402	\$ 9,116,097
Offsetting Revenue	\$ (8,204,865)	\$ (10,117,069)	\$ (13,019,331)	\$ (11,188,220)	\$ (9,151,402)	\$ (9,116,097)
County Costs (net)	\$ 1,644,320	\$ 1,716,276	\$ 0	\$ 0	\$ 0	\$ 0
Efland Sewer Fund						
Efland Sewer Fund	\$ 171,950	\$ 156,465	\$ 184,250	\$ 176,486	\$ 212,900	\$ 212,900
Total Expenditures	\$ 171,950	\$ 156,465	\$ 184,250	\$ 176,486	\$ 212,900	\$ 212,900
Offsetting Revenue	\$ (172,790)	\$ (197,676)	\$ (184,250)	\$ (176,486)	\$ (212,900)	\$ (212,900)
County Costs (net)	\$ 841	\$ 41,210	\$ 0	\$ 0	\$ 0	\$ 0
Total General Services and Related Expenditures	\$ 16,780,168	\$ 18,734,393	\$ 26,772,391	\$ 24,719,784	\$ 22,875,075	\$ 22,717,410

(1) This function includes the Public Works division. The Purchasing and County Engineer divisions are located in the Governing and Management Function.

Human Services

Summary

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Department (General Fund)						
Aging	\$ 1,477,352	\$ 1,436,297	\$ 1,411,461	\$ 1,540,348	\$ 1,584,817	\$ 1,521,600
Child Support Enforcement	\$ 833,086	\$ 865,581	\$ 901,568	\$ 905,764	\$ 883,454	\$ 870,345
Cooperative Extension	\$ 482,370	\$ 510,205	\$ 504,848	\$ 484,063	\$ 504,711	\$ 476,404
County Manager ⁽¹⁾	\$ 294,497	\$ 430,751	\$ 389,891	\$ 354,791	\$ 356,957	\$ 350,842
Health	\$ 6,302,495	\$ 6,760,103	\$ 7,516,553	\$ 7,028,364	\$ 7,117,785	\$ 6,913,452
Mental Health	\$ 1,310,145	\$ 1,314,914	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973
Non-Departmental	\$ 1,906,356	\$ 2,005,057	\$ 1,978,234	\$ 1,948,934	\$ 2,015,845	\$ 1,817,993
Orange Public Transportation	\$ 1,005,174	\$ 1,088,894	\$ 951,699	\$ 1,019,661	\$ 871,104	\$ 861,198
Social Services	\$ 20,154,676	\$ 20,640,488	\$ 21,138,150	\$ 24,278,191	\$ 19,662,040	\$ 19,231,674
Total Function Expenditures	\$ 33,766,150	\$ 35,052,290	\$ 36,163,377	\$ 38,931,089	\$ 34,367,686	\$ 33,414,481
Offsetting Revenue	\$ (15,332,224)	\$ (16,284,305)	\$ (17,299,581)	\$ (17,172,209)	\$ (17,357,363)	\$ (17,285,490)
County Costs (net)	\$ 18,433,926	\$ 18,767,984	\$ 18,863,796	\$ 21,758,880	\$ 17,010,323	\$ 16,128,991
Grant Funds						
Aging Related	\$ 105,474	\$ 128,007	\$ 123,443	\$ 124,908	\$ 94,724	\$ 93,932
Health Related	\$ 363,858	\$ 325,833	\$ 238,945	\$ 230,015	\$ 230,629	\$ 230,398
Total Expenditures	\$ 469,333	\$ 453,840	\$ 362,388	\$ 354,923	\$ 325,353	\$ 324,330
Offsetting Revenue	\$ (463,059)	\$ (484,253)	\$ (362,388)	\$ (363,171)	\$ (325,353)	\$ (324,330)
County Costs (net)	\$ 6,274	\$ 30,413	\$ 0	\$ 8,248	\$ 0	\$ 0
Housing and Community Development Fund						
Housing	\$ 4,183,980	\$ 4,211,058	\$ 4,057,434	\$ 4,019,734	\$ 4,359,973	\$ 4,355,020
Total Expenditures	\$ 4,183,980	\$ 4,211,058	\$ 4,057,434	\$ 4,019,734	\$ 4,359,973	\$ 4,355,020
Offsetting Revenue	\$ (4,488,351)	\$ (4,577,221)	\$ (3,975,720)	\$ (4,042,700)	\$ (4,278,462)	\$ (4,273,509)
County Costs (net)	(\$ 304,371)	(\$ 366,163)	\$ 81,714	(\$ 22,966)	\$ 81,511	\$ 81,511
Total Human Services and Related Expenditures	\$ 38,419,463	\$ 39,717,188	\$ 40,583,199	\$ 43,305,746	\$ 39,053,012	\$ 38,093,831

(1) This function includes the Human Rights and Relation division. The County Manager's Office is located in the Governing and Management Function.

Culture and Recreation

Summary

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Department (General Fund)						
Economic Development ⁽¹⁾	\$ 128,802	\$ 166,544	\$ 132,569	\$ 134,313	\$ 127,984	\$ 127,192
Library Services	\$ 1,117,805	\$ 1,089,318	\$ 1,138,875	\$ 1,132,851	\$ 1,293,736	\$ 1,567,542
Municipal Support	\$ 375,141	\$ 375,141	\$ 375,141	\$ 375,141	\$ 375,141	\$ 375,141
Non-Departmental	\$ 108,576	\$ 107,356	\$ 113,617	\$ 113,617	\$ 113,325	\$ 105,681
Parks and Recreation	\$ 1,555,866	\$ 1,543,539	\$ 1,928,386	\$ 1,921,366	\$ 2,120,282	\$ 1,984,977
Total Function Expenditures	\$ 3,286,189	\$ 3,281,897	\$ 3,688,588	\$ 3,677,288	\$ 4,030,468	\$ 4,160,533
Offsetting Revenue	\$ (506,359)	\$ (485,217)	\$ (497,387)	\$ (436,340)	\$ (485,979)	\$ (480,479)
County Costs (net)	\$ 2,779,831	\$ 2,796,680	\$ 3,191,201	\$ 3,240,947	\$ 3,544,489	\$ 3,680,054
 Total Culture and Recreation and Related Expenditures						
	\$ 3,286,189	\$ 3,281,897	\$ 3,688,588	\$ 3,677,288	\$ 4,030,468	\$ 4,160,533

(1) This function includes the Economic Development division. The Arts Commission is located in the Culture and Recreation function.

Community and Environment

Summary

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Department (General Fund)						
Economic Development	\$ 283,805	\$ 193,146	\$ 332,453	\$ 304,220	\$ 344,299	\$ 341,129
Environment and Resource Conservation	\$ 856,506	\$ 901,161	\$ 1,022,722	\$ 1,016,174	\$ 1,093,616	\$ 980,657
Non-Departmental	\$ 81,319	\$ 181,624	\$ 63,416	\$ 219,954	\$ 269,147	\$ 73,782
Planning	\$ 2,474,523	\$ 2,604,894	\$ 2,720,256	\$ 2,640,414	\$ 2,835,391	\$ 2,682,212
Total Function Expenditures	\$ 3,696,152	\$ 3,880,824	\$ 4,138,847	\$ 4,180,762	\$ 4,542,453	\$ 4,077,780
<i>Offsetting Revenue</i>	<i>\$ (1,205,441)</i>	<i>\$ (1,147,239)</i>	<i>\$ (1,094,185)</i>	<i>\$ (841,573)</i>	<i>\$ (771,126)</i>	<i>\$ (771,126)</i>
County Costs (net)	\$ 2,490,711	\$ 2,733,586	\$ 3,044,662	\$ 3,339,189	\$ 3,771,327	\$ 3,306,654
Visitors Bureau Fund						
Visitors Bureau Fund	\$ 751,666	\$ 926,561	\$ 1,021,886	\$ 1,120,747	\$ 941,691	\$ 941,691
Total Expenditures	\$ 751,666	\$ 926,561	\$ 1,021,886	\$ 1,120,747	\$ 941,691	\$ 941,691
<i>Offsetting Revenue</i>	<i>\$ (772,164)</i>	<i>\$ (839,514)</i>	<i>\$ (1,021,886)</i>	<i>\$ (1,181,927)</i>	<i>\$ (941,691)</i>	<i>\$ (941,691)</i>
County Costs (net)	(\$ 20,498)	\$ 87,047	\$ 0	(\$ 61,180)	\$ 0	\$ 0
Total Community and Environment and Related Expenditures	\$ 4,447,819	\$ 4,807,385	\$ 5,160,733	\$ 5,301,509	\$ 5,484,144	\$ 5,019,471

(1) This function includes the Arts Commission. The Economic Development division is located in the Community and Environment function.

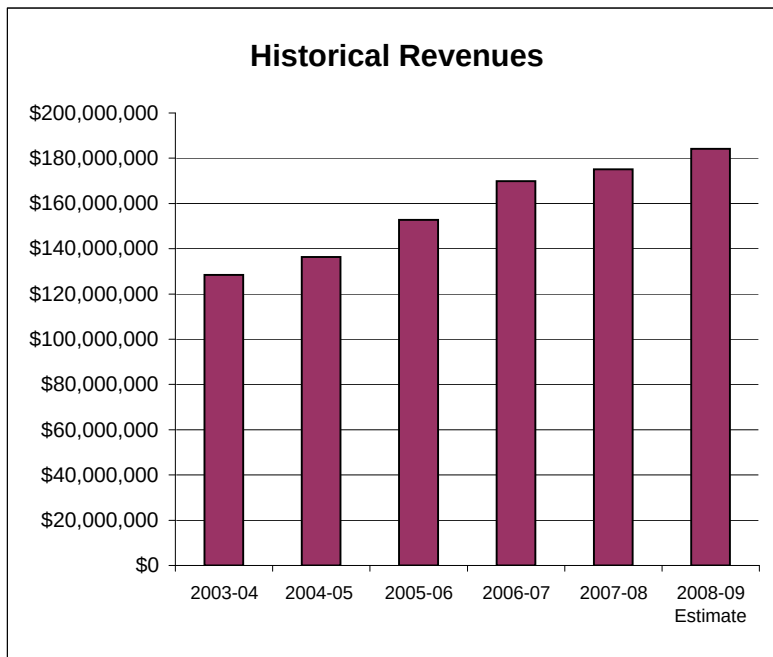
Public Safety

Summary

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Department (General Fund)						
Courts	\$ 140,416	\$ 166,129	\$ 145,900	\$ 184,686	\$ 178,700	\$ 178,700
Emergency Services	\$ 5,787,122	\$ 6,195,965	\$ 6,804,065	\$ 6,368,449	\$ 6,309,391	\$ 6,236,490
Non-Departmental	\$ 394,048	\$ 466,093	\$ 307,260	\$ 324,219	\$ 380,654	\$ 380,654
Sheriff	\$ 8,746,608	\$ 9,576,875	\$ 9,927,199	\$ 9,690,224	\$ 10,243,091	\$ 10,160,631
Total Function Expenditures	\$ 15,068,194	\$ 16,405,062	\$ 17,184,424	\$ 16,567,578	\$ 17,111,836	\$ 16,956,475
<i>Offsetting Revenue</i>	<i>\$ (5,763,934)</i>	<i>\$ (5,193,119)</i>	<i>\$ (5,397,151)</i>	<i>\$ (5,370,691)</i>	<i>\$ (5,142,548)</i>	<i>\$ (5,142,548)</i>
County Costs (net)	\$ 9,304,260	\$ 11,211,943	\$ 11,787,273	\$ 11,196,887	\$ 11,969,288	\$ 11,813,927
Emergency Telephone Fund						
Emergency Telephone Fund	\$ 851,547	\$ 584,899	\$ 723,717	\$ 802,941	\$ 503,604	\$ 501,227
Total Expenditures	\$ 851,547	\$ 584,899	\$ 723,717	\$ 802,941	\$ 503,604	\$ 501,227
<i>Offsetting Revenue</i>	<i>\$ (740,917)</i>	<i>\$ (770,995)</i>	<i>\$ (723,717)</i>	<i>\$ (690,976)</i>	<i>\$ (503,604)</i>	<i>\$ (501,227)</i>
County Costs (net)	\$ 110,630	\$ 186,096	\$ 0	\$ 111,965	\$ 0	\$ 0
Total Public Safety and Related Expenditures	\$ 15,919,741	\$ 16,989,961	\$ 17,908,141	\$ 17,370,519	\$ 17,615,440	\$ 17,457,702

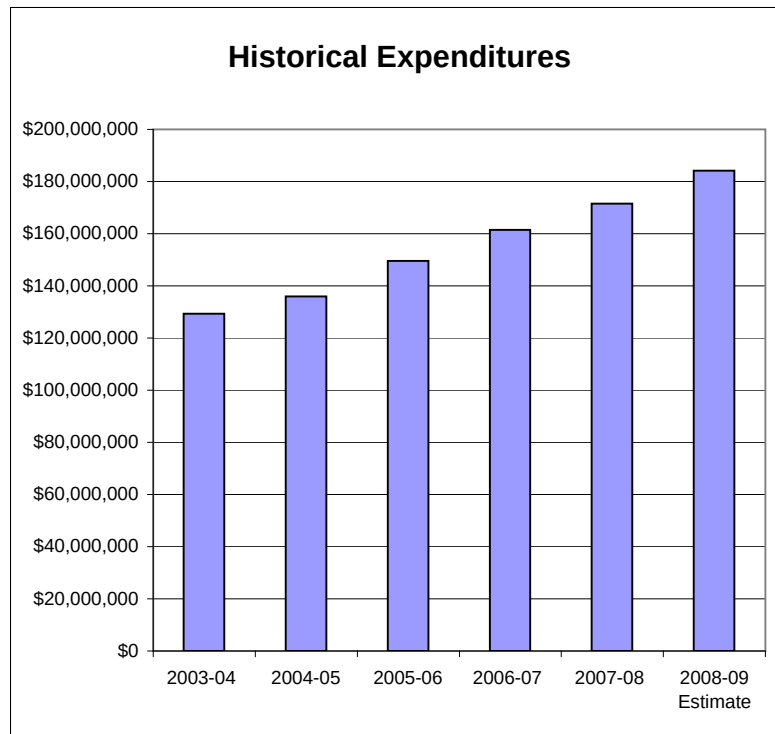
Historical Revenues

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09 Estimate
Property Taxes	\$83,080,958	\$89,293,268	\$100,901,962	\$111,803,542	\$119,548,198	\$127,252,000
Sales Tax	\$19,865,785	\$19,786,268	\$21,176,361	\$22,192,867	\$22,677,936	\$19,515,260
Licenses and Permits	\$226,717	\$256,850	\$268,571	\$332,545	\$354,569	\$287,500
Intergovernmental	\$13,711,768	\$14,938,881	\$15,501,959	\$18,798,427	\$16,927,073	\$18,521,732
Charges for Services	\$7,870,879	\$8,480,216	\$10,380,766	\$10,743,557	\$10,137,748	\$9,575,538
Investment Earnings	\$221,670	\$526,505	\$1,209,164	\$1,803,382	\$1,582,133	\$675,000
Miscellaneous	\$523,681	\$577,883	\$495,514	\$511,215	\$517,886	\$1,545,000
Transfers from Other Funds	\$2,975,167	\$2,454,825	\$2,870,000	\$3,683,545	\$3,401,082	\$2,835,165
Appropriated Fund Balance	\$0	\$0	\$0	\$0	\$0	\$4,000,126
Total Revenue	\$128,476,625	\$136,314,696	\$152,804,297	\$169,869,080	\$175,146,625	\$184,207,321



Historical Expenditures

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09 Estimate
Governing & Management	\$5,087,135	\$6,234,336	\$7,073,018	\$7,766,506	\$8,805,390	\$9,671,286
General Services	\$8,304,167	\$9,159,258	\$9,549,688	\$9,949,028	\$10,102,823	\$13,175,244
Community & Environment	\$3,097,490	\$3,250,748	\$3,345,826	\$3,696,152	\$3,880,824	\$4,180,762
Human Services	\$29,542,793	\$30,503,998	\$31,825,581	\$33,766,150	\$35,052,290	\$38,931,089
Public Safety	\$13,226,246	\$13,665,359	\$14,243,853	\$15,068,194	\$16,405,062	\$16,567,578
Culture & Recreation	\$2,509,123	\$2,884,983	\$3,025,126	\$3,286,189	\$3,281,897	\$3,677,288
Education	\$46,461,682	\$48,752,268	\$52,271,554	\$56,993,744	\$60,463,033	\$63,731,083
Non-Departmental	\$21,047,639	\$21,464,135	\$28,290,933	\$30,930,554	\$33,512,618	\$34,272,991
Total Expenditures	\$129,276,274	\$135,915,085	\$149,625,579	\$161,456,517	\$171,503,937	\$184,207,321



General Fund Expenditures

Percentage Change Year to Year

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	Year To Year Change	2008-09 Original Budget	Year to Year Change	2009-10 Commissioner Approved	Year to Year Change
Governing & Management							
Board of County Commissioners	\$501,227	\$501,608	0.08%	\$601,495	19.91%	\$573,142	-4.71%
Legal Services	\$0	\$0	0.00%	\$0	0.00%	\$334,754	
County Manager	\$980,070	\$1,056,411	7.79%	\$1,112,093	5.27%	\$975,371	-12.29%
Animal Services	\$1,558,943	\$1,614,651	3.57%	\$1,724,497	6.80%	\$1,695,137	-1.70%
Financial Services	\$719,190	\$747,855	3.99%	\$832,717	11.35%	\$870,239	4.51%
Purchasing and Central Services	\$2,112,308	\$2,624,239	24.24%	\$2,910,654	10.91%	\$2,838,892	-2.47%
Human Resources	\$731,951	\$745,017	1.79%	\$892,472	19.79%	\$801,506	-10.19%
Non-Departmental	\$1,162,816	\$1,515,609	30.34%	\$1,450,753	-4.28%	\$593,860	-59.07%
Total Governing & Management	\$7,766,505	\$8,805,390	13.38%	\$9,524,681	8.17%	\$8,682,901	-8.84%

General Services							
Board of Elections	\$405,537	\$616,013	51.90%	\$571,075	-7.29%	\$630,007	10.32%
Information Technology	\$1,314,552	\$1,446,195	10.01%	\$1,810,181	25.17%	\$1,783,535	-1.47%
Register of Deeds	\$940,243	\$977,832	4.00%	\$1,034,357	5.78%	\$1,012,257	-2.14%
Tax Assessor	\$1,336,789	\$1,371,893	2.63%	\$1,271,543	-7.31%	\$1,355,264	6.58%
Tax Collector	\$844,930	\$866,280	2.53%	\$878,162	1.37%	\$915,394	4.24%
Public Works	\$3,354,368	\$4,032,495	20.22%	\$5,196,826	28.87%	\$5,274,868	1.50%
Sanitation	\$1,747,928	\$782,169	-55.25%	\$2,522,868	222.55%	\$2,150,250	-14.77%
Non-Departmental	\$4,680	\$9,945	112.50%	\$100,549	911.05%	\$100,549	0.00%
Total General Services	\$9,949,027	\$10,102,822	1.55%	\$13,385,561	32.49%	\$13,222,124	-1.22%

Community & Environment							
Economic Development	\$283,805	\$193,146	-31.94%	\$332,453	72.13%	\$341,129	2.61%
Environment & Resource Conservation	\$572,213	\$604,922	5.72%	\$722,427	19.42%	\$680,114	-5.86%
Planning	\$2,474,523	\$2,604,894	5.27%	\$2,720,256	4.43%	\$2,682,212	-1.40%
Soil & Water	\$284,293	\$296,239	4.20%	\$300,295	1.37%	\$300,543	0.08%
Non-Departmental	\$81,319	\$181,624	123.35%	\$63,416	-65.08%	\$73,782	16.35%
Total Community & Environment	\$3,696,153	\$3,880,825	5.00%	\$4,138,847	6.65%	\$4,077,780	-1.48%

Human Services							
Social Services	\$20,154,676	\$20,640,488	2.41%	\$21,138,150	2.41%	\$19,231,674	-9.02%
Health	\$6,302,495	\$6,760,103	7.26%	\$7,516,553	11.19%	\$6,913,452	-8.02%
Cooperative Extension	\$482,369	\$510,205	5.77%	\$504,848	-1.05%	\$476,404	-5.63%
Aging and OPT	\$2,482,527	\$2,525,191	1.72%	\$2,363,160	-6.42%	\$2,382,798	0.83%
Human Rights and Relations	\$294,497	\$430,751	46.27%	\$389,891	-9.49%	\$350,842	-10.02%
Child Support	\$833,086	\$865,581	3.90%	\$901,568	4.16%	\$870,345	-3.46%
Mental Health	\$1,310,145	\$1,314,914	0.36%	\$1,370,973	4.26%	\$1,370,973	0.00%
Non-Departmental	\$1,906,356	\$2,005,057	5.18%	\$1,978,234	-1.34%	\$1,817,993	-8.10%
Total Human Services	\$33,766,151	\$35,052,290	3.81%	\$36,163,377	3.17%	\$33,414,481	-7.60%

General Fund Expenditures

Percentage Change Year to Year

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	Year To Year Change	2008-09 Original Budget	Year to Year Change	2009-10 Commissioner Approved	Year to Year Change
Public Safety							
Sheriff	\$8,746,608	\$9,576,875	9.49%	\$9,927,199	3.66%	\$10,160,631	2.35%
Emergency Management Services	\$5,787,122	\$6,195,965	7.06%	\$6,804,065	9.81%	\$6,236,490	-8.34%
Courts	\$140,416	\$166,129	18.31%	\$145,900	-12.18%	\$178,700	22.48%
Non-Departmental	\$394,048	\$466,093	18.28%	\$307,260	-34.08%	\$380,654	23.89%
Total Public Safety	\$15,068,194	\$16,405,062	8.87%	\$17,184,424	4.75%	\$16,956,475	-1.33%
Culture & Recreation							
Recreation & Parks	\$1,555,866	\$1,543,539	-0.79%	\$1,928,386	24.93%	\$1,984,977	2.93%
Library Services	\$1,117,805	\$1,089,318	-2.55%	\$1,138,875	4.55%	\$1,567,542	37.64%
Arts Commission	\$128,802	\$166,544	29.30%	\$132,569	-20.40%	\$127,192	-4.06%
Other Municipal Support	\$375,141	\$375,141	0.00%	\$375,141	0.00%	\$375,141	0.00%
Non-Departmental	\$108,575	\$107,356	-1.12%	\$113,617	5.83%	\$105,681	-6.98%
Total Culture & Recreation	\$3,286,189	\$3,281,898	-0.13%	\$3,688,588	12.39%	\$4,160,533	12.79%
Education							
Current Expense	\$53,793,744	\$56,997,460	5.96%	\$61,127,630	7.25%	\$59,045,729	-3.41%
Non-Departmental	\$800,000	\$988,000	23.50%	\$988,000	0.00%	\$988,000	0.00%
Other Related County Support	\$0	\$77,573	0.00%	\$190,046	144.99%	\$0	
Recurring Capital	\$2,400,000	\$2,400,000	0.00%	\$2,607,085	8.63%	\$3,015,000	15.65%
Total Education	\$56,993,744	\$60,463,033	6.09%	\$64,912,761	7.36%	\$63,048,729	-2.87%
Non-Departmental							
Debt Service	\$22,667,297	\$24,159,105	6.58%	\$25,915,813	7.27%	\$25,730,218	-0.72%
Other Related County Support	\$0	\$0	0.00%	\$0	0.00%	\$0	
Transfers to Other Funds	\$8,263,257	\$9,353,512	13.19%	\$8,091,528	-13.49%	\$8,295,798	2.52%
Total Non-Departmental	\$30,930,554	\$33,512,617	8.35%	\$34,007,341	1.48%	\$34,026,016	0.05%
Total Expenditures	\$161,456,517	\$171,503,937	6.22%	\$183,005,580	13.35%	\$177,589,039	-2.96%

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 \$19.15 million or about 10.4 percent of estimated fiscal year 2008-09 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 2009-10 budgeted General Fund Expenditures is anticipated to be about 10.8 percent, also surpassing the LGC recommended minimum. The projected level of fund balance is appropriate to ensure that the County has adequate resources for unforeseen emergencies, revenue fluctuations and to maintain a strong financial condition in accordance with Board of County Commissioner directives. The County's overall financial position is expected to remain stable over the next several years.

	General Fund	Special Revenue Funds
Beginning Balance July 1, 2008	36,454,369	7,577,820
Revenues (FY 2008-09 Year End Estimates)		
Taxes	146,180,151	3,985,796
Licenses and Permits	287,500	0
Intergovernmental	17,855,090	5,750,371
Charges for Services	9,601,317	1,952,591
Investment Earnings	675,000	93,803
Operating Transfers In	2,117,445	738,682
Miscellaneous	1,545,000	210,352
Total Revenues	178,261,503	12,731,595
Expenditures By Function (FY 2008-09 Year-End Estimates)		
Governing and Management	9,351,651	0
General Services	12,456,508	159,789
Human Services	35,796,408	5,364,664
Culture and Recreation	3,453,425	0
Community and Environment	4,049,184	2,774,690
Public Safety	16,797,602	4,372,018
Education		
Current Expense	62,119,260	0
Fair Funding	988,000	0
Recurring Capital	1,615,455	0
School Related Debt Service	19,668,121	0
School Capital Reserve Fund	0	585,165
<i>Total Education</i>	<i>84,390,836</i>	<i>585,165</i>
County Related Debt Service	6,345,808	0
Operating and Residual Transfers Out	11,939,090	0
Total Expenditures	184,580,512	13,256,326
Excess of Revenues Over Expenditures	(6,319,009)	(524,731)
Ending Balance, 6/30/2009 (Estimated)	30,135,360	7,053,089
Less:		
Fund Balance Reserved ⁽¹⁾	(10,980,000)	(720,861)
Fund Balance Designated for Subsequent Year ⁽²⁾	0	(71,289)
Undesignated Fund Balance	19,155,360	6,260,939
Fund Balance as a Percent of FY 2008-09 Expenditures	10.38%	47.23%
Fund Balance as a Percent of FY 2009-10 Budget	10.79%	49.76%

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

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

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

	2008-09 Original Budget	2008-09 Estimated Valuation and Collections	2009-10 Commissioner Approved
Assessed Valuation of Real, Personal and Corporate Excess	\$11,940,513,287	\$11,971,639,591	\$14,547,363,751
Assessed Valuation of Motor Vehicles	<u>\$910,163,146</u>	<u>\$861,952,119</u>	<u>\$821,755,450</u>
Total Assessed Valuation	\$12,850,676,433	\$12,833,591,710	\$15,369,119,201
Ad Valorem Tax Rate per \$100 of Assessed Valuation	0.9980	0.9980	0.8580
General Fund Levy	\$128,249,751	\$128,079,245	\$131,867,043
Collection Rate (excluding motor vehicles)	99.00%	99.25%	98.00%
Collection Rate (motor vehicles only)	99.00%	98.50%	97.00%
Property Tax Collections (Real, Personal, Corporate Excess)	\$117,974,659	\$118,580,886	\$122,320,053
Property Tax Collections (motor vehicles only)	\$8,992,594	\$8,473,248	\$6,839,142

1 Cent on the Tax Rate Equals:	\$1,272,224	\$1,273,088	\$1,505,359

Totals may be slightly off due to rounding.

Appropriations by County Department

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

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Aging	\$ 1,477,352	\$ 1,436,297	\$ 1,411,461	\$ 1,540,348	\$ 1,584,817	\$ 1,521,600
Animal Services	\$ 1,558,943	\$ 1,614,651	\$ 1,724,497	\$ 1,627,448	\$ 1,718,116	\$ 1,695,137
Asset Magmt & Purchasing	\$ 5,466,676	\$ 6,656,734	\$ 8,107,480	\$ 7,964,579	\$ 8,335,064	\$ 8,319,213
Board of County Commissioners	\$ 501,227	\$ 501,608	\$ 601,495	\$ 620,150	\$ 588,853	\$ 573,142
Board of Elections	\$ 405,537	\$ 616,013	\$ 571,075	\$ 613,074	\$ 634,177	\$ 630,007
Child Support Enforcement	\$ 833,086	\$ 865,581	\$ 901,568	\$ 905,764	\$ 883,454	\$ 870,345
Cooperative Extension	\$ 482,370	\$ 510,205	\$ 504,848	\$ 484,063	\$ 504,711	\$ 476,404
County Manager	\$ 1,274,567	\$ 1,487,162	\$ 1,501,984	\$ 1,487,241	\$ 1,149,436	\$ 1,120,760
Courts	\$ 140,416	\$ 166,129	\$ 145,900	\$ 184,686	\$ 178,700	\$ 178,700
Economic Development	\$ 412,607	\$ 359,690	\$ 465,022	\$ 438,533	\$ 472,283	\$ 468,321
Efland Sewer	\$ 171,950	\$ 156,465	\$ 184,250	\$ 176,486	\$ 212,900	\$ 212,900
Emergency Services	\$ 5,787,122	\$ 6,195,965	\$ 6,804,065	\$ 6,368,449	\$ 6,309,391	\$ 6,236,490
Environ. & Resource Conserv.	\$ 856,506	\$ 901,161	\$ 1,022,722	\$ 1,016,174	\$ 1,093,616	\$ 980,657
Financial Services	\$ 719,190	\$ 747,855	\$ 832,717	\$ 898,374	\$ 878,162	\$ 870,239
Health	\$ 6,302,495	\$ 6,760,103	\$ 7,516,553	\$ 7,028,364	\$ 7,117,785	\$ 6,913,452
Housing & Community Dvpmt.	\$ 4,183,980	\$ 4,211,058	\$ 4,057,434	\$ 4,019,734	\$ 4,359,973	\$ 4,355,020
Human Resources	\$ 731,951	\$ 745,017	\$ 892,472	\$ 787,038	\$ 863,777	\$ 801,506
Information Technologies	\$ 1,314,552	\$ 1,446,195	\$ 1,810,181	\$ 1,781,211	\$ 1,843,836	\$ 1,783,535
Legal Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 337,131	\$ 334,754
Library Services	\$ 1,117,805	\$ 1,089,318	\$ 1,138,875	\$ 1,132,851	\$ 1,293,736	\$ 1,567,542
Mental Health	\$ 1,310,145	\$ 1,314,914	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973
Orange Public Transportation	\$ 1,005,174	\$ 1,088,894	\$ 951,699	\$ 1,019,661	\$ 871,104	\$ 861,198
Parks and Recreation	\$ 1,555,866	\$ 1,543,539	\$ 1,928,386	\$ 1,921,366	\$ 2,120,282	\$ 1,984,977
Planning	\$ 2,474,523	\$ 2,604,894	\$ 2,720,256	\$ 2,640,414	\$ 2,835,391	\$ 2,682,212

Appropriations by County Department

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

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Register of Deeds	\$ 940,243	\$ 977,832	\$ 1,034,357	\$ 1,020,680	\$ 1,025,585	\$ 1,012,257
Sheriff	\$ 8,746,608	\$ 9,576,875	\$ 9,927,199	\$ 9,690,224	\$ 10,243,091	\$ 10,160,631
Social Services	\$ 20,154,676	\$ 20,640,488	\$ 21,138,150	\$ 24,278,191	\$ 19,662,040	\$ 19,231,674
Solid Waste	\$ 6,560,545	\$ 8,400,793	\$ 13,019,331	\$ 11,188,220	\$ 9,151,402	\$ 9,116,097
Solid Waste - Sanitation	\$ 1,747,928	\$ 782,169	\$ 2,522,868	\$ 2,725,683	\$ 2,162,319	\$ 2,150,250
Tax Assessor	\$ 1,435,435	\$ 1,446,206	\$ 1,454,792	\$ 1,453,407	\$ 1,536,213	\$ 1,521,553
Tax Collector	\$ 844,930	\$ 866,280	\$ 878,162	\$ 901,404	\$ 925,300	\$ 915,394
Visitors Bureau	\$ 751,666	\$ 926,561	\$ 1,021,886	\$ 1,120,747	\$ 941,691	\$ 941,691
Total Expenditures	<u>\$ 81,266,070</u>	<u>\$ 86,636,650</u>	<u>\$ 98,162,658</u>	<u>\$ 98,405,538</u>	<u>\$ 93,205,309</u>	<u>\$ 91,858,631</u>

Aging

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Aging (General Fund)						
						Account: 4300
Personnel Services	\$ 869,792	\$ 1,025,997	\$ 1,079,279	\$ 1,091,380	\$ 1,167,350	\$ 1,081,383
Operations	\$ 602,255	\$ 397,693	\$ 332,182	\$ 440,945	\$ 415,347	\$ 440,217
Capital Outlay	\$ 5,305	\$ 12,607	\$ 0	\$ 8,023	\$ 2,120	\$ 0
Total Expenditures	\$ 1,477,352	\$ 1,436,297	\$ 1,411,461	\$ 1,540,348	\$ 1,584,817	\$ 1,521,600
Offsetting Revenues	\$ (482,154)	\$ (487,843)	\$ (412,894)	\$ (524,588)	\$ (630,051)	\$ (599,104)
County Costs (net)	\$ 995,198	\$ 948,454	\$ 998,567	\$ 1,015,760	\$ 954,766	\$ 922,496
Senior Health Wellness Coordination/Wellness Program (Grant Fund)						
Personnel Services	\$ 58,185	\$ 64,648	\$ 86,284	\$ 61,178	\$ 61,945	\$ 61,153
Operations	\$ 47,290	\$ 63,360	\$ 37,159	\$ 63,730	\$ 32,779	\$ 32,779
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 105,474	\$ 128,007	\$ 123,443	\$ 124,908	\$ 94,724	\$ 93,932
Offsetting Revenues	\$ (83,711)	\$ (122,575)	\$ (87,000)	\$ (86,500)	\$ (57,000)	\$ (57,000)
County Costs (net)	\$ 21,763	\$ 5,432	\$ 36,443	\$ 38,408	\$ 37,724	\$ 36,932
Total Aging and Related Expenditures	\$ 1,582,827	\$ 1,564,304	\$ 1,534,904	\$ 1,665,256	\$ 1,679,541	\$ 1,615,532

Department By Division

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Program (General Fund)						
Administration	\$ 189,460	\$ 208,702	\$ 236,490	\$ 244,044	\$ 234,423	\$ 232,441
Community Based Services	\$ 657,575	\$ 571,702	\$ 521,150	\$ 604,645	\$ 725,232	\$ 671,130
Elder Care Program	\$ 485,485	\$ 503,897	\$ 472,879	\$ 509,871	\$ 442,450	\$ 438,091
Retired Senior Volunteer Program	\$ 144,832	\$ 151,997	\$ 180,942	\$ 181,789	\$ 182,712	\$ 179,938
Total Expenditures	\$ 1,477,352	\$ 1,436,297	\$ 1,411,461	\$ 1,540,348	\$ 1,584,817	\$ 1,521,600
Offsetting Revenue	\$ (482,154)	\$ (487,843)	\$ (412,894)	\$ (524,588)	\$ (630,051)	\$ (599,104)
County Costs (net)	\$ 995,198	\$ 948,454	\$ 998,567	\$ 1,015,760	\$ 954,766	\$ 922,496
Senior Health Wellness Coordination/Wellness Program (Grant Fund)						
Senior Health Coordination	\$ 105,474	\$ 128,007	\$ 123,443	\$ 124,908	\$ 94,724	\$ 93,932
Total Expenditures	\$ 105,474	\$ 128,007	\$ 123,443	\$ 124,908	\$ 94,724	\$ 93,932
Offsetting Revenue	\$ (83,711)	\$ (122,575)	\$ (87,000)	\$ (86,500)	\$ (57,000)	\$ (57,000)
County Costs (net)	\$ 21,763	\$ 5,432	\$ 36,443	\$ 38,408	\$ 37,724	\$ 36,932
Total Department on Aging and Related Expenditures	\$ 1,582,827	\$ 1,564,304	\$ 1,534,904	\$ 1,665,256	\$ 1,679,541	\$ 1,615,532

Aging - Administration

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.

Department on Aging - continued

- 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

- Make updated Eldercare Resource Guide available to the public and 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 Master Aging Plan objectives as approved by the Board of County Commissioners.
- Monitor the management of a non-profit agency that operates adult day health program in its new facility at the Triangle Sportsplex/Central Orange Senior Center.
- Open new Central Orange Senior Center facility at the Triangle Sportsplex.
- Implement 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.

Aging – Community Based Services

Major Services

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

Department on Aging - continued

Outcomes

- Assume management of the daily lunch service provided in the two senior centers. The quality of the meals served has improved and dinnerware has replaced disposable items in an effort to offer a 'greener' service.
- Volunteer service to the centers increased to more than 5,000 hours with a value of over \$50,000.
- Continue the Chapel Hill Parks and Recreation Department special event offerings under contract with the Town, including eight, low-cost day and overnight trips.
- 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 quarterly newspaper.
- Negotiate with Triangle Sportsplex for a reduced senior membership rate available through the Central Orange Senior Center.
- An estimated 5,000 seniors attend visit the Seymour and Central Orange Senior Centers each month.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimated	2009-10 Projected
Total # of Senior Center contacts	91,306	112,000	120,000	115,000	120,000
# of Senior Lunches served # of unduplicated people served	2,600	2,800	2,800	3,000	35,000 3,000
# of low-cost overnight trips	8	6	6	8	8
# of senior center volunteers	65	65	65	70	75
# of Senior Net volunteers	25	25	25	20	25
# of participation in Wellness	17,583	18,000	18,500	20,000	20,000

Program Highlights

- The Central Orange Senior Center at the Sportsplex was opened in January 2009.
- The program offerings at the Robert and Pearl Seymour Center will continue to expand, especially those programs targeted for the "boomers."

Aging – Elder Care

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.

Department on Aging - continued

- 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.
- Coordinate telephone reassurance and durable medical equipment loan programs.
- Provide service coordination at a community apartment complex for low in-come 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 12,900 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 individuals through community presentations on aging issues.
- Provided case assistance and care planning for on-going clients in the community, including 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 family caregivers to foster quality care for chronically ill individuals and reduce caregiver burnout and premature institutionalization.
- Provided individual caregiver counseling to family caregivers.
- Provided short-term individual behavioral counseling for seniors at risk for functional decline due to adjustment-related mood disorders.
- Maintained the SHIIP volunteer program to assist 901 seniors with navigating the health care insurance systems, including Medicare Part D.
- Provided in-home assessments to recommend home modifications, assistive equipment, or adaptive techniques to prevent falls and injury.
- Maintained care management services for frail seniors without social support and CAP.
- Provided dementia education and community outreach to individuals at African American churches and other community groups and initiated a pilot group respite program.
- Provided frail seniors with daily check-in phone calls.
- Provided seniors with portable ramp loans and loaned 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.

Department on Aging - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
# of telephone or walk-in information consultations	2,284	4,930	3,000	12,900	12,000
# of persons receiving in-home aide or respite services	62	60	55	60	57
# of clients receiving care management	24	30	33	35	35
# of clients participating in staff-facilitated psycho-educational support groups	81	100	200	386	300
# of clients receiving individual clinical counseling	81	85	90	116	100
# of people reached through community presentations	1,305	1,500	2,000	2,558	2,500
# of in-home safety and accessibility assessments (OTR/L)			75	104	75

Aging – RSVP

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.

Department on Aging - continued

2. RSVP ESL Program (based on possible reinstatement with RSVP)-Recruit and train volunteers to tutor English as a 2nd 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.

Outcomes

- Maintain a core of approximately 600 volunteers through ongoing recruiting and reactivating efforts.
- 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 110 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 100 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), Chatham Co. Council on Aging (Pittsboro and Siler City sites).
 4. 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.

Department on Aging - continued

5. 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.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
# Of RSVP volunteers	*558	570	600	588	600
# Of volunteer service hours	**63,420	64,500	65,000	66,388	65,000
# Of non-profit agencies served	114	110	***110	104	110
# of VITA tax volunteers	95	87	102	91	102
Computer trained preparers:	68	50	65	54	65
Administrative volunteers:	27	12	6	8	6
Site Coordinators:			18	22	18
Appointment schedulers:			13	13	13
# of persons helped by VITA	2,041	2,100	2,050	2,490	2,050
Value of volunteer hours donated to county agencies (calculated @ \$16.05/hour 2002 Eco. Report to the Pres.)	\$1,015,988	\$1,035,225	\$1,043,250	\$1,065,527	\$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 Central Orange Senior Center, consolidating Hillsborough, Efland, and Cedar Grove senior services into one location, opened in January 2009. The county will realize the full year operations costs in FY 2009-10. No additional staff was hired to operate the center.
- The FY 2009-10 General Fund contribution for the Senior Health Coordination/Wellness grant program is \$36,932.

Department on Aging - continued

- Proposed change in senior center hours:

	Current Hours		Proposed Hours	
Seymour Center	M, T, W, Th	8am-10pm	T, W	8am-10pm
	F	8am-5pm	M, Th, F	8am-5pm
	Sa	8am-2pm	Sa	8am-2pm
Central Orange Senior Center	T, W, F	8am-5pm	T, W, F	8am-5pm
	M, Th	8am-9pm	M, Th	8am-9pm

Note: Changes at the Seymour Center will take effect September 1, 2009 since the summer schedule has been printed in the Senior Times. Friends of Seymour Center will reimburse additional summer hours.

Changes in Service Delivery (\$47,143 Reduction):

- Discontinue payment for home modification and up-fit service.
- Eliminate paid student interns.
- Reduce trainer/monitor hours for the Seymour Center Fitness Studio.
- Reduce funds for supplies used for major events held at each Senior Center.
- Reduce postage and duplicating costs.
- Reduce purchases of in-home aide services.
- Reduce support for the weekly "In Praise of Age" public television program.
- Reduce VITA tax preparation services.
- Discontinue management of Friend-To-Friend volunteer match project.
- Reduce evening hours at Seymour Center from four to two nights per week.

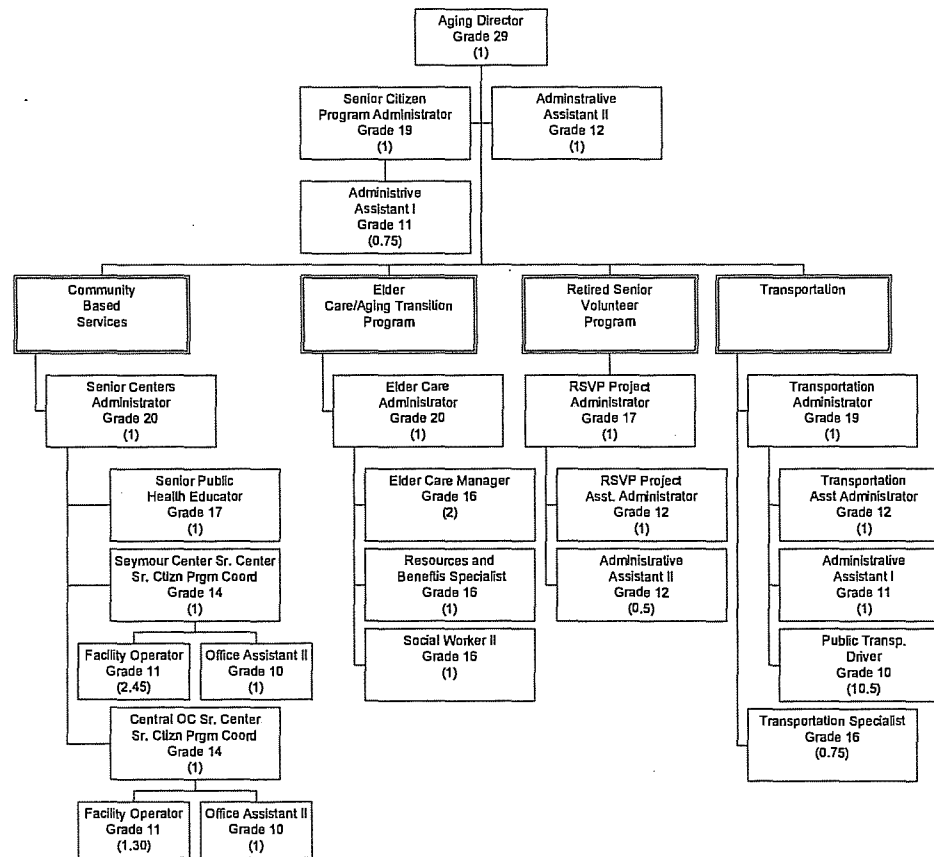
New Programs/Services (\$24,285):

- Nutrition Program
 - Program Cost: \$190,000.
 - The program will provide hot, noon meals to the targeted population of low-income older adults on a donation bases at both senior centers. The administration of this program will transfer from Joint Orange-Chatham Community Action (JOCCA) to the Department on Aging on July 1, 2009.
 - The department has tentative revenues totaling \$165,000, pending the approval of local jurisdictions' budgets.
 - Program requires a general fund contribution of \$24,285. JOCCA, through the Outside Agency Process, has received \$25,000 for this program for several years.

Cost of New Facilities (\$42,860):

- Increased operational costs associated with the COSC enter are in the Public Works' budget.

Department on Aging and Transportation



FY 2009 -10

Animal Services

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Animal Services (General Fund)						Account: 2152
Personnel Services	\$ 1,181,030	\$ 1,254,589	\$ 1,317,737	\$ 1,282,945	\$ 1,377,910	\$ 1,354,931
Operations	\$ 363,031	\$ 358,294	\$ 397,430	\$ 339,295	\$ 340,206	\$ 340,206
Capital Outlay	\$ 14,882	\$ 1,768	\$ 9,330	\$ 5,208	\$ 0	\$ 0
Total Expenditures	\$ 1,558,943	\$ 1,614,651	\$ 1,724,497	\$ 1,627,448	\$ 1,718,116	\$ 1,695,137
Offsetting Revenues	\$ (379,243)	\$ (405,622)	\$ (397,571)	\$ (402,071)	\$ (397,421)	\$ (397,421)
County Costs (net)	\$ 1,179,700	\$ 1,209,029	\$ 1,326,926	\$ 1,225,377	\$ 1,320,695	\$ 1,297,716

Department By Division

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Program (General Fund)						
Administration	\$ 175,529	\$ 208,147	\$ 211,588	\$ 218,093	\$ 343,666	\$ 341,289
Animal Control	\$ 573,371	\$ 579,048	\$ 598,121	\$ 589,663	\$ 506,464	\$ 498,540
Animal Shelter	\$ 810,043	\$ 827,456	\$ 914,788	\$ 819,692	\$ 867,986	\$ 855,308
Total Expenditures	\$ 1,558,943	\$ 1,614,651	\$ 1,724,497	\$ 1,627,448	\$ 1,718,116	\$ 1,695,137
Offsetting Revenue	\$ (379,243)	\$ (405,622)	\$ (397,571)	\$ (402,071)	\$ (397,421)	\$ (397,421)
County Costs (net)	\$ 1,179,700	\$ 1,209,029	\$ 1,326,926	\$ 1,225,377	\$ 1,320,695	\$ 1,297,716

Animal Services – Administration

Major Services

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

Objectives

- Ensure efficient, cost-effective, customer-focused services for all animal services
- Assure public health and safety through programs that support community livability and animal protection
- Lead the review of policies, ordinances, services and enforcement strategies pertinent to animal services
- Coordinate and oversee complex investigations and customer complaints
- Develop and oversee a strategic plan for spay/neuter in the community.

Outcomes

- Oversee and coordinate the integration of animal sheltering and animal control into a single cohesive integrated department
- Monitor departmental budget and alert County management to trends impacting costs and/or revenues

Animal Services - continued

- Foster effective, positive public relations and community understanding and cooperation around departmental objectives

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
ASAB Meetings & Support	11	11	11		10
Website	Revised/ Updated	Maintained	Updated/ Maintained	Updated/ Maintained	Updated/ Maintained
Program Review	Completed	Ongoing	Ongoing	Ongoing	Ongoing
Community Spay/Neuter	Created	Develop program	Manage program	Manage program	Manage program
Monthly Service Reports*	Revised	Ongoing	Ongoing	Ongoing	Ongoing
Volunteer Hours	4898	5598	6256	6256	6881

* To view current and past copies of the Monthly Service Report, visit www.co.orange.nc.us/animalservices/reports.asp

Other Measures

- Staff was integral to the design and construction for the County's new Animal Services Center, which opened to the public June 1, 2009. Construction was completed in less than 18 months in order to close down the old Animal Shelter for the beginning of the University of North Carolina-Chapel Hill's Carolina North. Staff is continuing to outfit the facility's surgical suite and various other areas of the Center.
- Staff prepared for the transition to the County's new Animal Services Center in a number of interrelated ways. These included an effective communication program regarding changes in location and telephone numbers; a migration plan resulting in the successful movement of approximately 200 animals in less than a day; and the development of standard guidelines for different operations in the new facility.
- Staff initiated departmental reorganization by merging the department's three existing locations and divisions (shelter, animal control and administration) into one central location. Given this merger and the need to provide balanced internal support, staff also coordinated with Human Resources to reorganize customer service and administrative duties through the creation of an Office Supervisor position that oversees all Office Assistants and most Administrative staff.
- Staff evaluated and planned the in-house spay and neuter of adoptable dogs and cats. Such sterilization will be initiated in FY0910 in lieu of continued outsourcing to community veterinary clinics, as a more cost-effective and labor saving method of spaying and neutering animals prior to their adoption.
- Staff coordinated the development and adoption of an amendment to restrict the tethering of dogs as part of the County's Animal Ordinance. The Board of County Commissioners approved the amendment in November of 2008, which includes a one-year period of outreach and education before becoming effective in November of 2009. With only warnings being issued for six months once it becomes effective, the amendment becomes fully enforceable in May of 2010. Staff is working to educate the public about the new restrictions on the tethering ordinance change and help provide them with needed information about alternative containment methods. Staff is also providing several scheduled report updates to the BOCC, the first of which was completed in June 2009.

Animal Services - continued

- Staff supported and coordinated the standing committee of the ASAB responsible for hearing appeals of potentially dangerous dog declarations (as mandated by North Carolina General Statute). Three such administrative hearings were conducted.
- Staff also supported and coordinated the Pet Overpopulation Committee (POP), an ASAB subcommittee, which is working to develop program guidelines for the Community Spay/Neuter Fund and a strategic plan for reducing to pet overpopulation. The BOCC once again declared February 26th, 2009 "Spay Neuter Day USA" in Orange County.
- On the basis of the Community Spay/Neuter Fund, staff worked with the ASAB and BOCC to establish a partnership with AnimalKind's \$20 Fix program, which offers low-cost spay/neuter vouchers for cats and dogs of County residents that qualify by household income. As a part of this agreement, staff is also working with the County's Department of Social Services (DSS) to offer "no-cost" spay/neuter to some DSS clients. Staff coordinates with DSS staff on a regular basis to inform clients of the opportunity and assist with The \$20 Fix application process.
- 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 oversees ongoing marketing and outreach about animal services, as well as targeted marketing regarding specific initiatives and events (e.g. tethering, new facility move, etc). In addition, media advisories are distributed on an ongoing basis for positive rabies cases, low-cost rabies vaccination clinics, and special departmental activities such as Spay Neuter Day, Home for the Holidays and other major projects or events.
- The department oversees and manages an extensive volunteer program, consisting of hundreds of volunteers that contribute more than 500 hours on average per month. Volunteers assist staff in cleaning and sanitation duties, customer services, and animal socialization and walking. In FY0809, volunteers contributed a total of 6,256 volunteer hours (an average of 521 hours per month). The volunteer program includes regular volunteer training and orientation sessions, and in FY0809, 27 orientations and 16 training sessions were offered.
- Staff was involved in coordination, public outreach and parking alternatives for an ongoing remediation project at the Animal Shelter on Martin Luther King Jr. Blvd. The project was conducted by UNC and was completed at the end of the first quarter of FY0809.

Animal Control

Major Services

- Protect residents and their pets from rabies.

Objectives

- Provide effective rabies surveillance and control in coordination with the County's Health Department and the Veterinary Division of the North Carolina Department of Health.
- Educate pet owners and the general public about rabies and rabies control.
- 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.
- Refer possible human exposures to Communicable Disease Nurses for follow-up and follow-up on possible exposures to companion animals in accordance with statutory requirements

Animal Services - continued

- Promote and to the greatest extent possible ensure cat and dog vaccination among pets registered with Animal Control.
- Promote general awareness of rabies and the requirements of pet owners.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Number of rabies investigations	186	142	200	149	150
Number of specimens tested	142	118	165	127	130
Average monthly vaccinations	1,314	1,312	1,310	1,337	1,321
Low-cost rabies clinics	19	18	20	12	12

Major Services

- Protect the safety of the general public and their animal companions from risks posed by animals
- Protect the public against animal nuisances including injury and loss caused by animals.

Objectives

- Respond to every call for service according to a priority schedule.

Outcomes

- Respond immediately to priority calls such as rabies exposures, animal attacks and/or bites, animals in need of assistance, law enforcement assistance, etc.
- Respond as soon as possible and ordinarily within 24 hours to all other calls.
- After hours, respond to priority calls in the unincorporated parts of the County and on the basis of established contracts do the same in Hillsborough, Chapel Hill and Carrboro.
- Continue to act as a resource for the community regarding nuisance wildlife and refer such calls to private companies to the greatest extent possible.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Total calls	6,650	6,102	6,300	6,245	6,250
Priority calls after hours	690	1,055	643	1,030	1100
Priority after hour responses-- County and Hillsborough	587	522	566	549	550
Priority After Hour Responses-- Chapel Hill and Carrboro	371	322	376	275	300
Wildlife calls	427	314	426	344	361

Major Services

- Register dogs and cats whose owners reside in Orange County according to the requirements of the County and townships of residence.

Animal Services - continued

- Issue kennel permits and pet shop licenses as required by County Ordinance.

Outcomes

- Mail 45,000 to 50,000 registration and renewal forms and process returns in a timely manner
- Register more than 21,000 dogs and cats annually.
- Perform kennel inspections and permit issuance.
- Provide public information on licensing and registration for all County residents.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Number of applications	50,416	51,653	50,000	48,260	50,109
Number of registrations	21,602	21,748	25,000	21,180	21,510
Ratio of registrations to applications	43%	43%	50%	44%	43%
Number of kennel inspections	19	17	16	18	18

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.
- Ensure ongoing training for Animal Control Officers.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Number of cruelty complaints	385	400	347	437	425
Days of cruelty training	27	18	26	23	10

Other Measures:

- Animal Control staff moved their operations as part of the opening of the County's new Animal Services Center on June 1, 2009. As part of this process, they participated in advance planning, and they were involved in the development of new standard guidelines for various areas of their internal operations and field work.
- Animal Control Officers assumed responsibility for after-hour on call services in Chapel Hill and Carrboro as well as Hillsborough and the unincorporated part of the County. This transition in responsibility was made to ensure that trained Animal Control personnel

Animal Services - continued

were responsible for providing such field services, and as a result, Emergency Animal Rescue (EARS) services previously provided by shelter staff have been discontinued.

- Animal Control staff helped to organize and coordinate thirteen (13) low-cost rabies vaccination clinics. Several of these clinics were held in conjunction with the second annual World Rabies Day. Staff coordinated with the News of Orange to produce a "Rabies Watch" that mapped positive cases throughout the calendar year in the County.
- Animal Control staff was involved in other public outreach efforts as well. These included information about animal adoptions and the recovery of lost pets; low-cost spay and neuter opportunities; the opening of the County's new Animal Services Center; and information about the County's new tethering amendment.
- Animal Control, as well as other staff, was involved in developing Standard Operating Guidelines for the implementation and enforcement of the County's new tethering amendment.
- On a selective basis, Animal Control Officers and other Animal Control staff continued to participate in various special events to raise awareness of animal issues and regulations within our community and promote responsible pet ownership.

Animal Shelter

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.
- Comply with applicable regulations from North Carolina's Animal Welfare Act, administered by the Veterinary Division of the North Carolina Department of Agriculture & Consumer Services (NCDA&CS)
- Reunite lost animals with owners.

Outcomes

- Certification as a public animal shelter by the NCDA&CS
- Care for 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 photographs and descriptions of stray animals to improve their recovery.
- Conduct outreach and marketing regarding lost and found animal services

Animal Services - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Animals sheltered (Stray/ Surrendered animals) ⁽¹⁾	4,610 (2,974/1,636)	3957 (2623/ 189)	4,806 ⁽³⁾ (2,989 /1,817)	4504 (2902/1423)	4650 ⁽³⁾ (3040/ 1436)
Reclaim Rate ⁽²⁾	18%	18%	19%	17%	17.5%

⁽¹⁾ Domestic animals only; all wildlife is omitted

⁽²⁾ Rate of stray animal intakes that were reclaimed

⁽³⁾ Includes projected 10% increase for FY 09-10 due to impact of new Animal Services Center

Objective

- Promote the adoption of healthy and stable animals.
- Work with placement partner organizations (aka rescues) to transfer select animals into their care for final placement.

Outcomes

- Offer a website (<http://www.co.orange.nc.us/animalservices/adoption.asp>) that highlights animals available for adoption
- Manage a comprehensive outreach program to present a continuing presence in the community and promote adoptable animals.
- Manage a sustainable marketing effort to create a continuing presence in the community and promote adoptable animals.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Placement rate of adoptable animals ⁽¹⁾	62%	68%	65%	63%	65.5%
Annual promotional events	20	25	25	26	26
Outreach programs	77	70	70	74	75
Provide counseling to each animal adopter.	100%	100%	100%	100%	100%

⁽¹⁾ 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
- Provide each animal with a rabies vaccination and screen for major diseases
- Spay or neuter all appropriate age, adoptable animals prior to adoption and spay/neuter all others at appropriate time.

Animal Services - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Potentially adoptable animals are examined and treatment decisions and protocols developed within 48 hours.	80%	75%	90%	80% ⁽¹⁾	90% ⁽²⁾
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	99.6%	99.9%	99.9%	99.9%	99.9%

⁽¹⁾ New procedures for intake examination were implemented in second half of FY 2008-2009, resulting in 5% increase

⁽²⁾ Increases in projections as a result of new procedures for intake examination in context of operating in new facility.

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

Measures

Measure	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 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 feeds meeting AAFCO ⁽¹⁾ standards specific to	100%	100%	100%	100%	100%

Animal Services - continued

species, age and health.					
Animal Visitation areas cleaned and sanitized after each use	100%	100%	100%	100%	100%

⁽¹⁾Association Of American Feed Control Officials: US animal regulatory agency for animal feed

Objective

- Conduct humane euthanasia program according to best practices in the field of animal welfare and animal sheltering
- Maintain federal and state registration for controlled substances needed for euthanasia

Outcomes

- All euthanasia is performed by injection method.
- All euthanasia by injection is performed by staff members who are certified by Animal Services' consulting veterinarian as part of the department's NCDA&CS Veterinary Division's annual licensing requirements for animal sheltering.
- Staff began to develop procedures and policies for new euthanasia rules as required by the North Carolina Administrative Code (*NCAC effective August 27, 2009*)

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 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:

- Moved approximately 200 animals and all sheltering operations to the new Animal Services Center for its June 1, 2009 opening. They were also involved in developing and implementing standard guidelines for all areas of sheltering operations.
- Maintained current NCDA&CS licensure for operation of an animal shelter. Doing so involved an advance inspection of the new Animal Services Center to ensure that all aspects complied with the requirements of the Animal Welfare Act in addition to a regular annual inspection that was performed after operations commenced in the new facility.
- Coordinated with volunteers and volunteer programs in a number of areas critical to effective sheltering. These include animal enrichment programs such as dog walking, socialization, temperament evaluation and other enrichment activities. Additionally, volunteers provided support and assistance to staff with duties involving animal care and adoption.
- Maintain 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).

Animal Services - continued

- Implemented new procedures for adoptions using elements of the Meet Your Match Program developed through the American Society for the Prevention of Cruelty to Animals. This included a new adoption survey and customer service practices that facilitates better communication between adopters and staff in the selection of an animal that best fits the adopter's lifestyle and needs.
- Initiated and coordinated a monthly placement plan to coordinate outreach, marketing and related events in order to improve the recovery of lost animals and the re-homing of unclaimed strays and surrendered animals. The results of these efforts are apparent in that they mitigated the most negative affects the current economic downturn on animal returns and placements.
- Coordinated with administrative and program staff to publicize shelter services and adoptable animals using various media. This includes five featured pets each week in different area newspapers; one 9-picture newspaper spread and a feature television spot that appears monthly; a television program produced through UNC's School of Journalism and Mass Communication, and featured pets on NCB-17's My NC website.
- Coordinated with administrative staff to implement specific online outreach measures to increase the Shelter's awareness and adoption rates via nationally recognized adoption sites such as www.petfinder.com and www.1-800-save-a-pet.com.
- Continued to provide pre-adoption microchips to all adopted animals during FY 0809 and prepared for transition to elective microchipping in FY 0910.
- Maintained an identification program that ensures every pet leaving the shelter is properly identified with an identification tag or rabies tag.
- Continued to produce high quality monthly statistics about animal intakes and dispositions that are central to the department's monthly report.
- Maintained sheltering operations during the extended period during which the University of North Carolina-Chapel Hill (UNC) undertook and completed a chemical remediation project in an area adjacent to the County's old Animal Shelter.
- Developed a Hazardous Materials Communication plan and initiated the development of a staff health and safety plan in accordance with OSHA regulations.

Budget Highlights:

- The department moved into the new Animal Services Center on June 1, 2009 integrating three divisions into one location thus realizing cost savings in several operational accounts (these are listed below in the *Changes in Service Delivery* section).
- The new facility contains an in-house surgical suite so the department has realigned resources from within their operations to cover the costs of services needed to perform in-house sterilizations for adopted and adoptable pets. In-house sterilization is projected to be more cost-effective than the present practice of transporting adoptable animals back and forth to local veterinary clinics where they are spayed/neutered for standard fees.
- Increases in Personnel Services for FY 2009-10 includes the full year funding of a Veterinary Health Care Technician (1.0 FTE) that was effective January 1, 2009. There is also an increase in non-permanent personnel needed to assist contractual veterinarian with the in-house sterilizations, but this is offset with a reduction in operations as part of resource realignment.
- Merged Animal Shelter and Animal Control operational expenses to the Administrative division to achieve efficiency and ensure effective administration.

Animal Services - continued

Changes in Service Delivery (\$42,968 Reduction):

- Eliminate the micro chipping of adopted pets (while still offering it on an elective basis)
- Eliminate school educational programs
- Eliminate bathing and grooming of adopted pets
- Reduce animal related supplies
- Reduce transportation (employee mileage and field service mileage)
- Reduce photocopiers; office supplies; and telephone lines and services costs
- Reduce costs due to operating In-house versus outsourced spay and neuter services of adoptable animals
- Reduce costs in Training, staff development, uniforms and gear due to savings from division integration and resource realignment

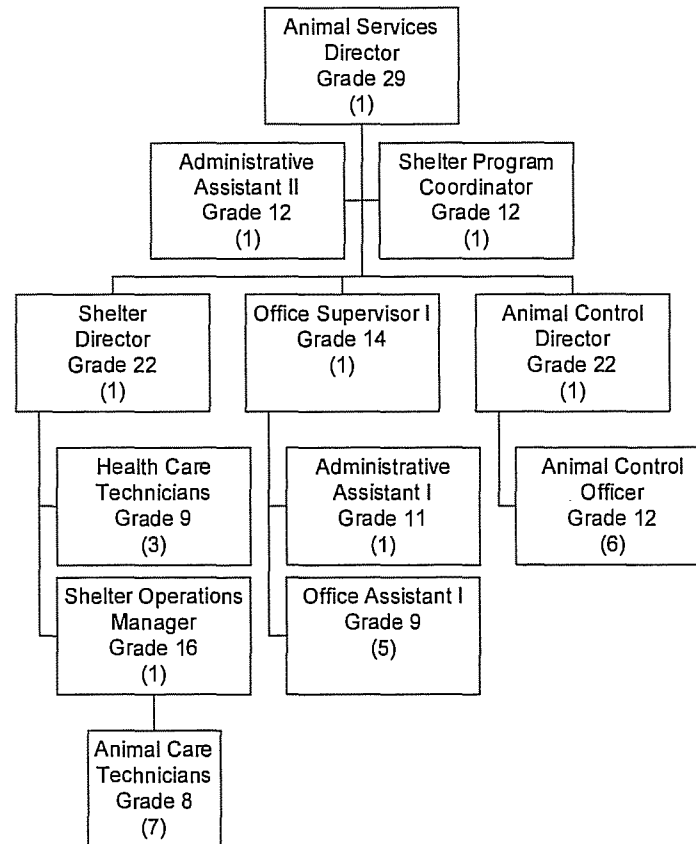
Cost of New Facilities (\$7,312):

- Additional costs related to full year funding of the Veterinary Health Care Technician; only .40 FTE of this position is associated with opening of the new facility.
- Increased operational costs associated with moving into the new Animal Services facility are reflected in the Public Works departmental budget.

New Fees:

- Elective Microchip fee (\$20 per microchip) – charged to adopters electing to have microchip services.
- Out of County Animal Surrender Fee (\$50.00) – charged to those living outside of Orange County who surrender an animal to the Orange County Animal Shelter.

Animal Services



Asset Management & Purchasing

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Asset Management & Purchasing (General Fund)						
						Account: 2401
Personnel Services	\$ 2,260,142	\$ 2,528,675	\$ 2,750,692	\$ 2,633,142	\$ 2,968,519	\$ 2,925,729
Operations	\$ 3,198,283	\$ 4,106,059	\$ 5,209,248	\$ 5,262,203	\$ 5,361,545	\$ 5,361,545
Capital Outlay	\$ 8,250	\$ 22,000	\$ 147,540	\$ 69,234	\$ 5,000	\$ 31,939
Total Expenditures	\$ 5,466,676	\$ 6,656,734	\$ 8,107,480	\$ 7,964,579	\$ 8,335,064	\$ 8,319,213
Offsetting Revenues	\$ (319,006)	\$ (361,486)	\$ (570,198)	\$ (502,126)	\$ (492,152)	\$ (492,152)
County Costs (net)	\$ 5,147,670	\$ 6,295,248	\$ 7,537,282	\$ 7,462,453	\$ 7,842,912	\$ 7,827,061

Department By Division

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Program (General Fund)						
County Engineer	\$ 0	\$ 0	\$ 0	\$ 0	\$ 207,038	\$ 205,453
Public Works	\$ 3,354,368	\$ 4,032,495	\$ 5,196,826	\$ 4,759,125	\$ 5,282,794	\$ 5,274,868
Purchasing & Central Services	\$ 2,112,308	\$ 2,624,239	\$ 2,910,654	\$ 3,205,454	\$ 2,845,232	\$ 2,838,892
Total Expenditures	\$ 5,466,676	\$ 6,656,734	\$ 8,107,480	\$ 7,964,579	\$ 8,335,064	\$ 8,319,213
Offsetting Revenue	\$ (319,006)	\$ (361,486)	\$ (570,198)	\$ (502,126)	\$ (492,152)	\$ (492,152)
County Costs (net)	\$ 5,147,670	\$ 6,295,248	\$ 7,537,282	\$ 7,462,453	\$ 7,842,912	\$ 7,827,061

Effective July 1, 2009, the Purchasing Department, Public Works Department and Engineering Division merged to become the Asset Management and Purchasing Department. The department's major goal is to acquire, manage and care for County assets.

Purchasing and Central Services

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:

Asset Management & Purchasing – continued

- 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
 - 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.

Asset Management & Purchasing – continued

- 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.

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.

Asset Management & Purchasing – continued

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.

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.

Asset Management & Purchasing – continued

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.

Public Works

Major Services– Building and Grounds

- Maintain buildings and facilities for 43 County-owned and 6 leased properties (FY 2009/10) – 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 30 acres of landscaped areas.¹
- 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 custodial contract administration for Seymour Senior Center, Central Orange Senior Center, Emergency Services, Gateway Center and Animal Services Center custodial contracts.
- 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, life safety system test and 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).

Outcomes

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

Asset Management & Purchasing – continued

- Complete approximately 6,500 customer-generated service requests and in-house-generated work orders by the end of FY 2008-09.
- The following major projects have been completed or were in progress by the end of FY 2008-09:
 - Assist in opening of Central Orange Senior Center, Animal Services Center, Emergency Services Center, Justice Facility. Assisted in relocation of District Attorney to former Sheriff's building. Assumed day-to-day maintenance responsibilities (including coordination of warranty response) for these locations.
 - Management of surplus property related to moves to same locations
 - Assumed full responsibility for Seymour Senior Center and Gateway Center.
 - Assist in renovation of Hillsborough Commons Phase 1 for occupancy by Social Services
 - Demolition of former Animal Shelter building
 - Renovation of Efland Rescue building for increased usage by Emergency Services
 - Upgrading lighting from T-12 to more efficient T-8 bulbs and ballasts
 - Installation of ceiling fans at Northern Center to improve ventilation
 - Lead delivery and set up of election equipment
 - Repainting of:
 - Jail Annex (1997 addition) exterior
 - Court Street Annex exterior
 - Government Services Annex
 - Historic Courthouse clock tower
 - Planning and Agriculture building, including repair of soffit, fascia and gutters
 - Dickson House exterior, including application of preservative to wood roof shakes

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
County-owned Buildings					
• # of buildings	36	42	43	44	43
• Total area (gross square feet)	431,709	457,195	689,435	542,287	675,313
• Landscaped area (acres)	47	30	TBD ²	31	29
County-leased Buildings					
• # of buildings	10	12	6 ³	7	6
• Total area (sq. ft.)	27,610	48,033	38,146	41,457	18,611
• Landscaped area (acres)	1.6	.5	TBD	.5	.5
Buildings and Facilities Repair and Maintenance Service Requests					
• Total received/generated	5157	7043	6717	6512	6500
• Percent completed within:					
○ Less than 1 hour	10%	25%	20%	33%	35%
○ 1 to 4 hours	68%	54%	60%	48%	50%
○ More than 4 hours	22%	21%	20%	19%	15%
• Emergency service requests responded to within 30 minutes	98%	99%	100%	99%	99%
Custodial Services					

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

³ Gateway Center converted from leased to owned in FY 2008/09. Leased space for Central Orange Senior Center vacated during FY 2008/09 following completion of new Central Orange Senior Center..

Asset Management & Purchasing – continued

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
• Total area provided with custodial services (Cleanable SQ. FT.)	304,200	284,286	469,445	339,085	393,729
• Total number of restrooms	110	124	TBD	150	153
• Total desk-side trash cans emptied daily	1,400		TBD		
• Total number of meeting set-ups		50	50	47	50
Road Signs					
• Total number of sign work orders completed	115	153	140	160	160
• Number of inspections performed during the fiscal year	4	4	4	4	4
• Signs repaired/replaced:					
○ Within 7 days of notification when sign is in stock	*		100%		
○ Within 45 days of notification when sign must be ordered from sign company	*		100%		

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

Major Services – Motor Pool

- 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, 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 on-site visits to test the systems.

Asset Management & Purchasing – continued

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

- 721 preventive maintenance services were completed by the end of FY 2007-08.
- 1,364 corrective maintenance services were completed by the end of FY 2007-08.
- Approximately 200 other services were 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
- Standardized preventive maintenance procedures at 5,000, 15,000, 30,000 and 90,000 mile intervals
- The County now has 10 CNG, and 12 hybrid, and 42 flex-fuel vehicles in service and continues to dispense biodiesel for diesel powered vehicles.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
Preventive Maintenance Services	857	998	1,000	721	700
Corrective Maintenance Services	1,262	1,212	1,200	1,364	1,300
Other Services	122	110	200	198	200
TOTAL SERVICES	2,241	2,320	2,400	2,283	2,200
Miles Driven	3,236,090	3,507,840	3,800,000	3,231,204	3,000,000
Gasoline dispensed (gal) – County only	230,4236	238,991	247,138	210,635	200,000
Gasoline dispensed (gal) – Town of Hillsborough	43,120	46,070	47,903	41,907	40,000
Gasoline dispensed (gal) – other	9822	16,941	9292	8,920	9,000
Diesel dispensed (gal) – County only	56,707	28,429	61,042	33,575	30,000
Diesel dispensed (gal) – Town of Hillsborough	11,729	11,000	10,982	15,328	15,000
Compressed natural gas (CNG) dispensed (GGE)	635	3,256	3,085	4,037	4,000

Asset Management & Purchasing – continued

Fleet Age (% of total)					
	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
0-5 years	41%	40%	45%	48%	40%
6-10 years	38%	35%	35%	33%	35%
10+ years	21%	25%	20%	19%	25%

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

County Engineer

Major Services

- 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 financial and physical 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
- Complete the permitting and bidding for the expansion of the Efland Sewer System to central Efland and the extension of the Mebane Sewer System to serve the northern Buckhorn Community.
- Continue the implementation of the BOCC approved process to apply a rate structure for the Efland Sewer System that captures the entire cost of system operation.

Outcomes

- Supervised engineering design and the ongoing State and Tribal Assistance Grant permitting and approval process for the sewer utility extensions that will serve the northern Buckhorn community and central Efland.
- Completed the development of a Master Plan for providing utility services to both the northern and southern portions of the Buckhorn Economic Development District.
- Initiated the first phase of the rate increases necessary to recapture the costs of operating the Efland Sewer System

Budget Highlights – Purchasing and Central Services:

- The hiring of the new County Attorney eliminated the need for the majority contracted attorney services in FY 2009-10.
- Increases in Personnel Services for FY 2009-10 include the full year funding of a Sustainability Coordinator (1.0 FTE) effective January 1, 2009 (\$20,336).
- The original FY 2008-09 budget included the cost of the Gateway lease. The County purchased the facility in April 2009, thereby eliminating the cost of the lease. (\$316,632).

Asset Management & Purchasing – continued

Changes in Service Delivery (\$172,436 Reduction):

- Exchange of contracted attorney services for in-house services.
- Streamline operations (reduce training, travel, postage, etc.).

Mandated Services (\$329,141):

- Actual cost of Workers Compensation coverage was higher than original budget in FY 2008-09. The Manager's recommended funding level for FY 2009-10 allows for the increase

Other Budget Increases (\$65,806):

- Increase in property insurance costs for the new facility additions.
- Increase in leased property costs associated with purchase of Gateway Center.
- Increase in parking lease fees associated with purchase of Gateway Center.

Budget Highlights – Public Works:

- Includes full year funding of a Building Maintenance Technician, which was approved and budgeted for six months during FY 2008-09.
- Increases in utilities, department supplies, building repair and contract services within Operations are due to the opening of new facilities (see attached list).
- The Capital Outlay of \$26,939 includes equipment costs needed for a change in custodial service delivery (see Changes in Service Delivery section below).
- The decrease in revenues both in the 12-Month Estimate for FY 2008-09 and in the Manager Recommended budget for FY 2009-10 is due to a reduction in gas reimbursement revenue within the Motor Pool division. This is attributed to lower gas prices than at this same time last year.
- There are several facilities coming off-line during FY 2009-10 where savings in utilities and contract services will be realized (see Other Budget Decreases section below).

Changes in Service Delivery (\$346,150 Reduction):

- Reduce electricity costs where identified conservation activities are implemented.
- Reduce natural gas costs where identified conservation activities are implemented.
- Eliminate funds for facility care maintenance.
- Reduce gasoline usage by 10% through conservation measures.
- Reduce diesel usage by 10% through conservation measures.
- Restructure custodial service operations at the Robert and Pearl Seymour Center, and the new County Library by shifting two day-time in-house custodians to nighttime, thus eliminating the need to contract for custodial services at these locations.
- Absorb service for the New Courthouse and Justice Facility in current staffing levels through use of more efficient equipment and decreased frequency of select services (vacuuming, dusting, etc.).

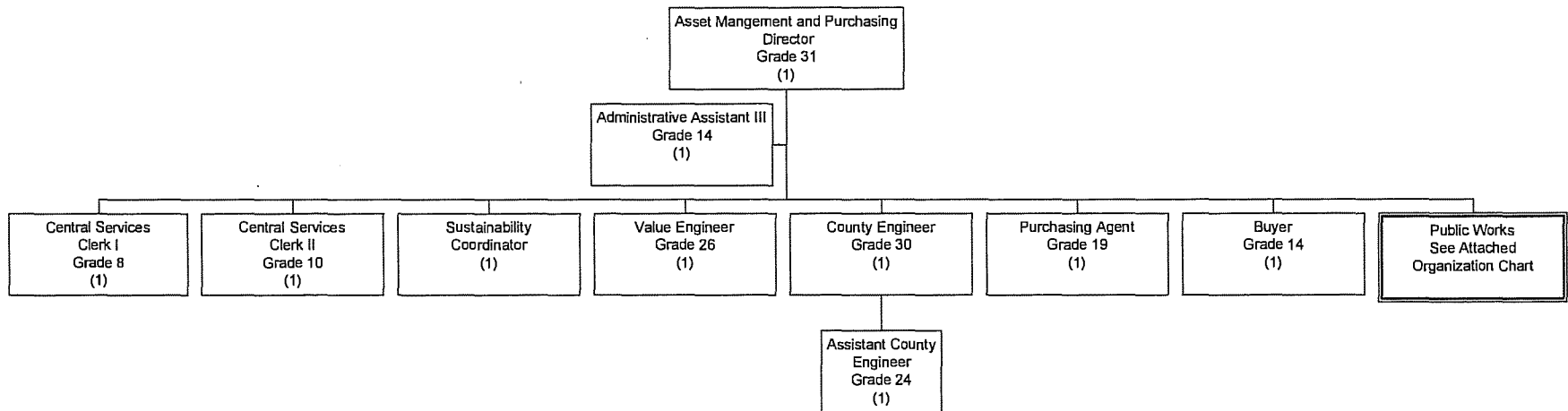
Other Budget Decreases (\$133,316 Decrease):

- Reduce operational costs associated with facilities that are coming off-line during FY 2009-10 (reduction pending sale, elimination following the sale).

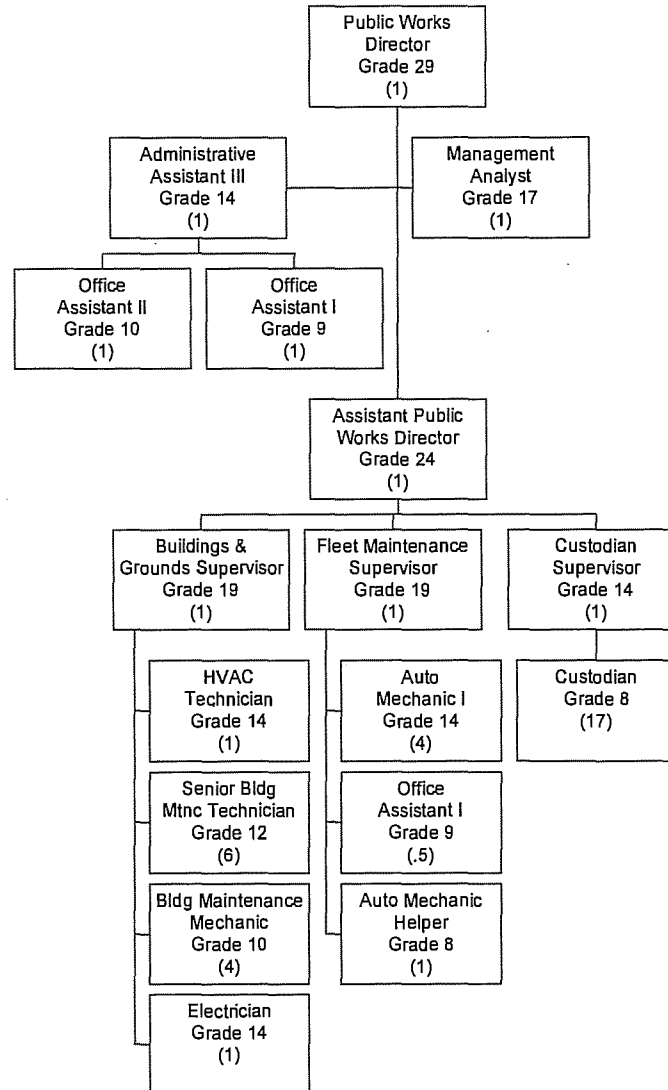
Budget Highlights – County Engineer:

- Continuation of existing programs and services.

Asset Management & Purchasing



Public Works Department



Board of County Commissioners

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Board of County Commissioners (General Fund)						Account: 2000
Personnel Services	\$ 350,225	\$ 376,520	\$ 402,872	\$ 418,548	\$ 420,773	\$ 417,062
Operations	\$ 144,658	\$ 124,451	\$ 187,721	\$ 190,150	\$ 168,080	\$ 156,080
Capital Outlay	\$ 6,344	\$ 637	\$ 10,902	\$ 11,452	\$ 0	\$ 0
Total Expenditures	\$ 501,227	\$ 501,608	\$ 601,495	\$ 620,150	\$ 588,853	\$ 573,142
County Costs (net)	\$ 501,227	\$ 501,608	\$ 601,495	\$ 620,150	\$ 588,853	\$ 573,142

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, 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

- Continues to maintain, in a systematic and effective manner, correspondence files, the permanent agenda files, ordinance files, minute index, and other files for easy access (minutes are both hard copies and electronically on the internet/intranet). Staff continues to scan background permanent agenda files (PAF) and the indexed minutes and agenda materials can be linked and accessed through the web.
- The Clerk's office acquired 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.
- Paperless Agendas (electronic-in coordination with the Manager's office).
- Continuation of accurate recordings of meetings
- 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.
- Continuing professional staff development for staff.

Budget Highlights:

- The department will realize the full-year personnel costs for two additional commissioners (by approximately \$16,000).
- Reduced board member travel by \$12,000.

Board of Commissioners - continued

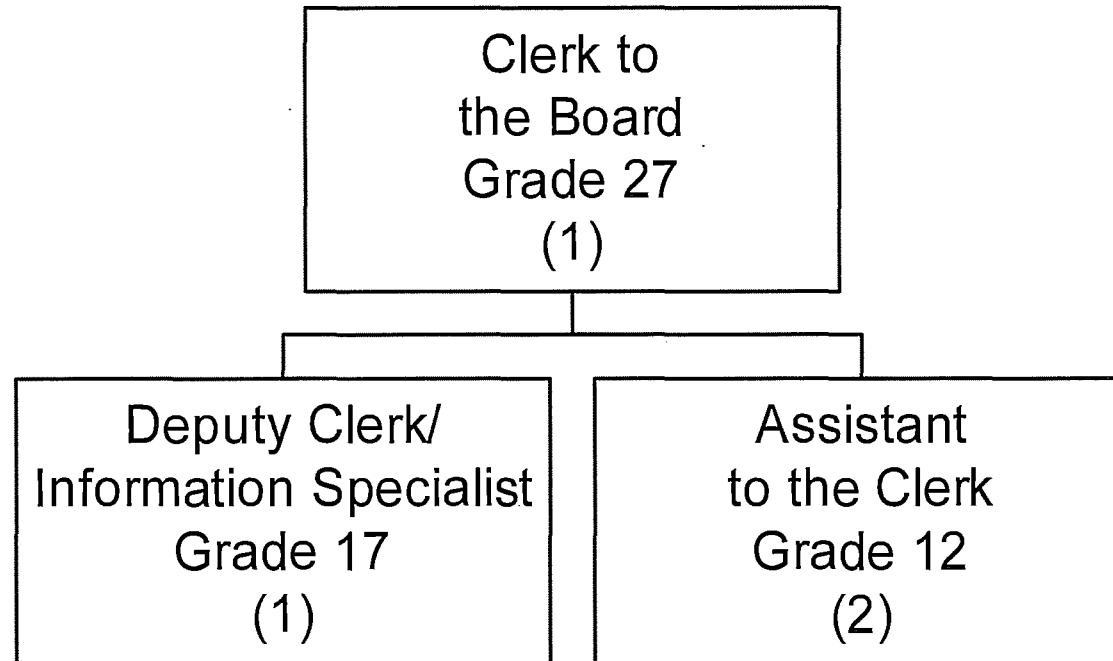
Changes in Service Delivery (\$31,216 Reduction):

- Eliminate volunteer recognition gifts.
- Eliminate task force services for other departments.
- Eliminate purchasing of public relations products (PIPR) for departments.
- Reduce overtime costs by using compensatory time options.
- Reduce telephone costs.
- Reduce postage by using electronic media for communication.
- Reduce training opportunities.
- Reduce computer software and supplies purchased.
- Reduce advertising costs.
- Reduce meals and supplies for special events.
- Reduce office supplies purchased.
- Reduce board travel.

BOCC Priorities:

- P-8: Examine advisory boards and commissions.
 - No financial or implementation plan is currently associated with this priority.

Board of County Commissioners Office



Board of Elections

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Board of Elections (General Fund)						Account: 3100
Personnel Services	\$ 296,478	\$ 416,136	\$ 387,435	\$ 447,888	\$ 460,042	\$ 456,872
Operations	\$ 103,175	\$ 195,672	\$ 153,240	\$ 128,888	\$ 173,135	\$ 173,135
Capital Outlay	\$ 5,884	\$ 4,204	\$ 30,400	\$ 36,298	\$ 1,000	\$ 0
Total Expenditures	\$ 405,537	\$ 616,013	\$ 571,075	\$ 613,074	\$ 634,177	\$ 630,007
Offsetting Revenues	\$ (815)	\$ (60,182)	\$ 0	\$ (121,525)	\$ (52,550)	\$ (52,550)
County Costs (net)	\$ 404,723	\$ 555,831	\$ 571,075	\$ 491,549	\$ 581,627	\$ 577,457
Total Board of Elections and Related Expenditures	\$ 405,537	\$ 616,013	\$ 571,075	\$ 613,074	\$ 634,177	\$ 630,007

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 all 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.
- Maintain Board of Elections website to provide the public with important election information.

Objective

- Increase the voting percentage for all elections 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.
 - Conducting voter registration drives
 - Maintaining effective number of staff, computers, and voting booths at the One Stop voting locations and on Election Day to reduce voter lines and waiting time.
 - Recruiting and training efficient Election Day poll workers
 - Maintaining Elections website to ensure information is current and informative.

Board of Elections - continued

Outcomes

- Increase the percentage of total voters who vote early.
- Increase the percentage of total voters who vote on Election Day.

Measures

	Primary 2006	General 2006	Primary 2008	General 2008	General 2009 Projected	Primary 2010 Projected
Orange County Registered Voters	88,944	91,140	96,606	105,540	99,750	100,000
Ballots Cast	11,767	35,419	46,619	75,194	15,000	25,000
One-Stop Absentee Ballots Cast	1,232	7,296	17,290	51,961	2,000	10,000

Budget Highlights:

- Increases of \$126,709 in Seasonal Staff and Operations in FY 2009-10 are due to budgeting for three (3) elections.
- Increases in budgeted revenues are due to holding municipal elections in FY 2009-10.
- Actual revenues for FY 2008-09 reflect receipt of Help America Vote Act (HAVA) grant funds for reimbursement of a portion of voting site costs.
- The additional expenses reflected in the 12-month Estimate for Personnel Services were reimbursed by the receipt of additional HAVA grant funds for one-stop voting sites.

Changes in Service Delivery (\$36,625 Reduction):

- Reduce operational line items without affecting the service impact to citizens.
- Reduce Contract Services because State Board of Elections agrees to pay for voting equipment maintenance.

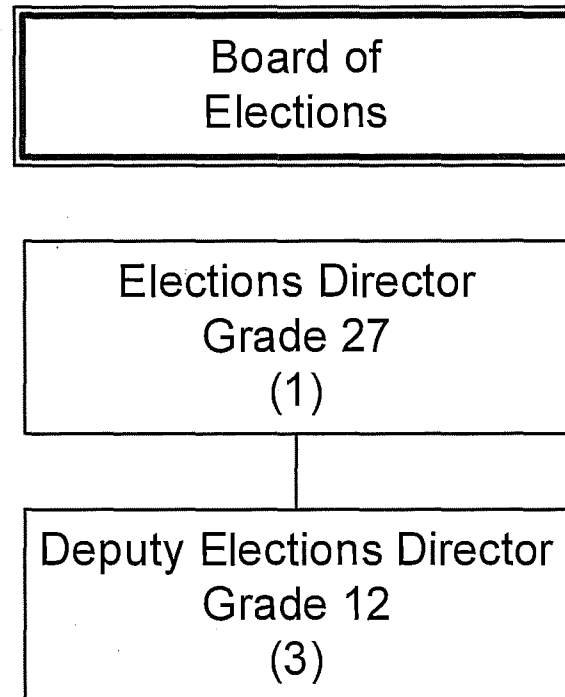
Mandated Service Increases (\$126,709 Increase):

- Three (3) elections in FY 2009-10.

Fee Changes:

- Fee changes related to citizen requested printouts, labels, and CD's were approved as part of the County Fee Schedule effective July 1, 2009. (*see County Fee Schedule in the Appendices section*)

Board of Elections



Child Support Enforcement

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Child Support Enforcement (General Fund)						Account: 4400
Personnel Services	\$ 721,427	\$ 737,253	\$ 749,593	\$ 764,043	\$ 748,904	\$ 739,395
Operations	\$ 105,783	\$ 109,989	\$ 145,375	\$ 137,822	\$ 130,950	\$ 130,950
Capital Outlay	\$ 5,876	\$ 18,339	\$ 6,600	\$ 3,899	\$ 3,600	\$ 0
Total Expenditures	\$ 833,086	\$ 865,581	\$ 901,568	\$ 905,764	\$ 883,454	\$ 870,345
Offsetting Revenues	\$ (817,662)	\$ (967,625)	\$ (830,400)	\$ (805,800)	\$ (851,800)	\$ (851,800)
County Costs (net)	\$ 15,425	\$ (102,044)	\$ 71,168	\$ 99,964	\$ 31,654	\$ 18,545

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 \$6,116,000, a \$50,000 increase.
- New child support orders will be established for 230 families.
- Paternity will be established for 140 children.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Collections	5,758,254	5,973,739	5,900,000	6,086,218	6,116,000
New child support orders	251	261	265	227	230
Paternity established	179	136	170	140	140

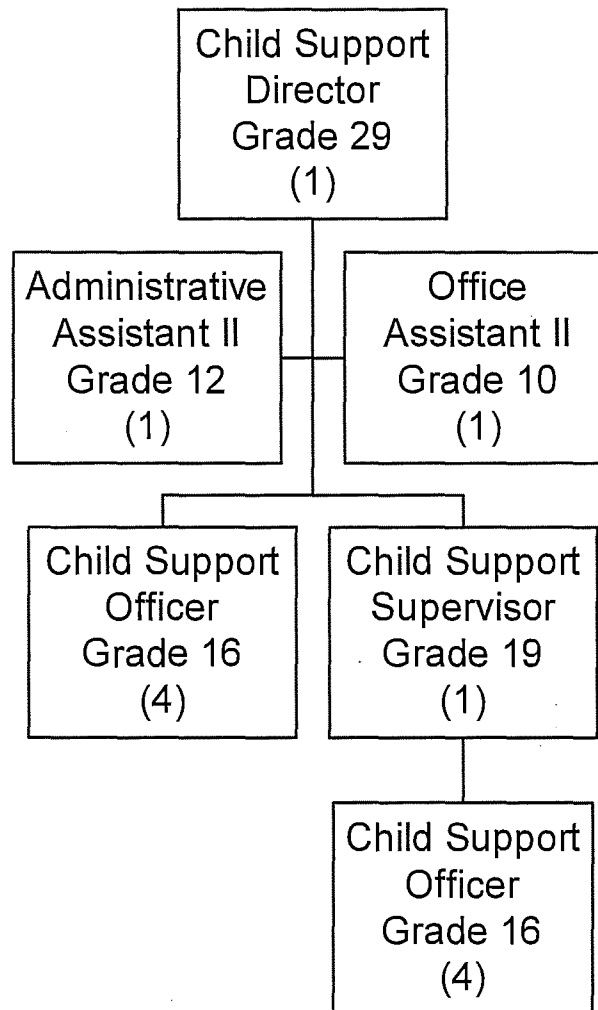
Budget Highlights:

- Reimbursement for child support expenditures will increase because the American Recovery and Reinvestment Act repealed a portion of the Deficit Reduction Act retroactive to October 1, 2008. The county will again receive 66% Federal Financial Participation (FFP) on expenditures made from performance incentives.
- Ability to provide basic services such as location, paternity establishment and enforcement is compromised by the 10% reductions in operations. Vulnerable families depend even more heavily upon child support to meet food, shelter, clothing and medical expenses during an economic downturn.

Changes in Service Delivery (\$14,625 Reduction):

- Reduce several operational line items such as travel, training/development, printing, contract services, court ordered tests, and legal services.

Child Support Enforcement



Cooperative Extension

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Cooperative Extension (General Fund)						Account: 4500
Personnel Services	\$ 425,253	\$ 433,549	\$ 355,326	\$ 339,925	\$ 460,342	\$ 432,035
Operations	\$ 51,353	\$ 74,091	\$ 147,579	\$ 141,520	\$ 44,369	\$ 44,369
Capital Outlay	\$ 5,763	\$ 2,565	\$ 1,943	\$ 2,618	\$ 0	\$ 0
Total Expenditures	\$ 482,370	\$ 510,205	\$ 504,848	\$ 484,063	\$ 504,711	\$ 476,404
Offsetting Revenues	\$ 0	\$ (3,440)	\$ (1,800)	\$ (1,800)	\$ 0	\$ 0
County Costs (net)	\$ 482,370	\$ 506,765	\$ 503,048	\$ 482,263	\$ 504,711	\$ 476,404

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.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Participation by farmers, horse owners, and others in educational production programs	416	410	445	440	350
Farmers diversifying their operations	7	6	6	6	6
Number of dairy, swine, poultry, and beef producers increasing knowledge of water quality and waste management	90	74	70	65	70

Cooperative Extension - continued

Assisted beef producers in marketing calves through graded sales and other valued enhanced sales.	18	14	19	15	15

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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Number of Master Gardener Volunteers	42	37	55	50	75
Number of formal educational program participants	600	700	1,000	1,000	1,000
Number of publications distributed	1,450	1,550	1,750	2,500	2,500
Contacts by phone, office, e-mail, demonstrations, (not including mass media)	4,800	4,800	5,800	7,500	8,500
Estimated value of volunteer service provided	55,000	23,200	70,000	67,895	68,000

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.

Cooperative Extension - continued

- Food service managers and employees will increase their knowledge of food safety.
- Citizens will increase their knowledge of nutrition and health.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
People reached through food, nutrition and health programs.	4,098	---	200	---	---
People reached through food safety educational programs.	1,942	---	200	---	---
Food service managers participating in 18-hour food safety programs.	109	110	250	115	125
Food service managers receiving certification from the National Restaurant Association by passing certification exam.	86	80	75	85	90
Food service employees participating in 6 hour food safety training.	20	---	250	---	---

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.

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.

Cooperative Extension - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
People reached through consumer buymanship and estate planning educational programs.	572	150	200	300	250
People reached through money management educational programs	227	100	200	150	200
People reached through consumer fraud educational programs	---	---	250	100	150
Households provided with pest control information	50	65	75	100	150
Homeowners educated on the purchase, caring for, maintaining, and conserving energy in the home	605	300	250	350	300

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.
- 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.

Cooperative Extension - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Number of youth enrolled in 4-H activities.	16,543	28,592	20,000	25,000	20,000
Number of youth enrolled in environmental education and science programming.	7,300	9,872	6,000	7,500	6,000
Number of youth enrolled in 4-H programs as a result of their previous experience with 4-H programs and activities.	12,043	20,592	17,000	16,000	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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Volunteers who complete training in a fiscal year.	771	1,143	1,000	600	500
Number of volunteers who take part and/or implement county, district, and state level trainings.	335	500	500	300	250
Volunteers that participate in a formal recognition ceremony.	150	150	200	150	125

Budget Highlights:

- The Orange County Farmers' Market at the Public Market House transitioned to an independent organization during FY 2008-09, so there are no revenues or expenditures budgeted for this program in FY 2009-10.

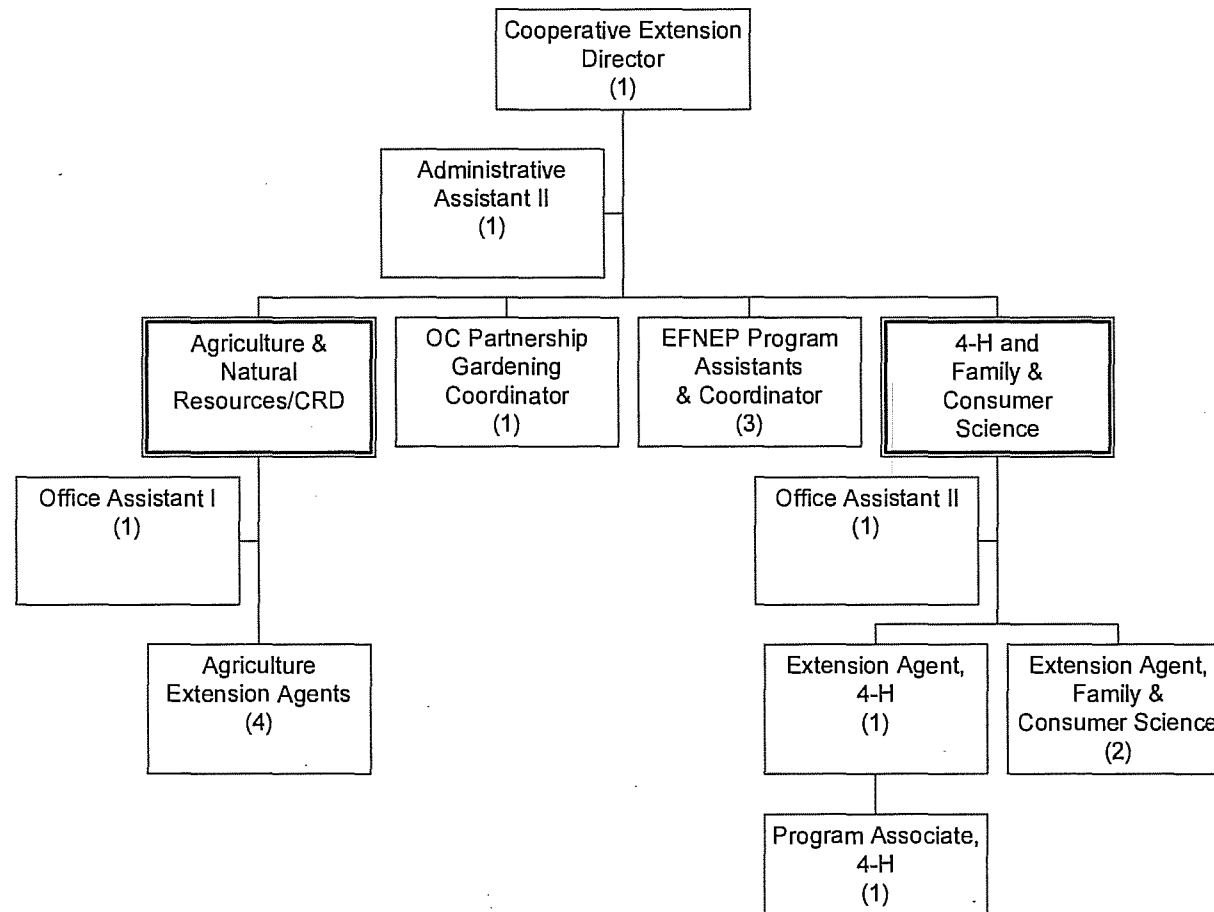
Cooperative Extension - continued

- The increase in Personnel Services is offset by a corresponding decrease in Operations due to moving budgeted funds for contracted State employees from Operations to Personnel Services.

Changes in Service Delivery (\$8,906 Reduction):

- Eliminate non-permanent personnel when staff is attending district and/or State meetings.
- Reduce several operational line items.
- Reduce travel and departmental supplies in the Breastfeeding division.
- Eliminate travel in the Expanded Food and Nutrition Education Program (EFNEP).

Cooperative Extension Service



County Attorney

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Legal Services (General Fund)						Account: 2050
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 307,551	\$ 305,174
Operations	\$ 0	\$ 0	\$ 0	\$ 0	\$ 29,580	\$ 29,580
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 0	\$ 0	\$ 0	\$ 0	\$ 337,131	\$ 334,754
County Costs (net)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 337,131	\$ 334,754

Major Services

- Provide quality, timely and cost-effective legal services to Orange County's elected officials, departments, boards/commissions and employees regarding county government matters, tort and public liability litigation and statutorily mandated duties.
- Provide representation in state and federal court, as well as before various administrative agencies.

Objective

- Cultivate trust and build confidence in the new legal department from the view of all concerned with the function of county government.

Outcomes

- Prepare and review ordinances, resolutions and contracts for the County and provide legal opinions for County projects and issues.
- Offer counsel on the drafting enactment, enforcement and explanation of federal and North Carolina law as it enables the County to govern.
- Maintain the current level of productive and collegial relationships with the attorneys of other entities within the county.
- Develop expertise on local issues and organizational climate.

Objective

- Clear existing backlogs of essential information including codification of ordinances and contract development.

Outcomes

- Identify and prioritize backlogged items and implement a timeframe complete with staffing requirements necessary for the clearance.

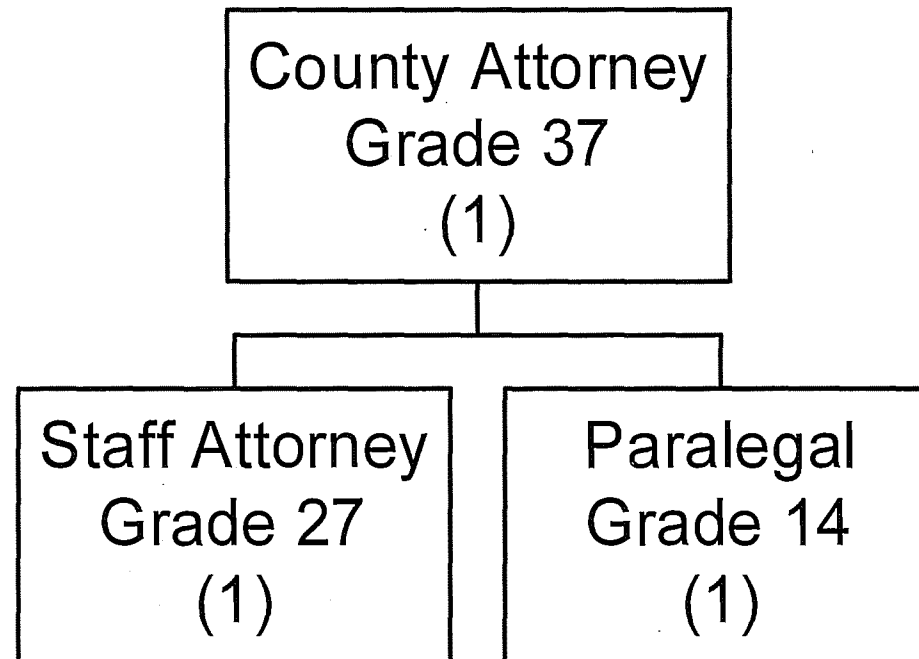
Budget Highlights:

- The Legal Services department was formed in April 2009, coinciding with the appointment of John Roberts as County Attorney.
- In FY 2009-10, the department will realize the full-year cost for the County Attorney position, which will be partially offset by contracted attorney fees previously incurred by the County. The Staff Attorney and an approved paralegal position will also be in this department.

Other Budget Increases (\$51,981 increase):

- An approved Paralegal position (1.0 FTE) will assist both attorneys with administrative and research needs. The position became effective July 1, 2009.

Legal Services



County Manager

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
County Manager (General Fund)						Account: 2100
Personnel Services	\$ 1,175,328	\$ 1,323,950	\$ 1,371,213	\$ 1,389,365	\$ 1,068,976	\$ 1,045,300
Operations	\$ 98,184	\$ 163,211	\$ 114,071	\$ 92,548	\$ 75,460	\$ 75,460
Capital Outlay	\$ 1,055	\$ 0	\$ 16,700	\$ 5,328	\$ 5,000	\$ 0
Total Expenditures	\$ 1,274,567	\$ 1,487,162	\$ 1,501,984	\$ 1,487,241	\$ 1,149,436	\$ 1,120,760
Offsetting Revenues	\$ (37,780)	\$ (66,730)	\$ (41,000)	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 1,236,787	\$ 1,420,432	\$ 1,460,984	\$ 1,487,241	\$ 1,149,436	\$ 1,120,760

Department By Division

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Program (General Fund)						
County Manager	\$ 980,070	\$ 1,056,411	\$ 1,112,093	\$ 1,132,450	\$ 792,479	\$ 769,918
Human Rights and Relations	\$ 294,497	\$ 430,751	\$ 389,891	\$ 354,791	\$ 356,957	\$ 350,842
Total Expenditures	\$ 1,274,567	\$ 1,487,162	\$ 1,501,984	\$ 1,487,241	\$ 1,149,436	\$ 1,120,760
Offsetting Revenue	\$ (37,780)	\$ (66,730)	\$ (41,000)	\$ 0	\$ 0	\$ 0
County Costs (net)	\$ 1,236,787	\$ 1,420,432	\$ 1,460,984	\$ 1,487,241	\$ 1,149,436	\$ 1,120,760

Note: In FY 2008-09, Human Rights and Relations became a division under the County Manager's Office.

County Manager's Office

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 effect
- .tiveness
- 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 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

County Manager - continued

- Provide staff leadership and organizational support to the Human Services Advisory Commission, the Cable Advisory Committee, and the Sportsplex Community Advisory Committee
- Manage the outside agency annual grant application process
- Provide frontline customer relations and constituent services to visitors and callers to the Government Services Center

Outcomes

- Continued to serve as lead in executing technical and analytical tasks associated with Schools Collaboration and special endeavors regarding the school districts.
- Facilitated work and meetings of Sportsplex Community Advisory Committee and continued oversight of the SportsPlex as a County owned enterprise under professional contract management.
- Maintained consultative role to OPC/LME board and staff in the fiscal review and policy design phase of local program and service divestiture under mental health reform.
- Continued to 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.
- 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.

Human Rights and Relations

Major Services

- Prevent discriminatory practices in Housing and Public Accommodations through education and outreach on civil rights laws and the Orange County Civil Rights Ordinance;
- Provide staff assistance to two volunteer boards: the Human Relations Commission and the Commission for Women;
- Provide technical assistance to the business community and conduct education regarding equal opportunity, fair housing, equal access and civil rights;
- Provide training to community organizations and individuals on social justice issues; e.g. dismantling oppression, gender equality, immigrant rights, etc;
- Provide technical assistance to community 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 throughout Orange County;
- Research, advocate and make recommendations for policies, programs and/or funding that will improve Social Justice for the Orange County community;
- Conduct outreach and identify Limited English Proficient (LEP) communities in Orange County; assesses needs, analyzes access to County government services, and identifies ways to improve access; and

County Manager - continued

- Create volunteer opportunities for members of the Orange County community with the goals of (a) empowering the community, and (b) training the next generation of social justice advocates.

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;
- Receive and refer hate crimes and hate related incidents to State and National reporting agencies;
- Receive and refer other civil rights violations to the appropriate federal and state agencies;
- Establish and maintain a resource center on social justice issues for public use;
- Identify and analyze social justice issues as they impact the Orange County community;
- Improve access to Orange County government for traditionally oppressed or under-represented populations;
- Increase the capacity of non-profits serving under-represented populations to more effectively serve the Orange County Community.
- 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 by Staff

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
LEP outreach/Title VI	9	10	1	12	15
Anti-discrimination	5	5	12	11	12
Cultural diversity	2	2	2	3	3
Fair Housing	10	12	15	15	20
Inter-ethnic conflict	2	2	2	3	3
Hate-related violence	2	2	3	3	3
Economic justice	1	1	3	3	3

County Manager - continued

Measures: Training Sessions Provided by Community Civil Rights Educators (volunteers)

	2006-07 Actual ¹	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
LEP outreach/Title VI	0	10	10	12	15
Anti-discrimination	0	6	6	10	12
Cultural diversity	0	2	2	3	3
Fair Housing	0	20	25	25	30
Inter-ethnic conflict	0	2	2	3	3
Hate-related violence	0	2	3	3	3
Economic justice	0	3	3	4	5
Domestic Violence	0	2	4	5	6
Disability Rights	0	5	7	10	15

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 affecting the targeted population of the non-profit agency/organization; and
- Provide training regarding oppression and other social justice issues.

Civil Rights Ordinance Enforcement, Education and Outreach

- Maintain the average time for resolution of discrimination complaints at 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.

¹ The Community Civil Rights Educator program did not begin until fall 2007, so there is no data for the 2006-07 year.

County Manager - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Complaints Received	19	23	35	36	40
Cases initiated	2	8	10	14	15
Cases Closed	0	9	10	9	15
Complaints forwarded to judicial system	0	0	1	0	1
Average length of resolution (days)	150	140	100	100	100
Referral Service Provided	150	200	250	270	300
# of workshops and presentations	31	86	98	125	151
# in attendance at workshops and presentations	250	1,000	2,000	3,000	3,250
Partnerships with non-profits serving under-represented populations	5	6	7	7	10
Organizations/agencies receiving technical assistance	2	5	10	10	12

Budget Highlights:

- County Manager, Laura Blackmon, resigned effective June 30, 2009. Frank Clifton has been appointed as Interim County Manager.
- In FY 2009-10, the department will reorganize into two divisions: County Manager and Human Rights and Relations. The County Engineers will be part of the new Assets Management and Purchasing department.
- The Staff Attorney position was moved to Legal Services, reducing the department's Personnel Services by \$90,912. The County Engineers' move to Assets Management and Purchasing reduced the department's Personnel Services by \$197,337.

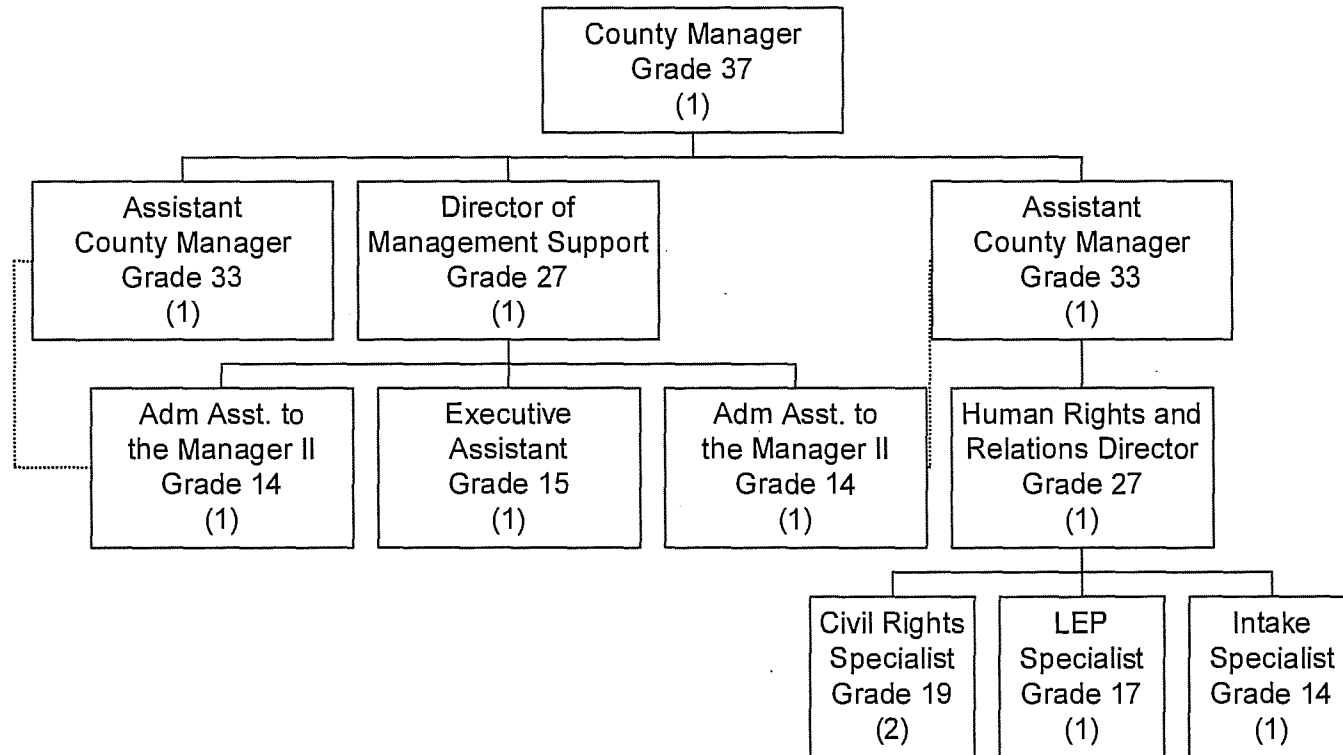
Changes in Service Delivery (\$19,533 Reduction) – County Manager:

- Eliminate the student intern position in the County Manager's office.
- Streamline operations (general reductions in several operations accounts).

Changes in Service Delivery (\$9,525 Reduction) – Human Rights and Relations:

- Eliminate costs of student interns resulting in a reduction of programs devoted to mentoring future civil rights professionals.
- Reduce overtime and eliminate non-permanent personnel related to Human Relations Commission events.
- Reduce the number of Commission for Women activities.
- Eliminate subscription costs.

County Manager's Office



Courts

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved Account: 7000
<i>Courts (General Fund)</i>						
Personnel Services	\$ 0	\$ 9,000	\$ 0	\$ 0	\$ 9,000	\$ 9,000
Operations	\$ 133,008	\$ 154,459	\$ 145,900	\$ 184,385	\$ 169,700	\$ 169,700
Capital Outlay	\$ 7,408	\$ 2,670	\$ 0	\$ 301	\$ 0	\$ 0
Total Expenditures	\$ 140,416	\$ 166,129	\$ 145,900	\$ 184,686	\$ 178,700	\$ 178,700
County Costs (net)	\$ 140,416	\$ 166,129	\$ 145,900	\$ 184,686	\$ 178,700	\$ 178,700

Budget Highlights:

- The increase in Personnel Services for FY 2009-10 is due to budgeting every other year for Jury personnel funds.
- The increase in Operations reflected in both the 12-Month Estimate for FY 2008-09 and in Commissioner Approved for FY 2009-10 is due to increased Board and Provisions costs.

Changes in Service Delivery (\$200 Reduction):

- Reduce office supplies costs.

Other Budget Increases (\$33,000 Increase):

- Increase in Jury personnel costs.
- Increase in Board and Provisions costs.

Economic Development

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Economic Development (General Fund)						Account: 6000
Personnel Services	\$ 290,493	\$ 202,210	\$ 311,404	\$ 296,171	\$ 330,671	\$ 326,709
Operations	\$ 122,114	\$ 157,480	\$ 153,618	\$ 142,362	\$ 141,612	\$ 141,612
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 412,607	\$ 359,690	\$ 465,022	\$ 438,533	\$ 472,283	\$ 468,321
Offsetting Revenues	\$ (57,020)	\$ (92,248)	\$ (54,095)	\$ (56,067)	\$ (53,559)	\$ (53,559)
County Costs (net)	\$ 355,586	\$ 267,441	\$ 410,927	\$ 382,466	\$ 418,724	\$ 414,762

Department By Division

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Program (General Fund)						
Arts Commission	\$ 128,802	\$ 166,544	\$ 132,569	\$ 134,313	\$ 127,984	\$ 127,192
Economic Development	\$ 283,805	\$ 193,146	\$ 332,453	\$ 304,220	\$ 344,299	\$ 341,129
Total Expenditures	\$ 412,607	\$ 359,690	\$ 465,022	\$ 438,533	\$ 472,283	\$ 468,321
Offsetting Revenue	\$ (57,020)	\$ (92,248)	\$ (54,095)	\$ (56,067)	\$ (53,559)	\$ (53,559)
County Costs (net)	\$ 355,586	\$ 267,441	\$ 410,927	\$ 382,466	\$ 418,724	\$ 414,762

Economic Development

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.

Economic Development - continued

- 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.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Information Requests	425	425	435	435	450
Web Contacts – Home Page Visits	100,000	100,000	175,000	175,000	177,000
Responses to Media Request for Information	125	125	125	125	125
Public Speaking – Groups	24	25	25	15	25
Mailing List for Reports & Newsletters	2,850	3,000	3,200	3,500	37,500
Publications Distributed	3,000	3,000	3,200	3,200	3,300
Attendees at State of Local Economy Breakfast	360	390	360	0	360
Loan Requests – Small Business Program	3	0	10	10	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) and by convincing local food service operations to

Economic Development - continued

purchase local farm products. Activities include efforts to site a regional value-added agricultural processing center.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
EDC Business Clients	450	450	460	460	470
Buildings – Sq. Feet Surveyed (Millions)	8.7		8.9	8.9	9.0
Property Tax Base (\$ Billions)	11.2		12.5	11.8	12.5
Retail Sales (\$ Billions) *Reporting changed to gross collections in FY06	1.50		42.0*	40.1	40.0
Orange County Employment	59,000		59,500	62,727	63,000
Number of Businesses	3,050		3,375	3,734	3,734
Average Private Sector Wage (Annual \$)	30,000		42,000	45,000	45,000
Unemployment Rate (%)	3.5		3.0	7.0	7.0
Commercial Building Vacancy Rate (%)	5.5		7.5	6.8	6.8
<i>Buy Local</i> information pieces distributed	8,000		10,000	10,000	10,000
Number of outlets purchasing Orange County produce	44		50	50	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.
- Provide ombudsman services to any entrepreneur or business owner as needed including participating in predevelopment conferences and planning for central permitting.
- Continue work to ensure that zoning permits adequate commercial activity in all parts of the county and that infrastructure is available to the Economic Development Districts. Develop and secure support for a list of desirable businesses for the Economic Development Districts.
- In March 2007, the Board of County Commissioners voted to provide seed capital to a reorganized Small Business Loan Program. The by-laws of the non-profit Orange County

Economic Development - continued

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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
SBTDC Local Clients	225		225	230	240
Good Work Clients	25		25	25	25
Small Business Guides Distributed	750		1,000	1,000	1,000
Number of Businesses Listed in Women-Owned Business Directory	260		150		
Small Business Loan Applications	5		5	5	5
Small Business Loans Approved	2		4	1	1

Economic Development - Arts Commission

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.

Economic Development - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Publications Distributed					
• Arts Resource Guide/Brochures	1,800	1,800	1,800	1,800	800 (in-house)
• Newsletters	52,000 (2x/yr)	52,000 (2x/yr.)	52,000 (2x/yr.)	52,000 (2x/yr.)	Online only
• Postcards	8,000 (4x/yr)	8,000 (4x/yr.)	8,000 (4x/yr.)	8,000 (4x/yr.)	8,000 (4x/yr.-in-house)
# of requests for information & referrals	900	900	1000	1000	1000
# of hits on OCAC website	510,276	2,023,837	700,000	2,705,485	3,500,000

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

	2006-07 Actual	2007-08 Actual	2009-09 Budget	2008-09 Estimate	2009-10 Projected
Publications distributed					
• Calendar of Events/Newsletter (2 times per year)	50,000	50,000	53,000	Online only	Online only
• Postcards (4 times per year)	8,000	8,000	8,000	8,000	8,000 (in-house)
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	

Economic Development - continued

Budget Highlights:

- The increase in Personnel Services for FY 2009-10 is due to the hiring of an Economic Development Specialist at a higher pay rate than what was budgeted.
- Continuation of services, excluding the Changes in Service Delivery reductions.

Changes in Service Delivery (\$7,810 Reduction) – Economic Development:

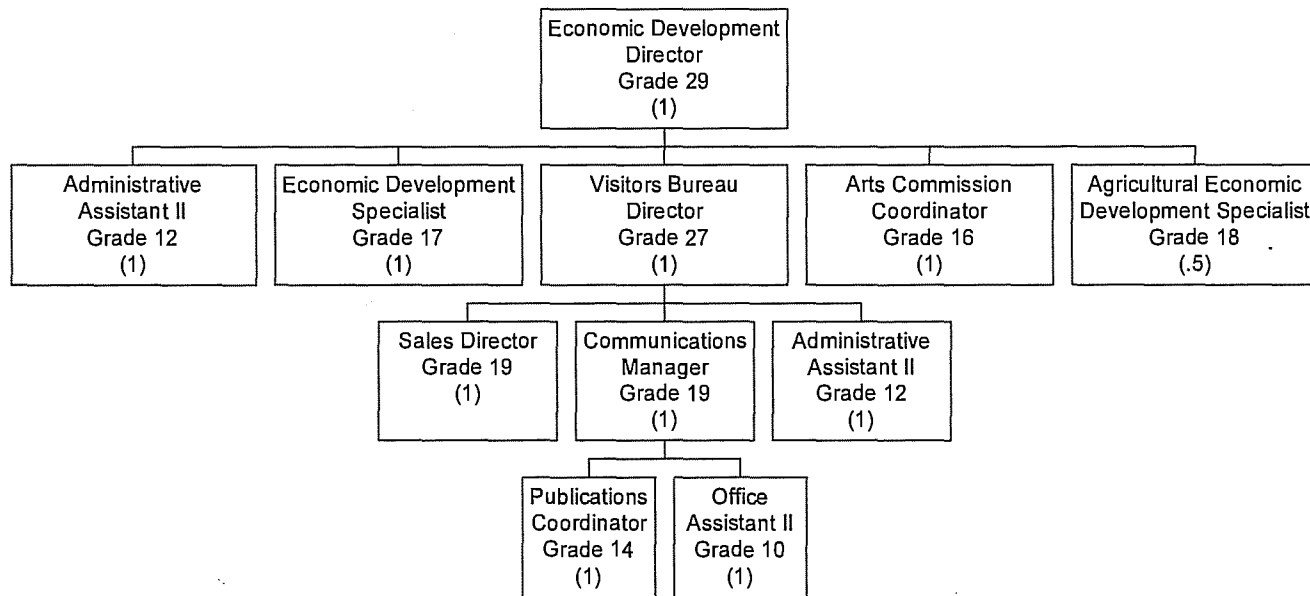
- Streamline operations (eliminate motor pool and nonpermanent costs).
- Reduce printing costs.

Changes in Service Delivery (\$7,646 Reduction) – Arts Commission:

- Reduce printing costs.
- Reduce grant distribution.

Economic Development

(Including Arts Commission & Visitors Bureau)



Efland Sewer Fund

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
<i>Efland Sewer Fund</i>	<i>Efland Sewer Fund</i>					Account: 3601
Operations	\$ 171,950	\$ 156,465	\$ 184,250	\$ 176,486	\$ 212,900	\$ 212,900
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 171,950	\$ 156,465	\$ 184,250	\$ 176,486	\$ 212,900	\$ 212,900
Offsetting Revenues	\$ (65,990)	\$ (75,426)	\$ (62,000)	\$ (73,963)	\$ (93,000)	\$ (93,000)
County Costs (net)	\$ 105,959	\$ 81,040	\$ 122,250	\$ 102,523	\$ 119,900	\$ 119,900

Objective

Expand sewer service areas in Orange County to provide sewer service to the northern end of the Buckhorn Community and central Efland.

Outcomes

- Complete construction of sewer extensions to the northern 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 for updating the McGowan Creek pumping station and site.

Objective

Provide new sewer service taps for new sewer customers.

Outcomes

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

Efland Sewer Fund - continued

Objective

Operate and Maintain sewer system infrastructure as required.

Outcomes

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

Budget Highlights:

- The increase in revenues in FY 2009-10 reflects rate changes effective July 1, 2009, which is the first year of a four year rate adjustment plan. This plan allows for sufficient revenue after the four year period to sustain the system without General Fund subsidy.
- The increase in Operations for FY 2009-10 includes easement clearing and cleaning/videotaping of the system.
- The General Fund's subsidy for FY 2009-10 is budgeted at \$119,900.

Other Budget Increases (\$30,000):

- Includes easement clearing to allow ready access to the outlying portions of the system for inspection and/or emergencies (\$15,000)
- Includes cleaning and video inspecting 20% of the system's lines (\$15,000). This will allow for adherence to the plan to have the entire system cleaned and video inspected every five years.
- Both of these maintenance items are required by the State-issued collection system permit.

Fee Changes:

- First year implementation, effective July 1, 2009, of a four year rate adjustment plan (see *County Fee Schedule in the Appendices section*).

Emergency Services

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Emergency Services (General Fund)						Account: 7500
Personnel Services	\$ 5,077,971	\$ 5,395,768	\$ 5,591,659	\$ 5,376,336	\$ 5,546,256	\$ 5,473,355
Operations	\$ 707,320	\$ 798,697	\$ 887,021	\$ 943,822	\$ 763,135	\$ 763,135
Capital Outlay	\$ 1,831	\$ 1,500	\$ 325,385	\$ 48,291	\$ 0	\$ 0
Total Expenditures	\$ 5,787,122	\$ 6,195,965	\$ 6,804,065	\$ 6,368,449	\$ 6,309,391	\$ 6,236,490
Offsetting Revenues	\$ (1,921,376)	\$ (1,816,532)	\$ (1,848,000)	\$ (1,799,695)	\$ (1,853,000)	\$ (1,853,000)
County Costs (net)	\$ 3,865,746	\$ 4,379,433	\$ 4,956,065	\$ 4,568,754	\$ 4,456,391	\$ 4,383,490
Emergency Telephone System (Fund 35)						
Overhead	\$ 36,000	\$ 53,559	\$ 19,556	\$ 19,556	\$ 19,556	\$ 19,556
Transfer to Other Funds	\$ 338,290	\$ 53,559	\$ 19,556	\$ 19,556	\$ 19,556	\$ 19,556
Personnel Services	\$ 131,984	\$ 120,582	\$ 202,161	\$ 182,867	\$ 192,048	\$ 189,671
Operations	\$ 304,793	\$ 297,682	\$ 418,000	\$ 507,315	\$ 292,000	\$ 292,000
Capital Outlay	\$ 40,480	\$ 113,077	\$ 84,000	\$ 93,203	\$ 0	\$ 0
Total Expenditures	\$ 851,547	\$ 584,899	\$ 723,717	\$ 802,941	\$ 503,604	\$ 501,227
Offsetting Revenues	\$ (740,917)	\$ (770,995)	\$ (723,717)	\$ (690,976)	\$ (503,604)	\$ (501,227)
County Costs (net)	\$ 110,630	\$ (186,096)	\$ 0	\$ 111,965	\$ 0	\$ 0
Total Emergency Services and Related Expenditures	\$ 6,638,669	\$ 6,780,864	\$ 7,527,782	\$ 7,171,390	\$ 6,812,995	\$ 6,737,717

Department By Division

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Program (General Fund)						
Administration	\$ 193,926	\$ 243,032	\$ 404,845	\$ 364,910	\$ 338,224	\$ 335,054
Emergency Medical Services	\$ 3,723,805	\$ 3,881,552	\$ 3,920,596	\$ 3,840,098	\$ 3,678,454	\$ 3,634,872
Fire Services	\$ 210,906	\$ 264,341	\$ 422,886	\$ 229,519	\$ 302,490	\$ 299,320
Telecommunications	\$ 1,658,485	\$ 1,807,039	\$ 2,055,738	\$ 1,933,922	\$ 1,990,223	\$ 1,967,244
Total Expenditures	\$ 5,787,122	\$ 6,195,965	\$ 6,804,065	\$ 6,368,449	\$ 6,309,391	\$ 6,236,490
Offsetting Revenue	\$ (1,921,376)	\$ (1,816,532)	\$ (1,848,000)	\$ (1,799,695)	\$ (1,853,000)	\$ (1,853,000)
County Costs (net)	\$ 3,865,746	\$ 4,379,433	\$ 4,956,065	\$ 4,568,754	\$ 4,456,391	\$ 4,383,490
Other Related Programs (Emergency Telephone Fund)						
Emergency Telephone System	\$ 851,547	\$ 584,899	\$ 723,717	\$ 802,941	\$ 503,604	\$ 501,227
Total Expenditures	\$ 851,547	\$ 584,899	\$ 723,717	\$ 802,941	\$ 503,604	\$ 501,227
Offsetting Revenue	\$ (740,917)	\$ (770,995)	\$ (723,717)	\$ (690,976)	\$ (503,604)	\$ (501,227)
County Costs (net)	\$ 110,630	\$ (186,096)	\$ 0	\$ 111,965	\$ 0	\$ 0
Total Emergency Services and Related Expenditures	\$ 6,638,669	\$ 6,780,864	\$ 7,527,782	\$ 7,171,390	\$ 6,812,995	\$ 6,737,717

Emergency Services - Administration

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

Emergency Services - continued

- 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 Orange County Departments, Local Emergency Planning Committee, Fire Chief's Council, Regional Domestic Preparedness and Readiness Council, UNC Emergency Response Group, and 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 2009.
- Worked with Planning Department to update Orange County Joint Hazard Mitigation Plan.
- 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.
- Supporting Orange County Schools Rapid Emergency Management Response project, including supporting final full scale exercise.
- Conducting Emergency Reserve Communications training and exercise with orange County Radio Amateurs, the three municipalities and UNC..
- Helped Health Department Coordinate Community Emergency Response Program (CERT) training leading to trainings in 2007.
- Providing Logistics and Planning support to Health Department response to novel H5N1 Influenza.
- Implemented CodeRED alert notifications system throughout Orange County in partnership with municipalities.
- Implementing WebEOC on-line EOC and command coordination system.

Emergency Services - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Emergency plans updated / created	N/A	N/A	10	2	1
Terrorism Alerts	N/A	0	4	4	4
E.O.C. Readiness	N/A	0	8	0	2
E.O.C. Activation	N/A	0	4	0	4
Disaster Recovery Operations	N/A	0	2	0	1

Emergency Services – Emergency Medical Services

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.

Objective

- 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 requests for service and makes patient contact with more than 10,945 patients, and provides transport for 6,757 people.
- The out-of-hospital cardiac-arrest save rate for Orange County will be at least 14%.

Emergency Services - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Requests for EMS Service	10,135	10,539	11,000	10,945	11,500
EMS Response Time (90 th percentile)	N/A	N/A	N/A	19:00	20:00
Number of times where no ambulances were available to answer 911 calls.	N/A	N/A	N/A	235	275
Number of Emergency EMS calls with response >10 minutes	2,996	3,095	4,500	4,807	5,500
Number of EMS calls with response > 15 minutes	1,473	1,473	1,550	2,471	2,594

Emergency Services – Fire Protection Services

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 training programs to county employees and fire departments for OSHA compliance.
- Assist fire departments with county fire administration programs.
- 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.

Emergency Services - continued

- 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 properties.

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.
- 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.
- Monitor 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. During fiscal year 2008-09, the fire insurance districts were expanded from 5 mile to 6 mile insurance districts, allowing approximately 445 property owners to become eligible for potential reductions in fire insurance premiums.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Fire Inspections	235	227	230	87	240
Fire Re-inspections	38	41	35	10	30
Investigations	280	161	315	200	120
Plans Review/Permits	160	110	165	40	60
Haz Mat/Emergency Response	20	8	6	24	25
Fire Education, OSHA Programs, Fire Training Programs	18	6	48	27	35
Emergency Planning	3	4	5	6	10
Special Events	8	10	14	8	6
Automatic Fire Alarms	280	331	325	656	575
Structure Fires	135	167	190	349	300

Emergency Services - continued

Woods/Brush Fires	120	122	100	25	20
Vehicle Fires	14	21	25	31	25
Code Enforcement	40	65	85	65	85
Motor Vehicle Accidents	20	21	40	30	20

Emergency Services - Telecommunications

Major Services

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

Objective

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

Outcomes

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

Emergency Services - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Calls for Service (Emergency/Non-Emergency) for all agencies	184,380	184,523	209,744	186,225	195,536
Law Enforcement Agencies	124,562	123,944	125,000	127,724	134,110
Fire Service for County and Municipalities	10,725	11,248	11,900	12,324	12,940
Calls following emergency medical and Prioritization and/or pre-arrival instructions	10,764	10,539	11,500	11,351	11,918
Support Agencies & EOC Activation	38,329	38,792	38,100	38,161	40,069

Budget Highlights:

- The Emergency Medical Services division includes a change in service delivery for FY 2009-10. On May 1, 2009, the department ceased the Initial Response Vehicle (IRV) delivery model where a paramedic responds initially to a call followed by two Emergency Medical Technicians in an ambulance when necessary.
- The Approved budget for FY 2009-10 reallocates and reclassifies existing staff to better align staff when and where they are needed, allows for appropriate supervision, and provides for up to two (2) additional ambulances during high call volume times (traditionally between the hours of 8:00 am and 10:00 pm).
- This model does not require any additional new positions for FY 2009-10, and when fully implemented, will reduce total costs of EMS service delivery.
- Reductions in Overtime and Telephone costs in the Emergency Telephone System Fund (9-1-1) for FY 2009-10 are due to no outstanding projects remaining as the cutover for the 9-1-1 center was completed as of January 2009.
- With the reduced budgeted amount in operations for the Emergency Telephone System Fund; any additional revenue from subscriber fees will go into the 9-1-1's fund balance for future capital needs.
- The overhead costs listed within the Emergency Telephone System Fund is the indirect costs charged to the Fund by the General Fund based on the current County Cost Allocation Plan.

Changes in Service Delivery (\$135,645 Reduction) – Emergency Services:

- Eliminate use of paid student interns for special projects.
- Reduce overtime in Communications and Administrative divisions.
- Reduce several operational line items.

Emergency Services - continued

- Reduce travel, training, and certifications/licenses.
- Reduce equipment repair, building rent, and electricity due to no longer using Orange County Rescue – Station 1 as a location for Emergency Medical Services.
- Reduce contract services – the Fire/Rescue study will be completed in phases.

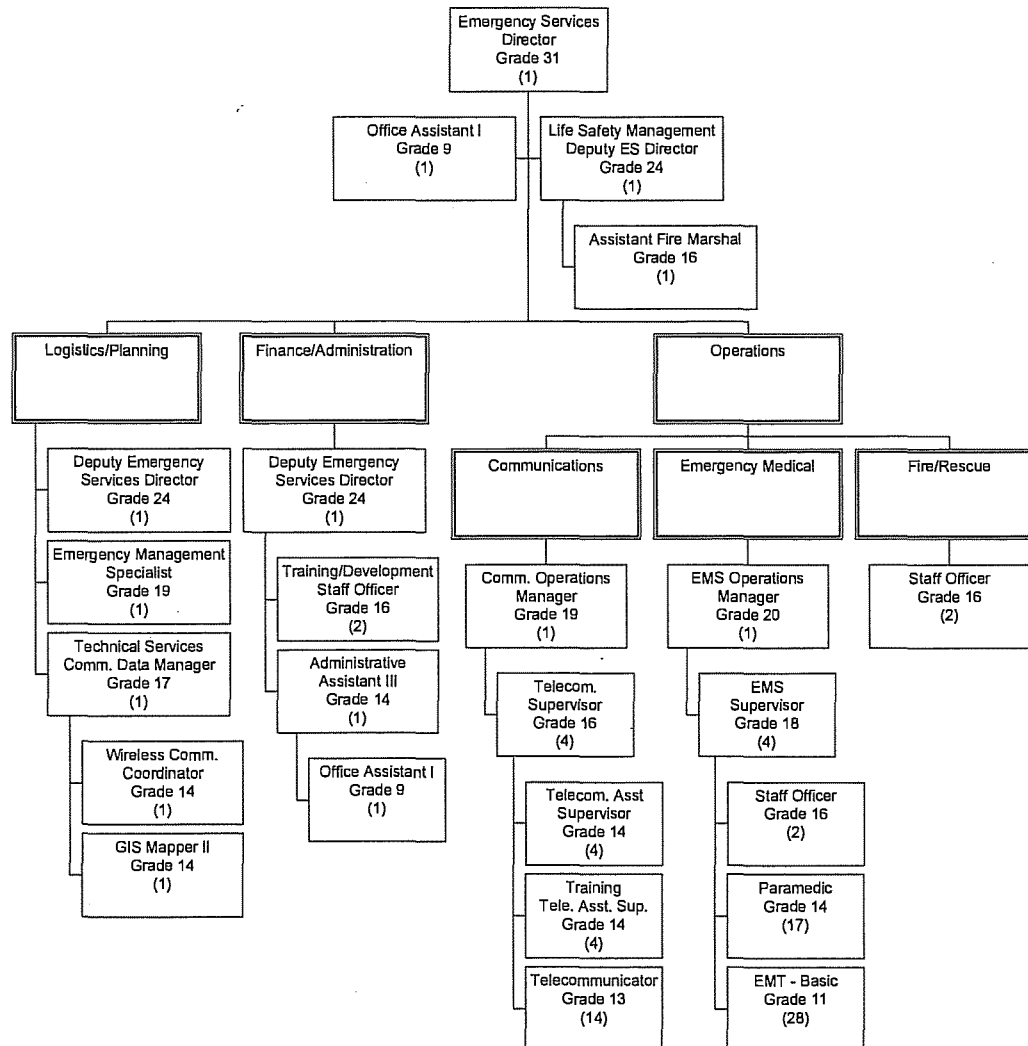
Changes in Service Delivery (\$130,000 Reduction) – Emergency Telephone Fund:

- Reduce overtime costs.
- Reduce training/development and telephone costs.

Cost of New Facilities:

- The department moved into its new Emergency Services facility in January 2009, and increased operational costs for FY 2009-10 are reflected in the Public Works department budget.

Emergency Services



Environment and Resource Conservation

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Environment and Resource Conservation (General Fund)						Account: 6100
Personnel Services	\$ 786,149	\$ 817,322	\$ 898,588	\$ 914,777	\$ 906,914	\$ 889,155
Operations	\$ 64,276	\$ 77,700	\$ 103,934	\$ 101,158	\$ 166,502	\$ 91,502
Capital Outlay	\$ 6,082	\$ 6,139	\$ 20,200	\$ 239	\$ 20,200	\$ 0
Total Expenditures	\$ 856,506	\$ 901,161	\$ 1,022,722	\$ 1,016,174	\$ 1,093,616	\$ 980,657
Offsetting Revenues	\$ (56,490)	\$ (55,670)	\$ (53,000)	\$ (65,360)	\$ (56,000)	\$ (56,000)
County Costs (net)	\$ 800,016	\$ 845,491	\$ 969,722	\$ 950,814	\$ 1,037,616	\$ 924,657

Department By Division

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Program (General Fund)						
Environment & Resource Conserv	\$ 572,213	\$ 604,922	\$ 722,427	\$ 697,839	\$ 789,903	\$ 680,114
Soil & Water Conservation	\$ 284,293	\$ 296,239	\$ 300,295	\$ 318,335	\$ 303,713	\$ 300,543
Total Expenditures	\$ 856,506	\$ 901,161	\$ 1,022,722	\$ 1,016,174	\$ 1,093,616	\$ 980,657
Offsetting Revenue	\$ (56,490)	\$ (55,670)	\$ (53,000)	\$ (65,360)	\$ (56,000)	\$ (56,000)
County Costs (net)	\$ 800,016	\$ 845,491	\$ 969,722	\$ 950,814	\$ 1,037,616	\$ 924,657

Environment and Resource Conservation

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 (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 evaluation, acquisition 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. Develop, with citizen advisory committees and other like mechanisms, master plans for new programmed parks and public open spaces (as directed by the Board).
- Implement and manage the Voluntary Farmland Protection Ordinance, including the Voluntary Agricultural District Program. 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.
- Coordinate the County's efforts toward the adopted Environmental Responsibility Goal, including staff support to the Environmental Stewardship Action Committee
- Oversee local and multi-jurisdictional efforts to assess and evaluate energy resources, climate change and air quality, including greenhouse gas emissions, energy conservation and use of renewable energy, and ground-level ozone strategies.

Environment and Resource Conservation - continued

- 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 implementation of elements to the Orange County Comprehensive Plan in the areas of natural resources and cultural resources (Natural and Cultural Systems Element, Parks and Recreation Element).
- Coordinate the H2Orange Committee interdepartmental team, including a web site (www.h2orange.org), drought workshops, coordination of water resources activities, public information and education efforts 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.
- Address other environmental issues, as directed by the Board of Commissioners.

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 BOCC goals.
- Evaluate, acquire and manage lands identified as high priority resource lands through the Lands Legacy Program.
- Address new energy and air quality initiatives related to greenhouse gas emissions (GHG Inventory, Climate Change Committee), ozone non-attainment, and alternative-fuel vehicles. Coordinate efforts for Energy Efficiency and Renewable Energy stimulus projects and Environmental Responsibility Goal.
- 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.

Environment and Resource Conservation - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Convene meetings of the Environment and Resource Steering Committee	1	2	3	1	3
Provide staff support to the 4 advisory boards listed above and other ad hoc work groups as assigned					
Prepare and distribute advisory board agendas	57	61	64	60	56
Prepare reports and other needed documents					

Objective

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

Outcomes

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

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Existing Data Maintenance and Upkeep	Database review underway.	Oldest coverages reviewed for accuracy.	Examine existing data sets from oldest.	8 older coverages reviewed, updated.	Continue review of older coverages.
Identify needs and purchase data where it exists	Stream buffer coverage completed, quality check underway.	Stream coverage completed, new biosolids coverage updated.	Biosolids coverage updated, cemeteries and historic sites coverage needed.	Same	Comprehensive 10-year assessment of database, needs.

Environment and Resource Conservation - continued

Create New Coverages	Stream buffer coverage completed, quality check underway. Composite Countywide Parks Plan created. Biosolids coverage updated.	Biosolids coverage updated. Impervious surfaces along stream corridors created. Agricultural priority areas begun.	Create coverages for cultural resources, scenic roads, cemeteries, historic sites.	Biosolids updated regularly, cemetery coverage done, historic sites updated. Scenic roads begun.	Complete scenic roads, assess new needs based on comprehensive 10-year assessment.

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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Prepare Two-Year Action Plan	Action Plan adopted 9/06, activities underway	Second year of action plan activities pursued, holdover projects completed.	Develop new draft action plan with BOCC and advisory board input.	Draft plan created and shared with BOCC 9/08. Converted to 3-year plan with modifications to return in fall 09	Present 2009-12 action plan for adoption with additions proposed in previous review.
Acres acquired (all - includes fee, easements and joint acquisitions)	120	656	150	111	100

Environment and Resource Conservation - continued

Complete Lands Legacy Long-Term Priorities document	Update underway, coupled with new look at long-term objectives.	Delayed for Comp Plan work	Review document and use to create issue papers.	Three issue papers created and reviewed by BOCC.	10-year review of priorities to be conducted as time permits
Identify and secure alternative funding sources (grants). Work collaboratively with other jurisdictions and land trusts on acquisitions	Joint application to CWMTF for Stollings acquisition with Eno River Assn. was approved (\$500,000) 3 easements completed with USDA, TLC.	\$725,000 in federal agricultural easement grants received, \$85,000 in landowner donations. Worked with USDA, S&W TLC and ERA.	Complete Eno Confluence purchase, look for additional outside funds. Prepare for next round of USDA farmland grants. CWMTF grant for Cane Creek easement.	Closed on Eno Confluence with CWMTF grant & Raleigh watershed funds (\$700,000 in outside funds). Worked with ERA, Raleigh, Upper Neuse.	USDA grant received for ag easement (\$327,000). CWMTF grant pending budget freeze. Working with TLC, ERA, local conservation groups, OWASA.
Coordinate with November 2001 bond referendum	NA				

Objective

- Develop and oversee the creation and implementation 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.
- Begin plans to prioritize implementation activities in elements.

Environment and Resource Conservation - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Natural and Cultural Systems Element	Participated in Comp Plan process as Element Manager (2 elements) and ELAB meetings. Wrote complete document, conferring with consultant.	Completion of document drafting, shepherding of element through review process and public review and hearings.	Comp Plan adoption by BOCC. Begin preliminary assessment of priority implementation activities.	Comp Plan was adopted 11/08. Staff meetings to review objectives and compare to workplans and other plans.	Implementation activities to be pursued as authorized by Board, working with each advisory board, as BOCC Priorities, budget and time permits.
Water Resources Initiative	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.	County Manager, Health Director and ERC Director develop proposal for comprehensive rollout program to address identified water resources needs.	Begin implementation of Water Resources Initiative/Program, hire Water Resources Coordinator. Reinstitute H2Orange team for drought efforts.	Implementation begun, WR Coordinator hired. H2Orange Committee reformed and meets regularly to coordinate water resources and drought response. Develop Observation Well network concept.	Implement next steps of Water Resources Program, including Observation Well Network and public education campaigns.
Parks and Recreation Element	Worked with consultant and P&R and Planning staff to facilitate process for RPAC.	Worked with consultant, staff and RPAC to develop final draft Element, identify objectives.	Adopt plan, begin identifying priorities for implementation.	Comp Plan adopted 11/08. Initial thoughts on priority objectives discussed with staffs.	Begin implementation of priority objectives, consistent with budget and BOCC priorities.

Environment and Resource Conservation - continued

Work with Planning in developing Land Use Element	Meet with Planning staff re process, provide maps and data for Profile Element.	Provided assistance and data as requested.	Adopt plan, provide assistance and data, feedback as needed.	Comp Plan adopted 11/08.	Provide assistance and data as requested.

Environment and Resource Conservation – Soil and Water Division

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 (2009-2010) to the Division of Soil and Water by June 1, 2009 prioritizing and determining the needs and feasibility of Best Management Practices (BMP's) in solving existing water quality problems.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Allocation received from NCDEHR-DSWC*	\$102,881	106,782	\$100,000	161,091	51,000
Funds Obligated to NCACSP Contracts**	\$102,881	106,782	\$100,000	161,091	51,000

**Includes prior year's cancellations.

* NC DEHR-Division of Soil and Water Conservation

Environment and Resource Conservation - continued

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.
- 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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
No. of contracts written	21	25	30	36	15
% of total allocation encumbered	100%	100%	100%	100%	100%
Animal operations assisted with BMP's	17	20	18	19	11
Acres affected by NCACSP contracts	385	586	605	790	300

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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
% of all active contracts checked	9.8	10.1	10	10.3	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.

Environment and Resource Conservation - continued

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.

Measures

	2006-07 Actual	2007-08 Actual**	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Allocation received from DSWC	n/a	\$42,000	\$15,000	\$15,000	\$15,000*
Number of abandoned well closure contracts	n/a	15	20	10	10

**grant funding became available in Oct.'07

*pending final grant funds available

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, local, state and national Envirothon contest, and free resource materials.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Promote natural resources conservation and assist citizens with information on resource concerns.	410	525	450	500	500
Provide educational opportunities as requested to participants involved in each educational activity throughout the year.	1,735	1800	1,750	1900	1850

Environment and Resource Conservation - continued

Objective

- Assist land users in Implementing Federal, State and Local regulations while using applicable cost-share programs to improve water quality.

Outcomes

- Provide land users with most current information on water quality regulations.
- Provide assistance to producers with animal waste systems to meet state permitting requirements.
- Provide individual planning covering requirements, alternatives, costs and feasibility to land users.
- Revise plans with landowners as regulations and land user priorities change.
- Promote total resource management systems that include not only erosion reduction on farmland, but wildlife enhancement, water quality improvement and reforestation through available cost share programs.
- Conduct annual status reviews on active compliance plans.
- Provide assistance to land users to enroll agriculture acres into the Conservation Reserve Program to enhance wildlife buffers. CP-33 is the bobwhite quail initiative included under the Conservation Reserve Program.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Develop Environmental Quality Incentive Program (EQIP) contracts (no.)	15	10	15	10	20
Contact active farmers & landowners to review and update compliance plans (no.)	75	100	100	120	100
Conduct status reviews on compliance plans (%)	5%	5%	5%	5	5
Allocate EQIP Funding for installation of conservation practices	\$150,000	130,000	\$160,000	100,000	150,000
Apply for Federal Farmland Protection Program funding for easements	\$250,000	0	\$100,000	100,000	100,000
Develop Resource Management plans on farmland (acreage amt)	350	400	400	700	450
Enroll farmland (acreage amt.) in CP-33	200	50	30	30	15

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.

Environment and Resource Conservation - continued

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, and assist with yearly status reviews of easements.
- 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.
- The increase in the 12-Month Estimate for FY 2008-09, within the Soil and Water division, reflects the receipt of a North Carolina Water Quality Grant of \$7,010 in FY 2008-09 for improvements to the Stillhouse Creek and Public Market site.

Budget Highlights:

- Department staff, currently housed in three different locations, will be integrated into one location when the department moves into the Agriculture Center in FY 2009-10. The department will realize cost savings in several operational accounts and permits equipment and vehicle sharing synergies with the Soil and Water District.
- Department merged with the Soil and Water department in FY 2008-09.

Changes in Service Delivery (\$19,650 Reduction) – Environment and Resource Conservation:

- Reduce overhead costs related to multiple office locations.
- Reduce printing costs.
- Eliminate student intern cost/Delay park master plans.

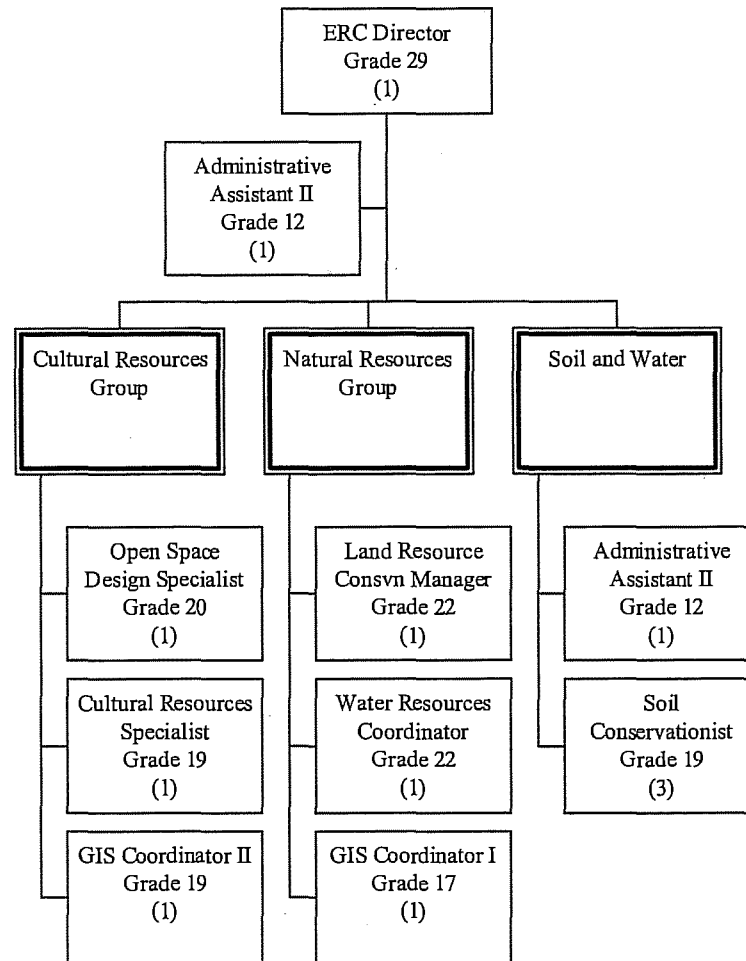
Changes in Service Delivery (\$1,245 Reduction) – Soil and Water:

- Eliminate non-permanent personnel when coverage is needed due to staff attending meetings.
- Eliminate newsletter in News of Orange that informs citizens of yearly accomplishments, private conservation, and cost-share financial programs available to the public. Will continue to use web site, and place single articles in the newspaper.
- Reduce travel, training/development, and telephone costs.

Priorities:

- All priorities are program/service exchanges resulting in no budget increases.
- P-1: Conserve high priority natural areas, wildlife habitat and prime forests.
- P-10: Develop an energy plan that includes economic development strategies to attract, retain, and grow "green" business.
- P-12: Implement the County's Environmental Responsibility Goal.
- P-14: Fulfill remainder of bond issuance approved by voters in 2001 for soccer and Twin Creeks (Moniese Nomp).

Environment and Resource Conservation



Financial Services

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Financial Services (General Fund)						Account: 2200
Personnel Services	\$ 681,003	\$ 703,962	\$ 659,083	\$ 741,110	\$ 715,887	\$ 707,964
Operations	\$ 36,631	\$ 43,893	\$ 173,634	\$ 157,264	\$ 162,275	\$ 162,275
Capital Outlay	\$ 1,556	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 719,190	\$ 747,855	\$ 832,717	\$ 898,374	\$ 878,162	\$ 870,239
County Costs (net)	\$ 719,190	\$ 747,855	\$ 832,717	\$ 898,374	\$ 878,162	\$ 870,239

Department By Division

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Program (General Fund)						
Budget	\$ 270,480	\$ 292,489	\$ 279,118	\$ 301,773	\$ 279,123	\$ 276,153
Finance	\$ 448,710	\$ 455,366	\$ 553,599	\$ 596,601	\$ 599,039	\$ 594,086
Total Expenditures	\$ 719,190	\$ 747,855	\$ 832,717	\$ 898,374	\$ 878,162	\$ 870,239
County Costs (net)	\$ 719,190	\$ 747,855	\$ 832,717	\$ 898,374	\$ 878,162	\$ 870,239

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.

Financial Services – continued

- Develop five-year financial forecast that projects future revenue growth and anticipates expenditure needs based on current
- Examine opportunities to reallocate/realign/restructure current resources while still being responsible citizenry needs. Conduct a self-assessment of currently offered programs and services to determine their viability in today's world.
 - Evolve from current budget process to one that is more program/service oriented.
 - Identify programs/services that can be streamlined, combined or eliminated.
 - Encourage all entities receiving County funding, including both school districts and non-profit agencies, to undergo the same self-assessment of their current programs.
 - Develop programmatic benchmarks tied to financial incentives.
 - Review County departments' dependency on filling permanent staffing needs with temporary employees and overtime.
 - Conduct multi-year cost analysis of proposed County service delivery changes, new programs/services and additional facilities to determine full impact of staffing, operational, capital and debt service costs and equate the costs in terms of total dollars and add 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.
- 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.
- 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 Distinguished Budget Presentation Award and meet all the criteria of the awards program by all reviewers.
- 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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Fund Balance % of General Fund Expenditures	13.00%	13.9%	12%	11%	10%
CAFR Issued By October 31	No	No	Yes	Yes	Yes
Retention of GFOA Certificate	Yes	Yes	Yes	Yes	Yes

Objective

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

Outcomes

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

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
% of time invoices paid within 30 days	98%	97%	98%	98%	98%
% of Time Payroll Completed two days prior to payday	100%	100%	100%	100%	100%

Objective

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

Outcomes

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

Financial Services – continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
% of time debt service paid when due and penalties avoided	100%	100%	100%	100%	100%
Debt Service as a % of general fund expenditures	14.8%	15%	14.9%	14.5%	15.2%
Bond Sale/Alternative Financing	Summer 2005	Winter 2007	Spring 2007	Spring 2008	Spring 2009
Bond Ratings (Moody's, S&P, Fitch)	AA+, Aa2, AAA	AA+, Aa2 AAA	AA+,Aa2 AAA	AA+,Aa2 AAA	AA+, Aa2 AAA

Budget Highlights:

- Continuation of most programs and services, excluding the changes in service delivery.

Changes in Service Delivery (\$8,500 Reduction) – Budget:

- Eliminate student intern position.

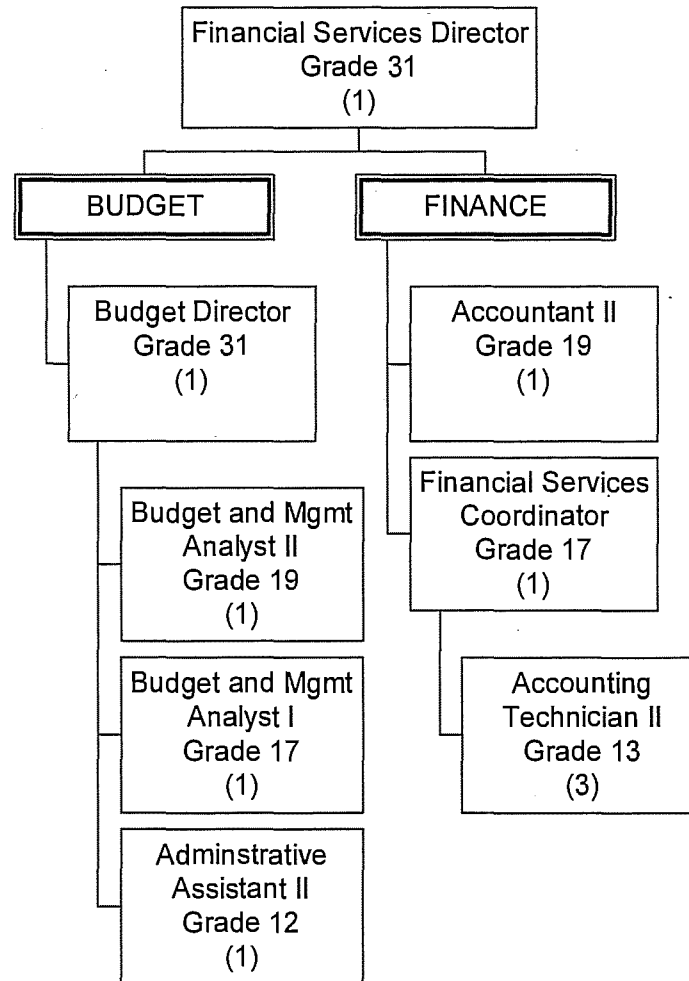
Changes in Service Delivery (\$9,900 Reduction) – Finance:

- Streamline operations (Reduce travel, training, dues, subscriptions, and contract services).

BOCC Priorities:

- (Finance) P-11: Invest in technology to increase worker efficiencies (Program/service exchange—no budget increase).

Financial Services Department



Health

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved Account: 4101
Health (General Fund)						
Personnel Services	\$ 5,181,946	\$ 5,495,740	\$ 6,007,890	\$ 5,788,647	\$ 5,977,956	\$ 5,726,576
Operations	\$ 1,067,382	\$ 1,170,207	\$ 1,215,168	\$ 1,189,733	\$ 1,131,773	\$ 1,186,876
Capital Outlay	\$ 53,166	\$ 94,156	\$ 293,495	\$ 49,984	\$ 8,056	\$ 0
Total Expenditures	\$ 6,302,495	\$ 6,760,103	\$ 7,516,553	\$ 7,028,364	\$ 7,117,785	\$ 6,913,452
Offsetting Revenues	\$ (2,190,588)	\$ (2,202,621)	\$ (2,340,461)	\$ (2,151,886)	\$ (2,230,692)	\$ (2,188,766)
County Costs (net)	\$ 4,111,907	\$ 4,557,482	\$ 5,176,092	\$ 4,876,478	\$ 4,887,093	\$ 4,724,686
Health - Grant Projects (Fund 29)						
Personnel Services	\$ 304,850	\$ 246,835	\$ 188,120	\$ 181,003	\$ 179,161	\$ 178,930
Operations	\$ 57,539	\$ 70,682	\$ 50,825	\$ 49,012	\$ 49,968	\$ 49,968
Capital Outlay	\$ 1,470	\$ 8,316	\$ 0	\$ 0	\$ 1,500	\$ 1,500
Others	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 363,858	\$ 325,833	\$ 238,945	\$ 230,015	\$ 230,629	\$ 230,398
Offsetting Revenues	\$ (298,687)	\$ (310,890)	\$ (238,945)	\$ (240,228)	\$ (230,629)	\$ (230,398)
County Costs (net)	\$ 65,172	\$ 14,943	\$ 0	\$ (10,213)	\$ 0	\$ 0
Total Health and Related Expenditures	\$ 6,666,353	\$ 7,085,936	\$ 7,755,498	\$ 7,258,379	\$ 7,348,414	\$ 7,143,850

Department By Division

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Program (General Fund)						
Animal Control	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Central Administrative Services	\$ 888,421	\$ 891,718	\$ 887,894	\$ 888,624	\$ 881,244	\$ 869,358
Dental	\$ 698,410	\$ 739,016	\$ 1,138,706	\$ 960,086	\$ 864,113	\$ 924,622
Environmental Health	\$ 1,040,615	\$ 1,181,066	\$ 1,433,048	\$ 1,303,892	\$ 1,182,643	\$ 1,170,951
Personal Health	\$ 3,082,032	\$ 3,372,607	\$ 3,337,669	\$ 3,307,577	\$ 3,485,512	\$ 3,252,172
Promotion and Education	\$ 342,924	\$ 409,880	\$ 512,179	\$ 401,863	\$ 513,197	\$ 506,858
Risk Management	\$ 250,094	\$ 165,816	\$ 207,057	\$ 166,322	\$ 191,076	\$ 189,491
Total Expenditures	\$ 6,302,495	\$ 6,760,103	\$ 7,516,553	\$ 7,028,364	\$ 7,117,785	\$ 6,913,452
Offsetting Revenue	\$ (2,190,588)	\$ (2,202,621)	\$ (2,340,461)	\$ (2,151,886)	\$ (2,230,692)	\$ (2,188,766)
County Costs (net)	\$ 4,111,907	\$ 4,557,482	\$ 5,176,092	\$ 4,876,478	\$ 4,887,093	\$ 4,724,686
Total Health Department and Related Expenditures	\$ 6,302,495	\$ 6,760,103	\$ 7,516,553	\$ 7,028,364	\$ 7,117,785	\$ 6,913,452
Other Related Programs (Grant Fund)						
Dental	\$ 34,372	\$ 34,976	\$ 0	\$ 0	\$ 0	\$ 0
Personal Health	\$ 260,705	\$ 215,640	\$ 141,846	\$ 134,920	\$ 139,342	\$ 139,188
Promotion and Education	\$ 68,781	\$ 75,216	\$ 97,099	\$ 95,095	\$ 91,287	\$ 91,210
Total Expenditures	\$ 363,858	\$ 325,833	\$ 238,945	\$ 230,015	\$ 230,629	\$ 230,398
Offsetting Revenue	\$ (298,687)	\$ (310,890)	\$ (238,945)	\$ (240,228)	\$ (230,629)	\$ (230,398)
County Costs (net)	\$ 65,172	\$ 14,943	\$ 0	\$ (10,213)	\$ 0	\$ 0
Total Health Department and Related Expenditures	\$ 6,666,353	\$ 7,085,936	\$ 7,755,498	\$ 7,258,379	\$ 7,348,414	\$ 7,143,850

Health Department – continued

Health – Central Administration

Major Services

- Provide high quality, professional 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. We have been unable to meet the five-day deadline set by the state due to working with an increasing number of non-English speaking clients, increases 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.
- Almost 15% Increase in birth certificates processed in the county, not including 26 fetal deaths.
- Maintain a (human) error rate of less than 5%. Most of the Central Administrative Staff have attended at least one State Vital Records Training. We continue to cross-train in our office and are able to maintain a very small error rate.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Birth Certificates processed	3,385	3,918	3,600	4,169	4,500
Death Certificates processed	1,462	1,448	1,400	1,453	1,500

Major Services

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

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.

Health Department – continued

Outcomes

- Ensure 100% compliance with fiscal and program audit requirements. State programs have instituted much stricter audit processes than in previous years. To be proactive, our staff have developed some new policies to ensure adherence to these stricter guidelines.
- 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. Due to extended and unexpected medical leave of the Business Officer, the State Monthly Expenditure Report was late one month – the state Administrative Consultant came to assist the Acct. Tech with the report. We have established a very close relationship with the AC, which has been extremely beneficial to our compliance efforts.
- Provide prompt and friendly services for all customers.
- Promote better planning of medical and pharmacy supply orders by working with clinical staff.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
Answer all incoming calls to main clinic lines within 3 rings <i>(due to multiple phone lines, we are no longer using this as a measure)</i>	85%	90%	95%	n/a	n/a
*Compliance with federal, state, and local reporting requirements	100%	100%	100%	100%	100%

**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.
- Create and maintain medical records for all patients seen at the Orange County Health Department in accordance with state guidelines.
- Administer patient billing system.
- Comply with Title VI requirements for services to Limited English Proficiency clients.

Outcomes

- Ensure eligibility and service requirements are met in accordance with State/Federal programs.

Health Department – continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
<i>Clinical Measures:</i>					
Collection rate on all billed claims – <i>eligible for reimbursement</i>	92%	90%	90%	90%	90%
(Denied) Medicaid error rate due to staff errors	<3%	<5%	<5%	<5%	<3%
Error Rate for completing medical records	<3%	<1%	<5%	<1%	<1%

**** 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.**

HIGHLIGHTS:

- 15% increase in birth certificates processed for the year 2008-09. Due to increase in younger population, we expect another similar increase in births for 2009-10.
- Due to vacancy of staff interpreter and increase in LEP clients, approximately 30-50 invoices for interpreters have been processed & paid each week in 2008-09, for a total of over \$150,000 paid to contract interpreters / language phone line.
- Accounts Payable staff person is retiring as of August 31, 2009.
- Central Administrative Services is responsible for accounts payable processing for all six divisions in the health department, including keying requisitions for three out of six divisions.

Health - Dental

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 – continued

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 2007/08, 73% (06/07 75%) of kindergarten children in Orange County were caries free.
- Increase the proportion of 5th graders whose permanent teeth are free of decay to meet the NC 2010 target of 87%. From the most recent Oral Health Assessment of 2007/08, 80% (06/07 85%) of 5th grade children in Orange County are decay free.

To meet the above objectives, 2000 instructions on dental care, sealants, nutrition and fluoride are presented to parents, educators, healthcare professionals and children. For 2008-09 there were educational services provided to 2847 (2007-08 5092) 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 2007-08, kindergarten children in Orange County are at 1.01 up from .83. The state average is at 1.61.
 - 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 2007/08 of 1347 5th grade children screened in Orange County, it showed that 41% 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 110 children age 0-5 that were found to have dental needs, 96 (87%) were referred for dental treatment. Of the 110 children, 86 (78% up from 67% in 2008) reported having or receiving dental care due to the Smart Start Dental Screening, Education and Referral Program for 2009.
 - 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 2008, there were 12,979 total Medicaid clients in Orange County. The OCHD Dental Program serves 4% of Medicaid clients.
 - Maintain the number of dental patient visits in the OCHD Dental Program at or around 4000 to 4200 visits per year.

Health Department – continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
# Preschool, school age and adults educated	4,187	5,092	4,000	2,847	4,000
# Sealants placed on teeth	1,153	958	1,500	3,403	3,000
# 5th graders referred for dental sealants	715	797	675	824	800
# Dental Emergency Patients	416	351	412	490	500
# New 20-80 per cent dental patients	287	222	315	316	320
# New Headstart patient visits	11	19	50	9	25
# New Medicaid Dental Visits	197	162	230	279	300
# 20-80 per cent dental visits	1,927	1,801	1,980	1,998	2,000
# Medicaid Dental Visits	1,118	1,192	1,633	1,478	1,500
# Insurance patient visits	273	268	584	241	250
# Health Choice patient visits	277	243	393	245	250
# Headstart children patient visits	35	44	80	24	50
# No charge follow-up patient visits	66	66	100	122	100
# 100 per cent patient visits	25	28	40	57	50
Total number of dental patient visits	3,722	3,642	4,810	4,165	4,200
# Smart Start Preschool children screened	1,531	1,649	1,800	1,681	1,600
# Smart Start Preschool children with dental needs	147	92	150	110	125
# Kindergarten children screened	1,299	1,330	1,400	1,291	1,300
# Kindergarten children caries free	954	976	1,100	955	1,000
# 5th grade children screened	1,215	1,347	1,300	1,384	1,400
# 5th grade children caries free	1,027	1,081	1,200	1,100	1,100
# 2nd & 4th grade children screened	2,609	2,602	2,700	2,708	2,700
# 2nd & 4th grade children caries free	1,763	1,800	2,000	2,490	2,500

Highlights:

- Suspend hiring of the Dental Hygienist/Community Care Coordinator Position for FY 2009-10 will reduce the number of dental hygiene patient visits by 350 with an offsetting revenue of \$36,687.
- The reduction in the dental operating budget of \$8,405 will impact the purchasing of dental supplies and does not take into consideration the increase in the cost of supplies. If the cost continues to increase, the dental program would need to consider serving clients at one clinic site
- In 2008-09, the dental program received \$136,089 to purchase dental equipment through the CIP. Out of those funds, \$11,833 was spent for equipment that had been broken and equipment that was needed for new Endodontic Services. The additional funds were frozen. The CIP for \$109,310 for 09-10 includes dental equipment from previous years that is still needed and are experiencing equipment failure that impacts services being provided to the clients (x-ray processor has been broken for one week and is waiting for a \$700 part to be ordered). We can not develop dental x-rays and therefore unable to treat clients who need radiographs to diagnose the appropriate dental treatment.

Health Department – continued

Health – Environmental Services

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 75% of required inspections of permitted facilities.
- Prevent communicable disease outbreaks in 99.7% of inspected facilities with higher potential of disease transmission (childcare centers, public swimming pools and facilities serving food).
- Sponsor or participate in at least 2 food service or day care service employee education workshops having a total enrollment of at least 150 persons.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
Percentage of required inspections (Required Inspections)	85% (1714)	71%	95%	50.6%	75%
Communicable disease outbreaks in inspected facilities	0	2	<2	0	<2
Educational schools sponsored or participated in: (approximate number of attendees)	4 (106)	3 (169)	Unknown (Pending law change affecting training responsibilities)	2 111	2
(Percentage of food service managers attending ServSafe who became certified by examination)	(81%)	(78%)		(75%)	

Health Department – continued

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 to provide operation 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. 100% reporting compliance for all biosolids appliers.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
Percentage of WTMP inspections (total # of inspections)	100% (431)	100% (511)	100% (500)	100% (575)	100%
Percentage of failing systems documented during WTMP inspections	7% (26/383)	4%	6%	7%*	7%

* Incomplete data. Reflects only partial data as no query exists for inspections conducted in Permits Plus.

Educational outreach activities sponsored or participated in: (Total number of contacts)	20 (600)	33 (1,616)	125 Hours of instruction (1,230)	18 (483)	6 (200)
New septic systems properly installed and approved for use according to State and Orange County Rules.	249	221	300	147	150

Health Department – continued

Backlogs for initial service	2 weeks	2 weeks	1.5 weeks	1.5 weeks	2 weeks
Percentage of Biosolids appliers monitored (number of visits)	60% (39)	100% (40)	100% (50)	100% (21)	100% (50)

Core Function/Essential Service

- Protection and preservation of the county's groundwater resources assuring a safe water supply for residents of Orange County.

Major Services

- Well Water Supplies: Well permitting, inspection of well construction and repairs, Assure competence of well contractors, water sampling, and consulting resource for well users.

Objective

Assure that citizens have access to potable water through proper well construction and location, provisions for sampling well water, and by advising them of appropriate treatment technology when water quality problems arise. Build a comprehensive well and water quality database in GIS that stores information regarding well characteristics (depth, production, geoformations...) and water quality.

Outcomes

- At least two educational sessions for the public on water resource issues will be conducted.
- As needed, intensive well water sampling and well problem evaluation for specific communities with water problems.
- Provision of water sampling services and consultation for Orange County well owners.
- 100% compliance with groundwater protection rules adopted by the Orange County Board of Health.
- Mandatory testing of all newly constructed wells and reporting of those results
- Geolocation of all newly constructed and repaired wells for inclusion into the GIS well database.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
Public education sessions (Approximate number of participants)	4 (100)	16 (706)	6 (400)	5 (118)	2 (100)
New wells properly installed and approved for use according to State and Orange County Rules.	243	356	325	149	150
Percentage of bacteria samples with fecal coliform (Number of samples)	3.2% (545)	5.3% (414)	3% (500)	15% (228)	(300)

Health Department – continued

Highlights:

- WTMP inspections are being completed at 100% while collection of revenue is still a major challenge. Over \$30,000 in delinquent fees remain uncollected due to the lack of a competent tracking and billing system and no development support of Permits Plus.
- The county is exploring a move toward central permitting which will require a significant change to the permitting application system and ongoing development and support. Until a new permitting software and tracking system is developed and implemented, Environmental Health will continue to be plagued with tracking problems and inefficiencies.
- Environmental Health will be moving to a new facility in late 2009 which will require a significant investment into furnishings, technology, equipment, and a new filing system.
- The food & lodging program has implemented the new permitting and inspection system CDP, which has increased efficiency in data entry and tracking. The program is not fully field implemented due to technology challenges (printers and some software needs).
- The 08/09 year saw a significant reduction in revenue as a result of the economic climate. Revenues were down 41% from the budgeted amount. Environmental Health made cuts in operating costs that contributed to a savings of 44% in operations.
- Two staff members retired in 08-09 and another retirement is anticipated in October 2009. These positions will remain unfilled for the 09-10 year which has significant impacts on service delivery and ability to fulfill our core services.
- For the coming year, the following budget impacts have been implemented:
 - The EH office now closes each day from 12:15 to 1:30 to allow for lunch and administrative duties.
 - The quality assurance program has been scaled back.
 - Postal mailing of permits and water sample results has discontinued in favor of emailing these documents as attachments.
 - Response to community concerns outside of mandated programs has discontinued.
 - A significant increase in restaurant plan review time is expected.
 - Educational hours and professional development for staff has been reduced.
 - Community educational programs will be scaled back.

Health – Personal Health

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
- Communicable Disease screening of newly arriving refugees
- Investigation and control of reportable communicable diseases

Health Department – continued

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 identify and treat communicable disease in newly arriving refugees
- To prevent the spread of 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
- 80% of all persons in 2009 who begin preventive treatment for latent Tuberculosis infection will complete treatment
- 100% of active TB cases in 2009 will be placed on Directly Observed Therapy (DOT) in accordance with NC TB policy
- 85% of close contacts to an active TB case in 2009 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

	<i>2006-07 Actual</i>	<i>2007-08 Actual</i>	<i>2008-09 Projected</i>	<i>2008-09 Actual</i>	<i>2009-10 Projected</i>
% of 2 yr old children at OCHD with age appropriate immunizations in NCIR	87%	61%*	88%	Data available late Fall 2009	88%
% of preventive TB therapy cases who complete therapy (Calendar Year)	CY 06 77% (27/35)	CY 07 87% (74/85)	80%	CY 08 82% (59/72)	CY 09 80%
% of active TB cases placed on DOT therapy (Calendar Year)	CY 06 100% (2/2)	CY 07 100% (9/9)	100%	CY 08 100% (8/8)	CY 09 100%
% of close contacts to active TB case who receive a TB Skin Test within 7 days (Calendar Year)	CY 06 36%** (84/235)	CY 07 49%** (51/105)	85%	CY 08 93% (28/30)	CY 09 85%
% of reportable communicable diseases investigated and prevented from spreading***	100% (159/159)	100% (365/365)	100%	100% (607/607)	100%
% of refugees receiving CD screening within 30 days of arrival	Not Measured	47% (116/249)	90%	61% (109/179)	90%

*decreased due to NCIR not working properly last few months of assessment period

**most 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 – continued

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:

- 1050 clients will receive family planning services.
- 15% of total family planning clinic clients will be teens.
- The number of Prenatal clients and visits will increase by 5%.
- 95% of prenatal clients will deliver a newborn weighing more than 2500 grams.
- The number of Primary Care clients and visits will increase by 6%.
- 40% of Primary Care clients in Hillsborough and 60% in Chapel Hill will be uninsured or underinsured; 80% of both Hillsborough and Chapel Hill clients will be 0-20% pay:
- The % of children ages 2-4yrs at OCHD with normal weight (Body Mass Index < 85th percentile but above the 5th percentile for age and gender) will increase to 65%.
- The % of children < 1 year of age at OCHD who receive WIC Services will increase to 85%.
- The number of STD tests provided will increase to 6900.

Health Department – continued

Measures

	<i>2006-07 Actual</i>	<i>2007-08 Actual</i>	<i>2008-09 Projected</i>	<i>2008-09 Actual</i>	<i>2009-10 Projected</i>
# of family planning clients served	1,156	1,111	1,220	1,045	1,050
# of teens in family planning clinic (% of total served)	213 (18%)	189 (17%)	244 (20%)	160 (15%)	158 (15%)
# of Prenatal clients/encounters served	203 clients/ 1,378 encounters	203 clients/ 1,306 encounters	N/A	212 clients/ 1422 encounters	223 clients/ 1,493 encounters
% of OCHD prenatal clients with a newborn weighing >2500 grams	94%	90.5%	95%	92%	95%
# of Primary Care clients served/clinic encounters provided	342 clients/ 664 encounters	398 clients/ 730 encounters	320 clients/ 625 encounters	425 clients/ 756 encounters	450 clients/ 800 encounters
% of Primary Care clients uninsured or underinsured / % 0-20% pay	41% / 92%	40% / 92%	40% / 80%	<i>Hillsborough:</i> 40%/74% <i>Chapel Hill:</i> 56%/80%	<i>Hillsborough:</i> 40%/80% <i>Chapel Hill:</i> 60%/80%
% of children 2-4 with BMI <85% but >5% (normal weight)	CY 62.2 %	Not Measured	65%	63.44%	65%
% of children <1yr in Child Health Clinic who receive WIC services	81.9	82%	85%	84.55%	85%
# of STD tests (% positive)	5,171 (2%)	5,568 (3%)	5,000 (3%)	6,872 (2%)	6,900 (2%)

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 Nurses) 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.

Health Department – continued

- Intensive Home Visiting: Social Worker makes 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 families.
- 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:

- 270 eligible pregnant women will be enrolled in MCC services to promote positive pregnancy outcomes.
- 110 Medicaid eligible clients enrolled in MCC or CSC will also be enrolled in MOW support services.
- 95% of babies born to MCC enrolled prenatal clients will test drug and alcohol free.
- 80% of newborn/postpartum home visits to Medicaid eligible OCHD prenatal clients will be completed by a public health nurse within two weeks 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 report 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).

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Projected	2008-09 Actual	2009-10 Projected
# of pregnant women receiving MCC services/ # of encounters provided	NM	258/1275	273 pregnant women	272/1152	270/1200
# of MCC/CSC clients enrolled in MOW services/ # of encounters provided	NM	NM	N/A	108/731	110/740
% of babies born to MCC enrolled prenatal clients testing drug and alcohol free	NM	NM	NM	NM	95%

Health Department – continued

% of NB/PP home visits to OCHD Medicaid-eligible prenatals completed within 2 weeks of delivery	90% (within 4 weeks)	78% (within 4 weeks)	85% (within 4 weeks)	95% (within 4 weeks)	80% (within 2 weeks)
# of children with or at risk for developmental delays served by the CSC Program / # of encounters provided	343/2373	409/2663	400/2800	367/2114*	400/2800
% of IHV enrolled parents that report an increase in child development knowledge/parenting skills	100%	100%	95%	91%	95%
% of IHV families enrolled > 6 months without substantiated child abuse and/or neglect	100%	98%	95%	96%	95%
% Medicaid eligible children receiving at least one regular check up	76.2%	77.7%	80%	Data available Fall 09	80%

* Staff vacancies impacted service delivery

Core Function/Essential Service:

- To provide high-quality administrative, informational, billing and medical records services to the Orange County Health Department as it serves the residents of Orange County.

Objectives:

- Comply with Federal, State, and Department policies and procedures to process medical-legal documents, insurance, and correspondence requests.
- Document, store, and retrieve medical records information while conforming to Federal, State, and local statutes.
- Use computer technology to maintain master patient indices for record completion, utilization reviews, statistical reports and revenue tracking.
- Provide efficient clinical and administrative support for all programs including patient registration, appointments, scheduling, data entry, financial interviewing, and claims processing.
- Create and maintain medical records for all patients seen at the Orange County Health Department in accordance with state guidelines.
- Administer patient billing system, collect and deposit patient payments, and process claim denials.
- Transition to new Health Information System implemented by the NC Division of Public Health to collect confidential health information for service delivery, continuity of care, billing, and auditing.

Health Department – continued

Outcomes:

- Ensure eligibility and service requirements are met in accordance with State/Federal programs.
- Provide prompt and friendly services to all customers, including language assistance to all Limited English Proficiency (LEP) customers.
- Maximize program revenues through efficient billing and processing of denials.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Projected	2008-09 Actual	2009-10 Projected
# of Appointments Scheduled	17,060	17,397	17,700	16,724	17,100
# of Client Visit Encounters Keyed	20,753	20,039	20,800	18,953	19,700
# Total Services Submitted	33,505	33,582	34,300	35,427	36,000
% Total Services Billed to Medicaid	30%	34%	32%	33%	35%
% Total Services Denied by Medicaid	7%	5%	5%	7%	5%

Highlights:

- Discontinued Chronic Disease Care Coordination Program
- Discontinued Refugee Health Assessment Program
- Discontinued funding for HIV Community Testing Program
- Suspended Hiring of Medical Office Assistant for 2009-10 Fiscal Year

Health – Health Promotion

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.

Health Department – continued

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.
- 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 and implementation of Healthy Carolinians of Orange County community action plans for each active Healthy Carolinians subcommittee.

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 CSC encounters.
- Provide a minimum of 12 health education and promotion seminars.
- Provide a minimum of 1 community wellness programs focusing on healthy weight and increased physical activity.

Health Department – continued

Measures

	2008-09 Budget	2008-09 Actual	2009-10 Budgeted
Build Community capacity to improve health status:			
Community Assessment submitted	Due 2011	Due 2011	Due 2011
Healthy Carolinians Community Action Plan(s) implemented & submitted	3	4	4 + Recertification application
SOTCH Report completed	1	1	1
Focused communications to improve and encourage action for positive health change:			
Communications Plan review & update	1	1	1
# of educational/ awareness campaigns	4	Emergency Preparedness ESMM Messaging This is Public Health National Nutrition Month Real Men Rock H1N1 5 TRU	4
Functioning health information distribution system	1	1 *currently mail, email & fax blast	1
Media Training conducted for Subject matter experts	1	0	0
# of health-related news articles submitted	6	4 Nutrition 4 Health Communications 6 Healthy Carolinians/Hlth Promotion 17 TRU 7 Epi Team	6
# of community outreach events	6	15 17 TRU events	6
# Health-related Coalition/Task Force receiving Technical Resource Services	6	12 2 TRU	6 2 TRU
Maintain compliance with Title VI:			
# of qualified contract foreign language	5	Contracts with: 10 independent Interpreters, CHICLE and Telelanguage	The # of Independents fluctuates. Contracts with CHICLE

Health Department – continued

interpreters and/or translators			and Telelanguage
# program refined procedures related to LEP issues	4	Ongoing LEP policy development with 6 dept. programs.	As needed
LEP database-tracking system created/maintained/monitored	1	3 tracking logs	Maintain current logs and develop others as needed
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.			
# of clinic client encounters	100	341	200
# of private client encounters	75	116	75
# of CSC encounters	2	4	2
Health Education & Promotion Seminars	15	5 Nutrition 3 Healthy Carolinians 10 Health Promotion	10
# of participants	100	137 Nutrition 110 HC 225 Health Promotion	100
% participants with increased knowledge of healthy eating or lifestyle behaviors	100%	100% Nutrition 100% HC Written evals. not available	100%
# Wellness Programs	1	2 -Diabetes Series Maintain Don't Gain Holiday Challenge	1
# participating	25	13 -Diabetes 45 -MDGHC	25
% participants with increased knowledge of healthy eating or lifestyle behaviors	90%	100% 100% completed tracking logs	100%

FY 2008-09 Highlights:

- The Nutrition Program Manager applied and was accepted to participate in the NC Diabetes Education Recognition Program (NCDERP). The health department will be a part of NCDERP's Cohort III.
- Various PHES team members participated in the UNC Institute of Public Health Incubator focus groups.

Health Department – continued

- Nutrition encounters increased in spite of being short-staffed for over six months (457 vs. 393 encounters in 2006-07). The units billed increased significantly compared to the previous year (1291 vs. 991). This is due to more complex cases receiving MNT.
- Nutrition services experienced an increase in number of Gestational Diabetes clients and number of high-risk maternal clients in the Chapel Hill office, mainly uninsured Latino women.
- HPES team members worked collaboratively with the HCOC Health Promotion subcommittee and UNC School of Nursing to produce two tool kits; Eat Smart Move More Messaging Campaign and the Pediatric Clinical Obesity Tools. 10 Community organizations and 4 pediatric practices were trained to use these materials.
- The Community Health Assessment document and prioritization process was recognized as a model state and nationally. The Healthy Carolinians Coordinator was asked to present at the CDC's Assessment Initiative Conference in August 08.
- Healthy Carolinians' Mental Health subcommittee published a comprehensive Mental Health Directory that was distributed to over 400 individuals and placed online. This committee along with the Mental Health Association and OPC Area Program established a Pro Bono Counseling Network with over 35 participating therapist and 23 matches as of June 2009.
- Healthy Carolinians' Advocates for Adolescents subcommittee received an honorable mention from the GlaxoSmithKline Child Health Recognition Program for its 'Real Men Rock' Shaken Baby Prevention Campaign.
- Initiated and facilitated the Orange County Refugee Health Coalition, an interagency group working on addressing language and service needs of the local refugee population seeking health services. Met semimonthly.
- Contracted with a Karen student intern to produce a refugee health presentation to staff, as well as a refugee resource guide, and low literacy health education brochures (bus maps to the Health Department, Iron Rich Foods handout, and INH TB medication brochure, Over the Counter Medication handout and educational demo box.)
- The Immigrant Refugee Health Program Manager served as liaison to refugee resettlement agencies and community.
- The Immigrant Refugee Health Program Manager provided technical assistance to County and Community organizations regarding LEP policy compliance, contract interpreter proficiency testing and language services contracting.
- TRU received \$274,848 Phase IV grant funding from the NC Health and Wellness Trust Fund (HWTF).
- 42 TRU Peer Educators reached over 6 businesses and 2045 adults and youth through community and formal tobacco-use prevention activities, trainings and presentations.
- TRU developed a program brochure and peer educational manual that served as a model for HWTF publications.
- The Health Communications Coordinator assisted with over 11 internal project requests resulting in: a Burmese/Karen clinic services video, TRU Peer Education manual and brochure; Eat Smart Move More Messaging Campaign Tool Kit, Hand Washing Tool Kit, Vasectomy marketing plan, Pediatric Obesity Tool Kit for Clinicians, a Facebook page, Dental ads, and various flyers and fact sheets.
- The Health Communications Coordinator received the highest ranking on a mini-grant proposal submitted to the Central NC Partnership for Public Health—resulting in an all expense paid trip to the 2009 University of South Florida Social Marketing Conference and \$3000 to implement an eight-month social marketing initiative.
- During September, the Health Communications Coordinator conducted train-the trainer events for Public Health Reserve Corps members and 25 leaders of the faith community in

Health Department – continued

emergency preparedness, culminating in a large preparedness event at Wal Mart reaching over 125 residents with key messages regarding emergency planning and making a disaster supply kit.

- The Health Communications Coordinator organized the first “This is Public Health” Campaign. Collaborators, UNC Gillings School of Global Public Health, TRU, Promotoras, NC Institute for Public Health and health department staff submitted over 100 photos to the national campaign site and created a photo pool on flickr.com.

Health – Quality Assurance and Risk Management

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 Multi-hazard Plan
- Develop and maintain the Orange County Medical Reserve Corps and Community Emergency Response Team Programs
- Develop a department-wide continuous quality improvement process
- Analyze accreditation requirements and consult with divisions to prepare for North Carolina renewal 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 two¹ (2) 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

Health Department – continued

- Collaborate with Orange County Emergency Management to implement the Orange County Community Emergency Response Team (CERT) Program
- Recruit 10 emergency response partners to instruct community classes for the Orange County CERT program
- Educate a minimum of 50ⁱⁱ 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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Volunteers recruited for Orange County Medical Reserve Corps.	17	51	50	52	50
Orange County residents trained through the Orange County CERT Program	16	32	48	40	50
Volunteers recruited for core public health programs and activities	79	92	75	69	75
Components of Public Health Emergency Plan finalized or revised	4	4	4	2	4
Exercises conducted testing emergency response plans	3	3	3	1	2
Consultations performed regarding divisional policies and procedures and safety plans	5	6	5	4	5
Programs Audited for Continuous Quality Improvement Program	*	*	*	7	6

¹ Revised from four (3) to two (2) exercises according to Public Health Preparedness Agreement Addendum deliverables

¹ Revised from 48 to 50 based on 2008-2009 mid-year estimate

* New as of 2008-2009 Budget Estimate

Health Department – continued

FY 2009-10 Highlights:

- Revise Orange County Strategic National Stockpile (SNS) Plan and participate in CDC / NC Division of Public Health SNS Review site visit.
 - Complete FlexTraining® Respiratory Protection Course and complete training for all OCHD employees, Orange County School (OCS) nurses, and Chapel Hill-Carrboro City School (CHCCS) nurses.
 - Conduct N-95 Respirator Fit Testing for all OCHD employees, OCS nurses, and CHCCS nurses.
 - Recruit volunteers to assist with Project Homeless Connect and Seasonal Influenza campaign for school-age children.
 - Provide volunteers for National Medical Reserve Corps Deployment Team and related training.
 - Identify and conduct program audits for at least 2 OCHD programs not yet participating in Continuous Quality Improvement Program.
 - Revise OCHD Safety Manual and desktop Emergency Procedures Quick Guide.
-

Budget Highlights:

- The decrease in Personnel Services for FY 2009-10 includes a 12 month delay/suspension of hiring for the following positions: Dental Hygienist, three (3) positions within the Environmental Health division, and a Medical Office Assistant as part of the department's budget reductions.
- The decrease in Charges for Services revenues for FY 2009-10 is due to the continued economic downturn and its effects on building and development, thus effecting Environmental Health fees, as well as reductions in budgeted revenues as a result of discontinuing or suspending a number of program and services throughout the department.
- Fee changes in Dental Health and Personal Health divisions for were approved effective July 1, 2009 (*see attached County Fee Schedule in the Appendices section*).
- A portion of the decrease in Personnel Services reflected in the Commissioner Approved amount in FY 2009-10 and the Department Requested amount is due to not approving the expansion of primary care clinical services.
- The increase in Operations reflected in the Commissioner Approved amount in FY 2009-10 and the Department Requested amount is due to the continuation of dental clinical services at Carr Mill Mall, as the department had included this as part of their overall budget reductions.
- The grant projects listed for FY 2009-10 include: Families in Focus and Child Care Health Consultant (both Smart Start funded); and Teen Tobacco Prevention (funded by Health and Wellness Trust). All of these grants are covered by 100% grant funds, with no County support for FY 2009-10.

Health Department – continued

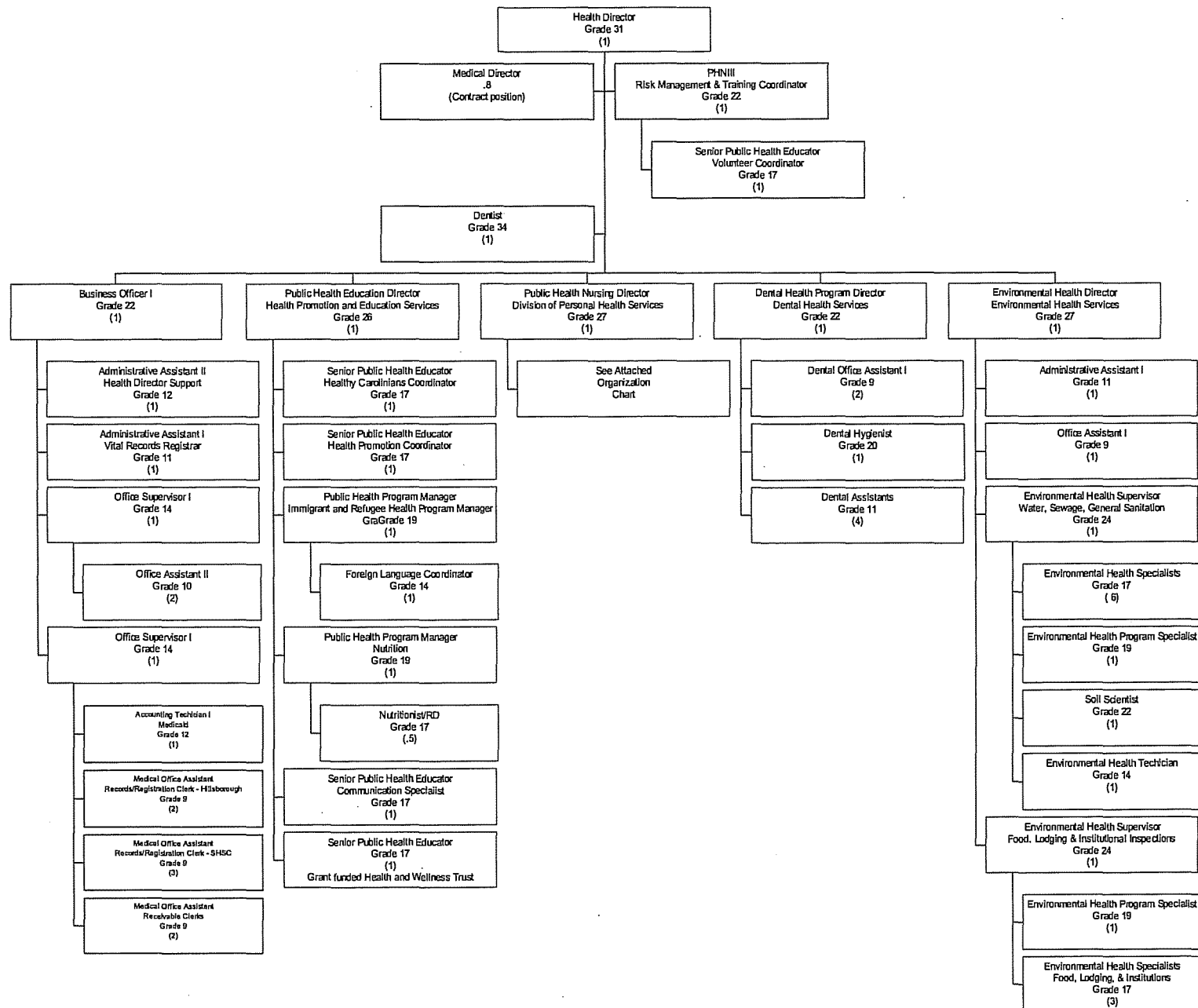
Changes in Service Delivery (\$240,827 Expenditure Reduction; \$191,538 Revenue Reduction for a Net Decrease of \$49,289):

- Discontinue Operating Costs Associated with Public Health Nurse II in Preparedness
- Discontinue Chronic Disease Care Coordination Program
- Discontinue HIV Community Testing Program
- Suspend Hiring for the Dental Hygienist/Community Dental Care Coordinator Position for the FY 2009-10
- Eliminate Student Stipends for Administrative Projects in Dental Health Services
- Eliminate Student Stipend for Community Health Assessment
- Eliminate Development of New "Time Study"
- Discontinue Recruitment of Participants for the Mouth guard Project.
- Reduce Information on Community Health Needs and Policymaking to Community
- Discontinue Refugee Health Assessment Program
- Reduce allocations in Professional Development for Environmental Health Services Staff
- Reduce allocations in Certification and Licensure Allocations for Clinical Dental Staff
- Reduce allocations in Staff Training, Continuing Education and Professional Development for Health Promotion and Education Services
- Eliminate Community Outreach Education and Reduce Technical Support, Training, and Service to Community
- Reduce Dental Services Operating Expenses
- Eliminate Mailing of Environmental Health Permits, Educational Material, Forms, and Information
- Eliminate Elements in the Quality Assurance – Program Improvement Program in Environmental Health Services
- Suspend Hiring for One EH Specialist Position for the FY 2009-10
- Suspend Hiring for the Office Assistant Position for the FY 2009-10
- Suspend Hiring for the EH Program Specialist Position in Food and Lodging Program for Latter Half of FY 2009-10
- Eliminate Response to Community Concerns about Environmental Issues, Environmental Complaints with No Formal Program Mandate, and Radon Testing Services for Water and Air
- Suspend Hiring of Medical Office Assistant for FY 2009-10 and Switch Funding Sources for Family Nurse Practitioner Training

Fee Changes:

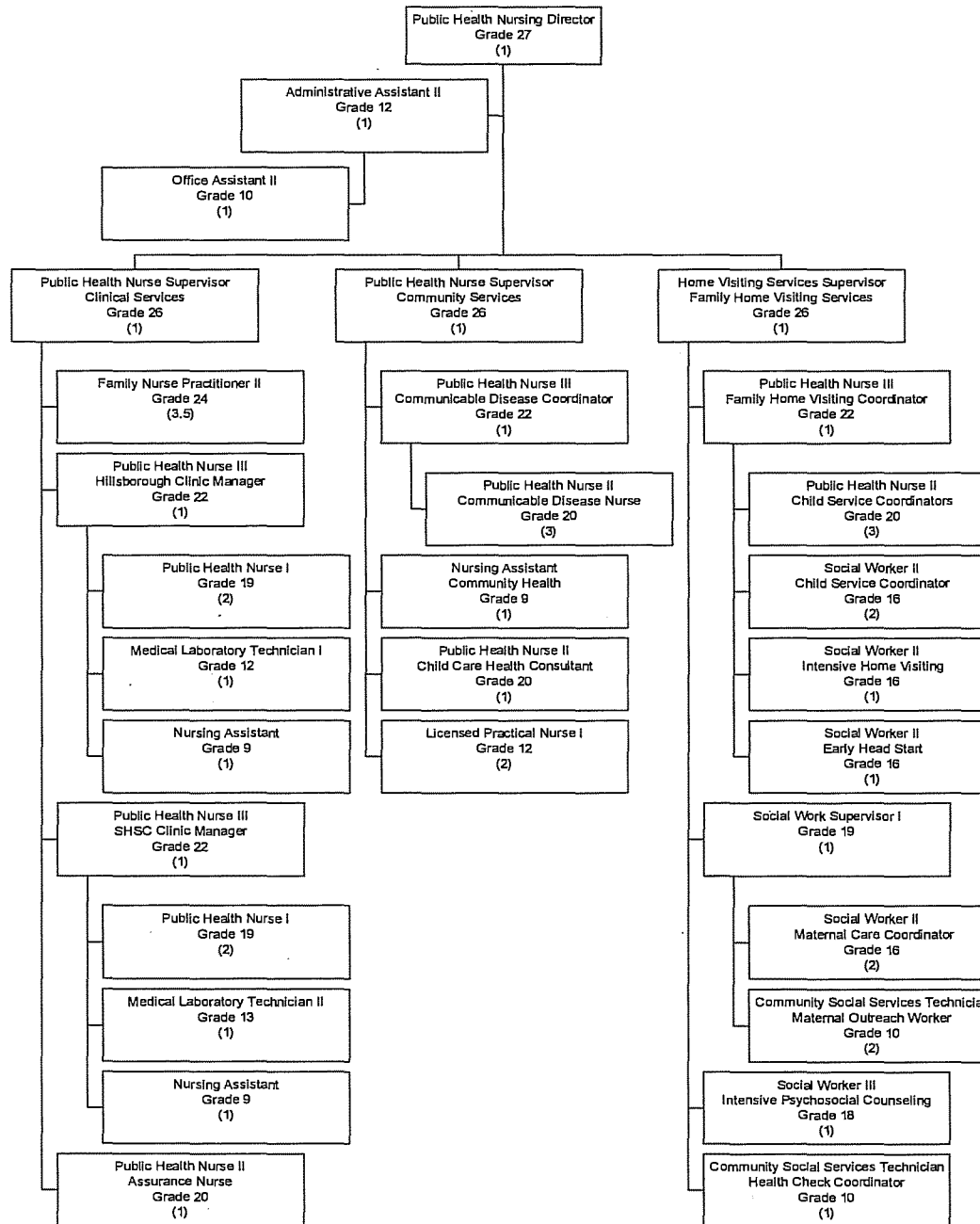
- Fee increases in the Personal Health division are approved in order to remain at or above the allowable Medicaid reimbursement rates. (*see County Fee Schedule in the Appendices section*)
- Fee increases in Dental Health are approved in order to remain at or above the allowable Medicaid reimbursement rates. An internal fee study was prepared; increased fees are to bring the department's dental fees up to comparable rates of surrounding counties. (*see County Fee Schedule in the Appendices section*)

Health Department



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Personal Health Services Division



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Housing and Community Development

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Housing and Community Development (Section 8 - Housing Fund)						Account: 4800
Personnel Services	\$ 337,205	\$ 376,971	\$ 429,518	\$ 445,683	\$ 436,089	\$ 431,136
Operations	\$ 19,924	\$ 16,703	\$ 26,176	\$ 22,933	\$ 40,000	\$ 40,000
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Rental Assistance	\$ 3,826,851	\$ 3,817,384	\$ 3,601,740	\$ 3,551,118	\$ 3,883,884	\$ 3,883,884
Total Expenditures	\$ 4,183,980	\$ 4,211,058	\$ 4,057,434	\$ 4,019,734	\$ 4,359,973	\$ 4,355,020
Offsetting Revenues	\$ (4,488,351)	\$ (4,577,221)	\$ (3,975,720)	\$ (4,042,700)	\$ (4,278,462)	\$ (4,273,509)
County Costs (net)	\$ (304,371)	\$ (366,163)	\$ 81,714	\$ (22,966)	\$ 81,511	\$ 81,511

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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Number of applications processed	600	650	700	760	377
Number of families receiving rent subsidies	615	615	615	623	623

Housing and Community Development - continued

HOME Program

Expenditures - HOME Program (Housing and Community Development Fund)

Homeownership Assistance – OCHLT	\$139,033
Homeownership Assistance – Habitat	\$ 60,000
New Construction – Phoenix Place	\$250,000
New Construction – Inter-Faith	\$185,000
Housing Rehabilitation - GASA	\$162,000
Operational Support – OCHLT	\$ 30,000
Rental Assistance - Homelessness	\$ 50,000
Program Administration	\$ 73,331
Total	\$949,364

Revenue

Town of Chapel Hill – 2009	\$ 67,648
Town of Carrboro – 2009	\$ 23,099
Town of Hillsborough – 2009	\$ 8,250
Orange County Match – 2009	\$ 65,998
Program Income	\$ 51,058
HUD Grant – 2009	\$733,311
Total	\$949,364

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.
- Facilitate the provision of affordable rental housing for families at or below 50 percent of the area median income.

Housing and Community Development - continued

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

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Repair existing substandard housing units.	2	2	10	2	5
Provide new single-family housing units for first-time homebuyers with incomes at or below 80% of the area median income	7	8	N/a	5	8
Facilitate the provision of affordable rental housing for persons with incomes at or below 50% of the area median income	N/a	N/A	10	15	20
Provide second mortgage assistance to first-time homebuyers at 50% of the area median income.	4	6	10	12	15

Urgent Repair Program

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

Urgent Repairs	\$ 37,753
Program Administration	\$ 66,740
Total	\$104,493

Revenue

Transfer from Affordable Housing Fund	\$104,493
Total	\$104,493

Major Services

- Small Housing Rehabilitation Services

Housing and Community Development - continued

Objective

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

Outcomes

- Reduce the total number of substandard dwellings in the County.
- Address immediate health and safety repair needs for low-income families in the County particularly those that are elderly and/or disabled.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Repair dwelling units with immediate health and/or safety hazards.	30	20	30	20	25

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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Repaired substandard dwellings in the County.	4	0	4	4	6

Housing and Community Development - continued

Affordable Housing Initiatives:

Homelessness Partnership Program (Housing & Community Development Fund)

Expenditures

Personnel	\$ 67,882
Total	\$ 67,882

Revenue

Transfer from Affordable Housing Reserve	\$ 27,154
Contribution from Town of Chapel Hill	\$ 27,831
Contribution from Town of Carrboro	\$ 9,503
Contribution from Town of Hillsborough	\$ 3,394
Total	\$ 67,882

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.

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.

Housing and Community Development - continued

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.

Budget Highlights:

- This department administers the Section 8 Housing Choice Voucher Program, the HOME Investment Partnership Program, the Urgent Repair Program, and the Homelessness Partnership Program.
- The General Fund contributes \$81,511 in the Section 8 Voucher Program, which reflects 70% of the Director's salary and benefits. This is based on the time allocation of the Director's role in non-Section housing activities, such as the County's involvement in affordable housing programs.
- Increases in the HOME Investment Partnership Program for FY 2009-10 are due to the availability of earned program income and an increase in the federal allocation to the program of 10% above the FY 2008-09 amount.
- The General Fund's total contribution to Affordable Housing Programs for FY 2009-10 is \$279,156, which includes the following programs: Section 8 Voucher Program (\$81,511), Urgent Repair Program (\$104,493), Homelessness Partnership Program (\$27,154), and the HOME Program (\$65,998).

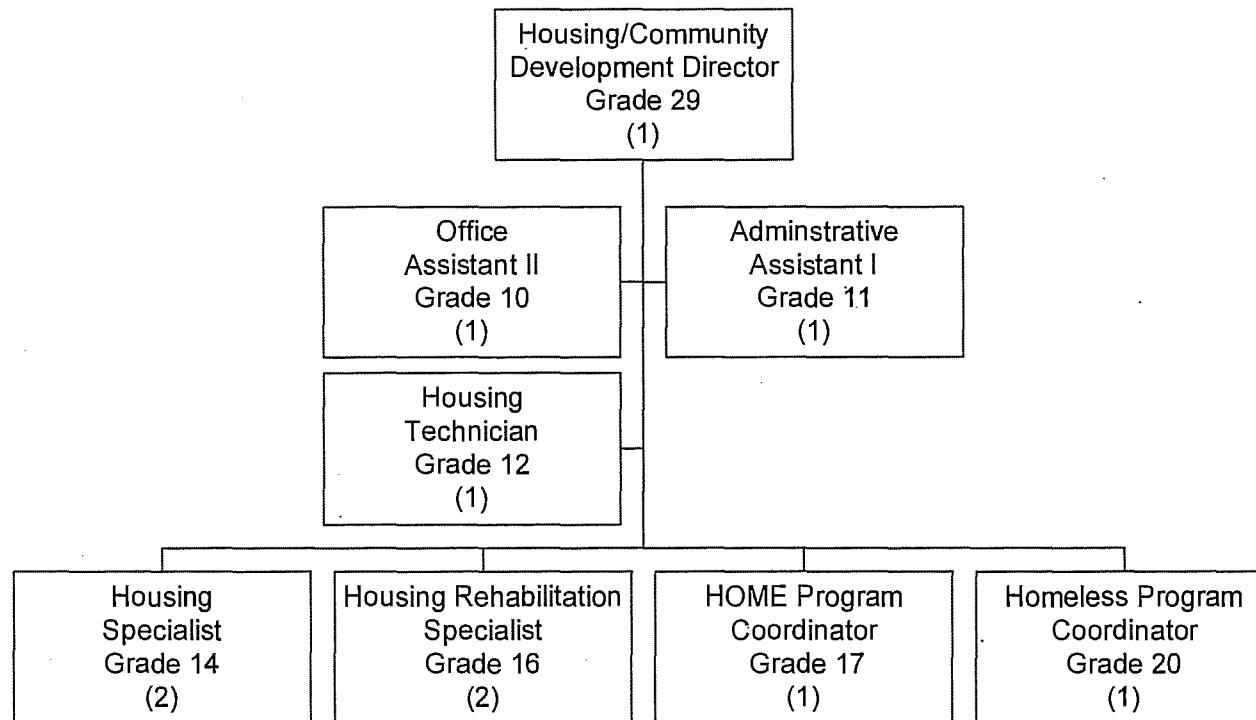
Total Program Budgets for FY 2009-10:

- HOME Investment Partnership Program - \$949,364
- Homelessness Partnership Program - \$67,882
- Urgent Repair Program - \$104,493

Changes in Service Delivery (\$12,247 Reduction) – Urgent Repair Program:

- Reduce the budgeted amount for repairs in the Urgent Repair Program for FY 2009-10.

Housing & Community Development



Human Resources

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Human Resources (General Fund)						Account: 2500
Personnel Services	\$ 596,786	\$ 617,335	\$ 765,385	\$ 685,561	\$ 767,293	\$ 705,022
Operations	\$ 134,635	\$ 127,682	\$ 127,087	\$ 101,477	\$ 96,484	\$ 96,484
Capital Outlay	\$ 530	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 731,951	\$ 745,017	\$ 892,472	\$ 787,038	\$ 863,777	\$ 801,506
County Costs (net)	\$ 731,951	\$ 745,017	\$ 892,472	\$ 787,038	\$ 863,777	\$ 801,506

Major Services

- Support County departments in recruitment and selection of well qualified employees.
- Administer the County's equal employment opportunity program.
- Develop and manage the position classification and pay programs for County employees.
- Develop, propose, communicate and administer personnel policies for employees.
- Develop and administer a wide range of programs to support effective employee relations.
- Develop and administer a comprehensive employee benefits program.
- Design and implement employee training and 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 vacancies and maintaining services to citizens.

Outcomes

- Post routine opening announcements by Friday after the position vacancy notice is received in Human Resources.
- Complete review of applications received and refer the applications of the better qualified candidates to the department within 3-5 working days of the closing date for most openings and 5-7 working 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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
Openings	110	105	145	102	50
Openings posted by Friday after receipt	n/a	95%	96%	94%	95%
Applications received	3119	3020	2175	3650	3000
Referrals completed within same week	75%	95%	92%	95%	95%
Offered within 24 hours of selection decision	95%	95%	95%	95%	95%

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
Permanent hires	107	138	130	95	50

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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
Employee Handbook distributed	n/a	n/a	130	n/a	n/a
Newsletters issued	4	6	6	6	6
New employees receiving benefit orientation	131	133	150	110	85
Exit Interviews	115	84	105	87	115

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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
Participants in Training Programs (all types)	895	747	2500	664	800
Computer class participants	15	50	75	17	75

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
Work Place Violence Prevention Training	77	56	100	49	75
Spanish Language Training	35	29	45	7	20
Multi-Cultural Awareness	101	89	200	50	100
Supervisory Training (inc. Performance Mgmt)	100	86	250	55	100

Objective

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

Outcomes

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

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
Personnel actions processed	1083	1492	1750	1220	1400

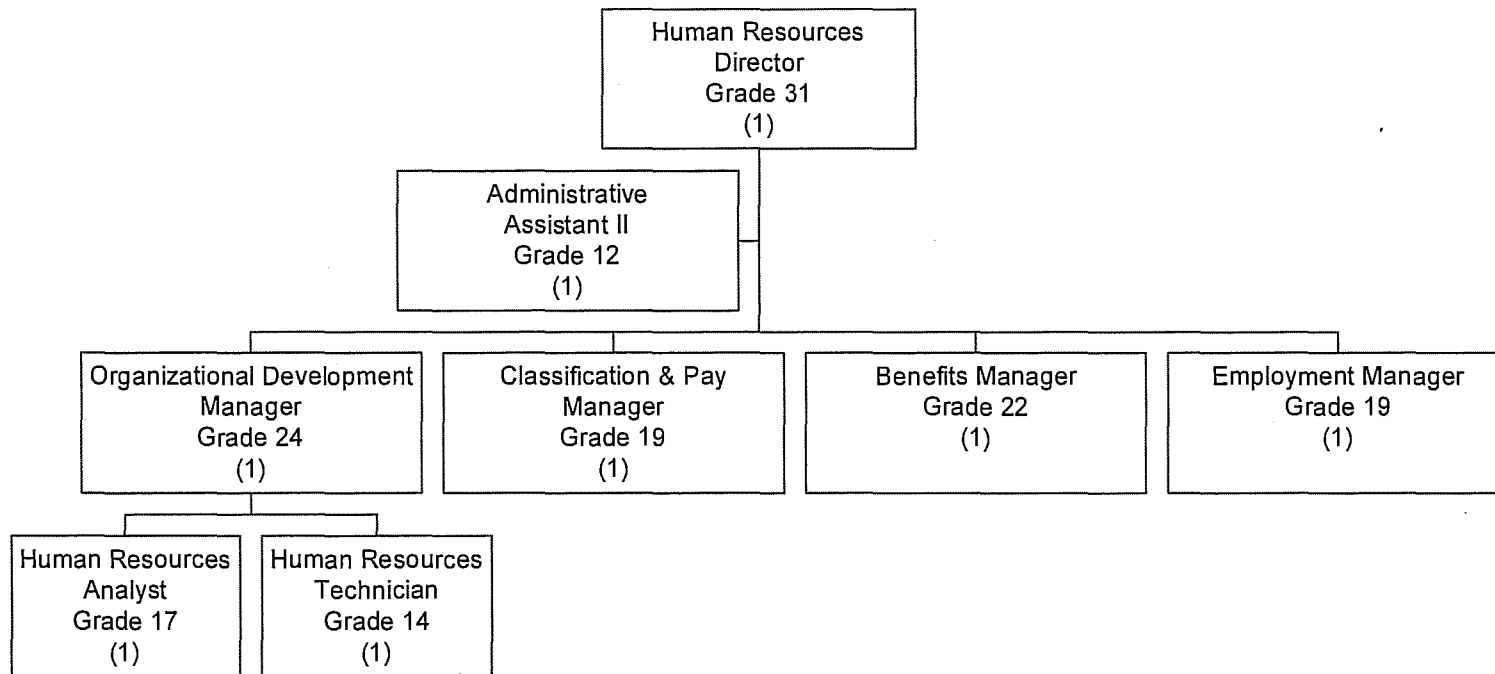
Budget Highlights:

- The Manager's recommendation includes a 50% reduction of the Reserve for Non-Permanent Employees allocation (\$55,375) in Personnel Services.

Changes in Service Delivery (\$26,002 Reduction):

- Reduce contribution to the Employee Assistance Program.
- Reduce recruitment related postage costs.
- Reduce printing costs for correspondence materials.
- Eliminate temporary personnel.
- Reduce position vacancy advertising costs.

Human Resources Department



Information Technologies

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Information Technologies (General Fund)						Account: 3150
Personnel Services	\$ 789,973	\$ 813,491	\$ 1,016,172	\$ 990,714	\$ 993,936	\$ 983,635
Operations	\$ 524,579	\$ 632,704	\$ 794,009	\$ 790,497	\$ 849,900	\$ 799,900
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 1,314,552	\$ 1,446,195	\$ 1,810,181	\$ 1,781,211	\$ 1,843,836	\$ 1,783,535
County Costs (net)	\$ 1,314,552	\$ 1,446,195	\$ 1,810,181	\$ 1,781,211	\$ 1,843,836	\$ 1,783,535

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

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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Network Reliability	99.24%	99.60%	99.8%	99.69%	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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Incoming tickets	2,447	3,202	4,200	4,447	5,000
Resolution within targets	75%	73%	80%	80%	80%

Budget Highlights:

- Decreases in Personnel Services are attributed to retirement of a long-term employee during FY 2008-09 and the replacement starting at a lower starting salary.
- Although reductions were taken within operations, additional costs associated with connectivity and networking charges for new facilities are included in the budget for FY 2009-10.

Changes in Service Delivery (\$75,500 Reduction):

- Discontinue use of a journalism intern for rewriting web content.
- Discontinue use of CodeRed (a public notification software program).
- Reduce staff training and development.
- Reduce contract services and computer and software supplies.

Other Budget Increases (\$16,000 Increase):

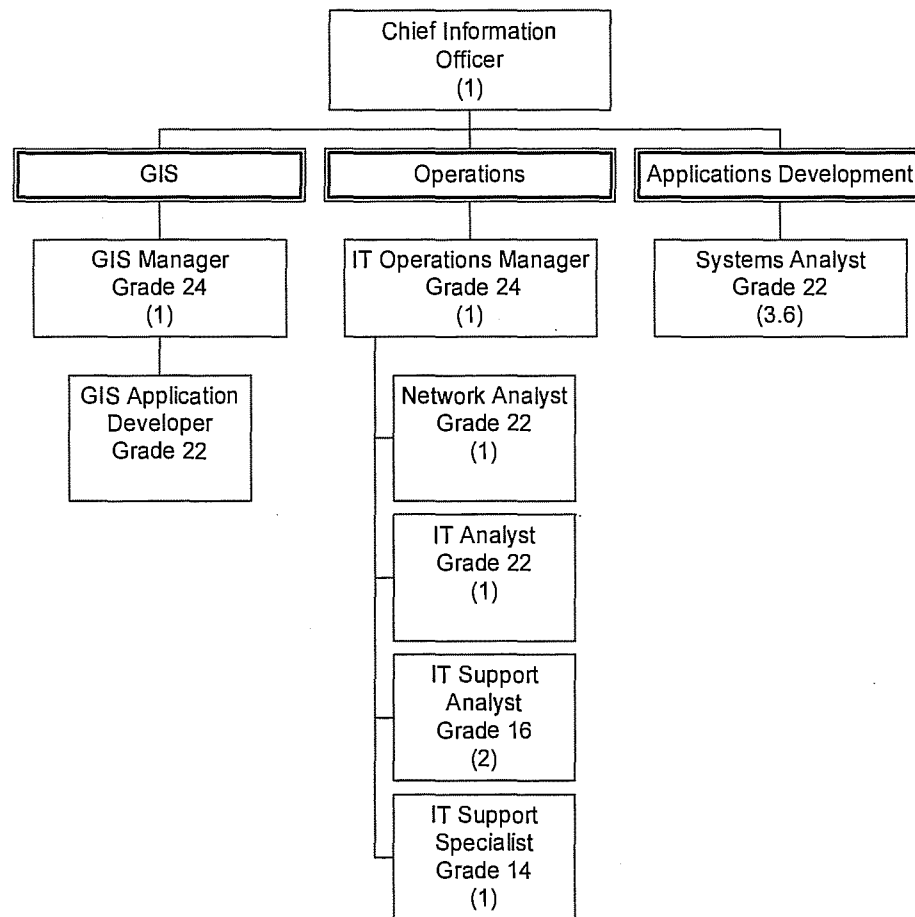
- Fiber upgrade for 501/503 W. Franklin Street (Visitors Bureau, Human Rights and Relations, and Skills Development Center) implemented February 2009 with a three (3) year contract.
- Fiber upgrade for Carr Mill Dental Clinic implemented February 2009 with a three (3) contract.

Information Technologies - continued

Cost of New Facilities (\$62,550 Increase):

- Fiber lease for Hillsborough Commons – provides connectivity between Social Services staff and servers, email, Internet, and State/Federal agencies.
- Fiber lease for Animal Services Center and Solid Waste Operations Center – provides connectivity between staff and servers, email, Internet, and State/Federal agencies.

Information Technologies



Library Services

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Library Services (General Fund)						Account: 5000
Personnel Services	\$ 823,610	\$ 849,034	\$ 845,093	\$ 869,163	\$ 965,871	\$ 1,194,904
Operations	\$ 267,203	\$ 238,505	\$ 289,857	\$ 255,653	\$ 322,261	\$ 372,638
Capital Outlay	\$ 26,993	\$ 1,779	\$ 3,925	\$ 8,034	\$ 5,604	\$ 0
Total Expenditures	\$ 1,117,805	\$ 1,089,318	\$ 1,138,875	\$ 1,132,851	\$ 1,293,736	\$ 1,567,542
Offsetting Revenues	\$ (178,414)	\$ (174,188)	\$ (163,796)	\$ (167,630)	\$ (150,090)	\$ (144,590)
County Costs (net)	\$ 939,391	\$ 915,130	\$ 975,079	\$ 965,220	\$ 1,143,646	\$ 1,422,952

Department By Division

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Program (General Fund)						
Carrboro Cybrary	\$ 88,847	\$ 83,641	\$ 85,132	\$ 84,543	\$ 0	\$ 84,447
Carrboro Library	\$ 136,078	\$ 138,872	\$ 132,466	\$ 131,651	\$ 137,172	\$ 130,477
Cedar Grove Library	\$ 115,944	\$ 96,616	\$ 102,646	\$ 107,987	\$ 0	\$ 105,656
Orange County Library	\$ 776,937	\$ 770,189	\$ 818,631	\$ 808,670	\$ 1,156,564	\$ 1,246,962
Total Expenditures	\$ 1,117,805	\$ 1,089,318	\$ 1,138,875	\$ 1,132,851	\$ 1,293,736	\$ 1,567,542
Offsetting Revenue	\$ (178,414)	\$ (174,188)	\$ (163,796)	\$ (167,630)	\$ (150,090)	\$ (144,590)
County Costs (net)	\$ 939,391	\$ 915,130	\$ 975,079	\$ 965,220	\$ 1,143,646	\$ 1,422,952

Library – Orange County Main Library

Major Services

- Provide use of print and non-print materials to citizens of Orange County.
- Provide programs targeted toward adult patrons.
- Provide programs for teens.
- Provide children's programs along with special programs throughout the year.

Objective

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

Outcomes

- Offer hours of operation convenient to public use.
- Increase the number of titles available for checkout.
- Continue to replace outdated materials in the reference and circulating book collections.
- Begin to offer quality teen programs.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Total units circulated	178,911	185,141	205,000	209,023	225,000
Collection Size	99,237	89,307	88,000	78,086	85,000
Adult Programs	47	27	20	23	20

Orange County Library - continued

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Children's Programs	107	91	100	102	85
Teen Programs	19	12	10	8	20

Major Services

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

Objectives

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

Outcomes

- Provide for regular public 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 and other resources.
- Provide remote access to library's online catalog via Polaris.
- Offer patron access to their individual library accounts via Polaris.
- Maintain a library webpage to give patrons uniform access to all library branches.
- Continue to upgrade and maintain library's computers.
- Continue to search for grant opportunities.
- Keep communication open between students, media specialists and teachers to determine student informational needs.
- Train staff in using the library's electronic resources.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Total # of information services transactions	21,900	17,560	18,000	18,465	19,000
Public use computers (acquired through *Federal grants)	16	14	14	14	16
Computer Usage	25,109	25,433	26,500	29,271	30,000

Orange County Library - continued

Major Services

- Provide outreach service to daycare centers, senior centers, and homebound patrons.

Objective

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

Outcomes

- Deliver materials as requested.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
# of Outreach Visits	474	275	180	215	150
Materials circulated through outreach	1565	840	8000	9765	5000

**Service is temporarily discontinued, until move to new facility. Outreach to begin in Spring 2010.

Library – Carrboro Library

Major Services

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

Objective

- Provide access to materials of community interest to southwestern Orange County community.

Outcomes

- Operate a branch library in Carrboro with 26 service hours per week
- Provide programs for children and adults reflective of community interest.
- Provide an outlet for patrons to receive materials from other libraries within the regional system.
- Offer computer access to citizens of Southwestern Orange County.
- Provide basic general assistance for the public for reference, reader's advisory and customer service.

Measures

	2005-06 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Patron Registration	6,163	8306	7,801	9080	9000
Children's Programs	139	123	155	115	130
Adult Programs	28	19	20	24	26
Circulation	55,645	56439	58,000	52271	54000
Reference Assistance	4629	4716	1300	1574	1680

Orange County Library - continued

Library – Carrboro Cybrary

Major Services

- Provide basic library services, with limited materials, and collections to the adult population of Carrboro in a centralized, downtown location focusing on computer and internet access.

Objectives

- 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 a minimal adult book, audiobook, and periodical collections.

Outcomes

- Maintain branch hours of operation (6 days and 44 hours per week)
- Provide computer and Internet assistance, reference and informational assistance.
- Provide an outlet for patrons to receive materials from other libraries within the regional system.
- Provide adult programs of both a literary/cultural and informational/technological nature
- Coordinate with other agencies and UNC Libraries for enhancing services to the citizens.
- Promote lifelong learning via recreational reading initiatives, computer-based training, and other literary/cultural programs.

Measures

	2004-05 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Annual Door Count	17,040	17310	17,400	19,518	19,000
Annual Computer Use	14,268	13,306	15,000	16,315	16,500
Annual Circulation	2976	3515	4000	4521	4500
Adult Programs	61	62	60	55	50

Library – Cedar Grove

Major Services

- Provide a full-service branch library in Cedar Grove offering books, audio books, CDs, DVDs, reference services, programs and classes.

Objective

- Provide to citizens 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

- Maintain available hours of operation (5 days and 36 hours per week).
- Provide children's programs along with special programs/celebrations throughout the year.
- Provide adult programming reflective of community interest.

Orange County Library - continued

- Provide an outlet for patrons to receive materials from other libraries within the regional system.
- Provide access to public computers.
- Provide collections as appropriate to reflect community interest.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Children's programs	55	39	40	40	45
Adult Programs	62	43	25	13	15
Circulation	6474	8389	10000	12673	15000
Computer Use	3013	2672	3500	4122	4000

Budget Highlights:

- The department will open a new main library in mid-to-late September 2009, on West Margaret Lane in downtown Hillsborough. This facility will replace the previous location at the Whitted Building.

BOCC Priorities (\$553,485):

- P-13: Plan to provide equitable library services for Orange County residents. Equitable is defined as providing equal and ease of access to library services at any Orange County library facility.

Cost of New Facilities (\$553,485):

- There are 6.50 new/increased FTEs associated with opening the new library.

Position	FTE Change	Salary and Benefits	Operating Costs	One-Time Start-Up Costs	Total
Circulation Supervisor*	0.250	\$8,148	\$0	\$0	\$ 8,148
Library Assistant III*	0.500	\$17,196	\$0	\$0	\$ 17,196
Library Assistant III	1.000	\$44,089	\$0	\$0	\$ 44,089
Library Assistant III	1.000	\$44,089	\$0	\$0	\$ 44,089
Library Assistant III	1.000	\$44,089	\$0	\$0	\$ 44,089
Library Assistant III	0.500	\$22,044	\$0	\$0	\$ 22,044
Librarian	1.000	\$55,430	\$0	\$0	\$ 55,430
Librarian	0.750	\$43,792	\$0	\$0	\$ 43,792
Administrative Assistant I	0.500	\$25,000	\$0	\$0	\$ 25,000

* FTE Increase.

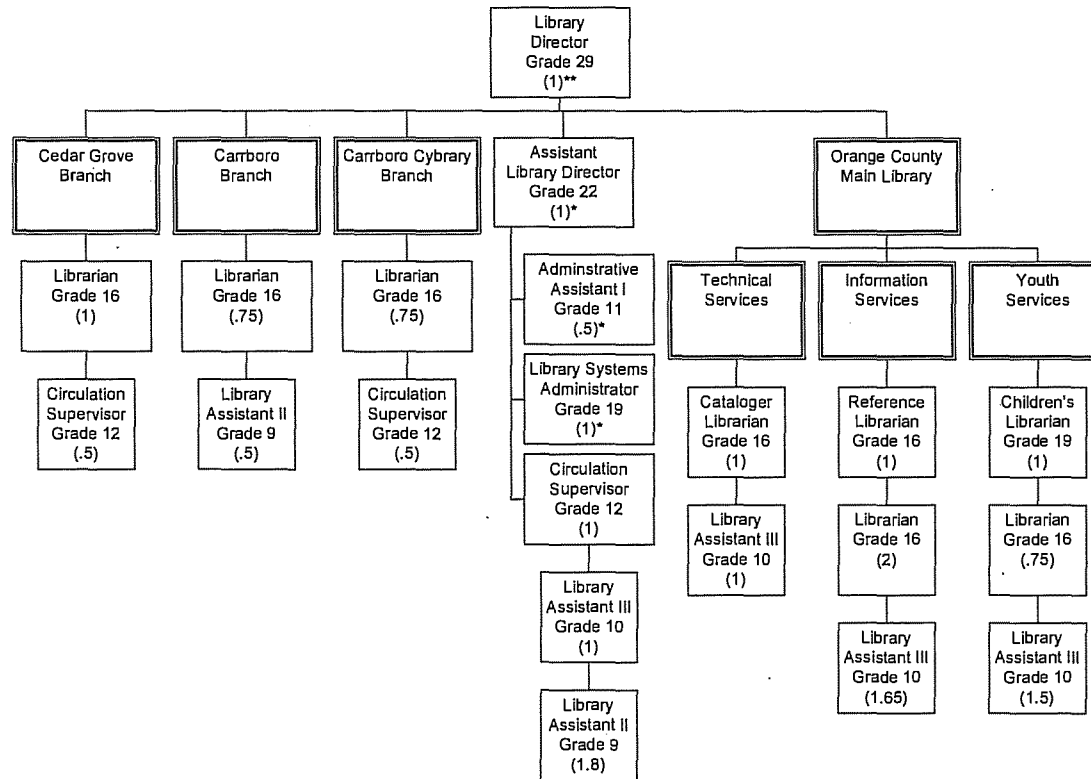
Orange County Library - continued

- Operations costs associated with moving in the new Main Library in downtown Hillsborough are in Library Services (\$430,030), Public Works' (\$143,985) and Information Technologies' (\$3,819) budgets.

New Fees:

- Institute a fee (\$1 per book) for Inter-library loans. These loans are from libraries outside of the Orange County System and Regional System.
- Chapel Hill Public Library currently charges patrons \$1 for this service; Alamance County charges \$3.

Library Services



*jointly funded by County and State

**salary supplemented by State funding

FY 2009 -10

Orange-Person-Chatham Area Program

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved	
Orange-Person-Chatham Area Program (General Fund)							Account: 4205
Personnel Services	\$ 16,115	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0
Operations	\$ 1,294,030	\$ 1,314,914	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	1,370,973
Total Expenditures	\$ 1,310,145	\$ 1,314,914	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	1,370,973
Offsetting Revenues	\$ (39,829)	\$ (38,164)	\$ (40,000)	\$ (40,000)	\$ (40,000)	\$ (40,000)	(40,000)
County Costs (net)	\$ 1,270,316	\$ 1,276,750	\$ 1,330,973	\$ 1,330,973	\$ 1,330,973	\$ 1,330,973	1,330,973

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

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Orange Public Transportation (General Fund)						Account: 4350
Personnel Services	\$ 760,918	\$ 837,622	\$ 716,146	\$ 752,936	\$ 683,478	\$ 673,572
Operations	\$ 243,879	\$ 250,242	\$ 235,553	\$ 226,892	\$ 187,626	\$ 187,626
Capital Outlay	\$ 378	\$ 1,029	\$ 0	\$ 39,833	\$ 0	\$ 0
Total Expenditures	\$ 1,005,174	\$ 1,088,894	\$ 951,699	\$ 1,019,661	\$ 871,104	\$ 861,198
Offsetting Revenues	\$ (643,857)	\$ (630,793)	\$ (539,976)	\$ (631,501)	\$ (478,007)	\$ (479,007)
County Costs (net)	\$ 361,317	\$ 458,101	\$ 411,723	\$ 388,160	\$ 393,097	\$ 382,191

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.

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 133,000.
- Continue public transportation in rural Orange County by coordinating efforts with regional transit agencies.
- Oversee the completion of a Regional Transportation Development Plan for consideration of Wake, Durham, and Orange Community transit services being coordinated or combined.
- Increase service visibility by marketing techniques to include printing and distributing new OPT Program brochure, community outreach efforts and development of OPT logo.
- Continue to coordinate the Hillsborough to Chapel Hill public route with Triangle Transit Authority. TTA will provide 75% of the operating funds with OPT providing 25%.
- CMAQ funding utilized to offer park and ride lots, Hillsborough in town route, and bus shelters.
- Acquired seven new buses, five of which were purchased with 'stimulus package' funding.

Orange Public Transportation - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Total Passengers	123,550	133,892	117,000	118,500	120,000
Number of routes open to general public	14	16	18	18	18
Establish cross-town route to Seymour Ctr					Public Forum in Sept 2009

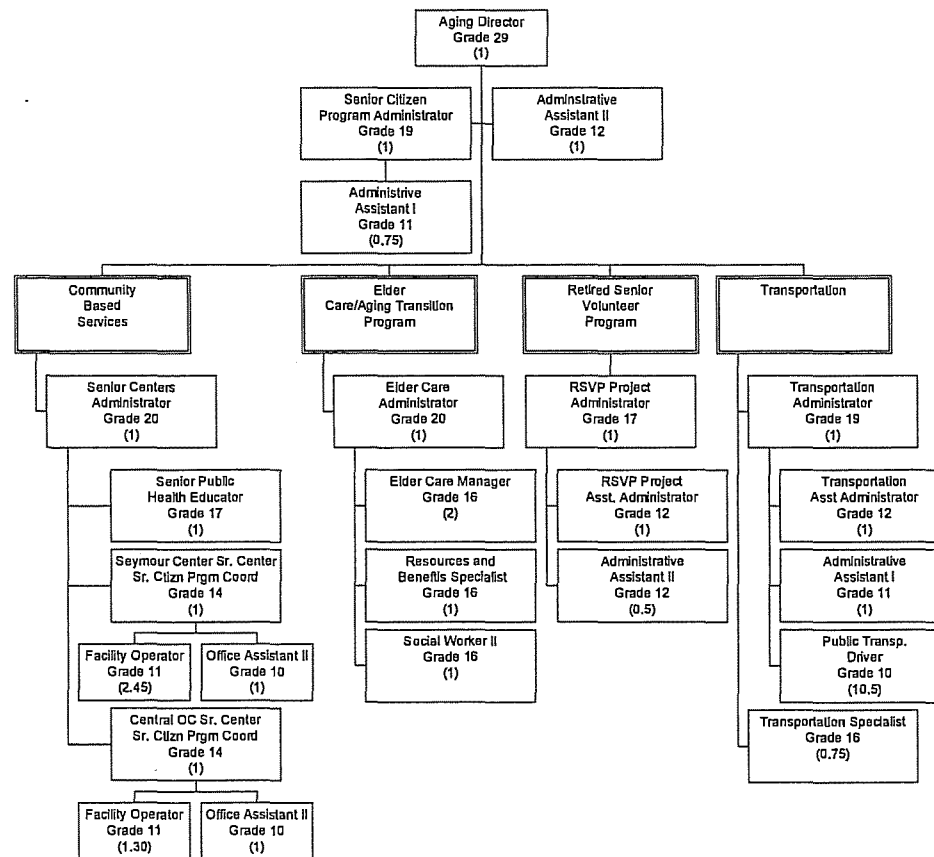
Budget Highlights:

- In October 2008, Triangle Transit, Chapel Hill Transit, and Orange Public Transportation restructured the Hillsborough to Chapel Hill (420) public route. Chapel Hill Transit now operates the vehicles during peak hours and Orange Public Transportation provides non-peak service. Triangle Transit supports Orange Public Transportation financially with 50% of the operating cost. This service change has reduced revenues by approximately \$31,488.
- The Motor Pool request was reduced because of the aforementioned route change and change in maintenance operations (\$36,688). Public Works will bill all OPT vehicles for the direct cost of fuel and maintenance/repair rather than at a flat per-mile rate. Direct billing will track all maintenance costs and allow Orange Public Transportation to apply for preventative maintenance costs through the American Recovery and Reinvestment Act (approximately \$15,070).

Changes in Service Delivery (\$21,909 Reduction):

- Discontinue the Wheels for Work program, which accepts donated vehicles for placement with low income and Work First clients for employment. However, OPT will transfer federal/state grant funds to DSS to assist Work First clients with vehicle repairs, insurance payments, and fuel vouchers in FY 2009-10.

Department on Aging and Transportation



Parks and Recreation

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Parks and Recreation (General Fund)						Account: 5100
Personnel Services	\$ 1,141,271	\$ 1,153,436	\$ 1,320,507	\$ 1,332,541	\$ 1,434,543	\$ 1,377,233
Operations	\$ 393,784	\$ 388,432	\$ 513,824	\$ 572,366	\$ 611,839	\$ 607,744
Capital Outlay	\$ 20,811	\$ 1,671	\$ 94,055	\$ 16,458	\$ 73,900	\$ 0
Total Expenditures	\$ 1,555,866	\$ 1,543,539	\$ 1,928,386	\$ 1,921,366	\$ 2,120,282	\$ 1,984,977
Offsetting Revenues	\$ (284,675)	\$ (236,749)	\$ (297,496)	\$ (230,643)	\$ (270,330)	\$ (270,330)
County Costs (net)	\$ 1,271,191	\$ 1,306,789	\$ 1,630,890	\$ 1,690,723	\$ 1,849,952	\$ 1,714,647

Major Services

- Provide a variety of instructional recreation activities, which may include arts and crafts, nature oriented classes, music programs, dance classes, fitness/wellness training, lunch hour programs, youth and teen camps, special events, festivals, open gym and "walk in" programs and general recreation programs for citizens of all ages. Increase interaction with other departments for the delivery of services.
- Plan and implement leisure programs for special citizens, including teens, developmentally, cognitively and physically challenged individuals.
- Plan and implement a variety of athletic programs for youth, teens and adults, to include youth and adult sports leagues, youth camps, instructional programs and clinics, special athletic events, coaches' criminal background checks, coaches' training and player parents training.
- Provide the public with the opportunity for scheduled reserved use of facilities within parks through a comprehensive permitting process.
- Strive to accommodate all interested individuals in these programs, without cut-offs, as may be possible within available resources in order to develop and reinforce healthy lifestyles, combat obesity and encourage socially acceptable 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. Work with other entities to develop these programs.
- Manage, operate and conserve the County's developed and undeveloped parks and preserves. Properties for which services are provided include: Little River Regional Park, Cedar Grove Park, Efland Cheeks Park, Fairview Park, Central Recreation Park, River Park, Eurosport Soccer Center, Southern Human Services Center Trails, as well as New Hope, Millhouse, Twin Creeks and Hollow Rock park properties.
- Provide and distribute a Program and Facilities Guide for citizens twice 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 and updating 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, Fairview Park, and Twin Creeks Linear Park. Complete construction projects at other parks and plan and complete other miscellaneous projects, as timing allows.

Goal

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

Parks and Recreation - continued

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. Critical staff for daily park operations includes both full time and seasonal classifications.
- 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 or conclude during this fiscal year or continuing through this fiscal year: Cedar Grove Park – punch list items, Fairview Park – start up, River Park - shelter and circulation improvements, Twin Creeks Linear Park start up and Eurosport Soccer Center.
- Provide in-house mowing and/or operations at New Hope, Millhouse, Twin Creeks, and Hollow Rock properties.
- Operate Cedar Grove Park, Efland Cheeks Park, Central Recreation Park, River Park, Fairview Park, Little River Park, Eurosport Soccer Center and Southern Human Services Center Trails.
- Construct a shed at Cedar Grove Park for mower and equipment storage using deconstructed materials and in-house labor.

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 and or monitor 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. improve drainage especially along the west side, provide handicapped parking, provide gym floor covering for events as needed, etc.)
- 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 and with the opening of the Eurosport Soccer Center.
- Work to improve and expand enrollment in Special Populations Programs through work with various focus groups. Replace programs with little or no interest with those that may have been requested.
- Conduct a Leisure Interests Survey of Orange County residents through the winter Program guide distribution.

Parks and Recreation - continued

- 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, ERCD and a consultant to develop a Management Plan and accompanying Master Plan.
- Continue to pursue with the intent to close the discussion on equestrian trails.
- Continue to implement environmental programming.
- Develop interpretive signage throughout the park.
- Plan and implement Pack House improvements.

Goal

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

Objectives

- Continue to complete construction related items necessary for center operations and maintenance.
- Recruit and orient staff needed to begin full operations in August of 2009.
- Continue to develop Public Private Partnerships.
- Develop and implement field use policy using best field management practices.
- Schedule outside user groups as field conditions and available time slots allow.
- Initiate concession operations.
- Plan and implement grand opening on August 25, 2009.

Goal

- Begin the full operation of River Park. Prepare the Market House area for reservations.

Objectives

- Look for outside funding with which to purchase bollards and trash/recycling receptacles. Install grills, picnic tables and fire extinguishers.
- Train staff for take over of the grounds on July 1, 2009.
- Accept applications for reservations by October 1, 2009 pending completion of Justice Center phase II.
- Work with Soil and Water conservation in the care and management of the plant materials within the Stillhouse Creek conservation easement.
- Work with the town of Hillsborough in securing permits and approvals as may be required.
- Initiate key check out for restrooms with reservations. Check and clean restrooms as needed beginning approximately October 1.

Parks and Recreation - continued

Budget Highlights:

- Cedar Grove Park opened in April 2009. West Ten's soft-opening is scheduled for July 2009. Fairview Park will open in FY 2010-11.
- The department has been charged to assume responsibility for three new areas in FY 2009-10: River Park, Twin Creeks Linear Park, and the Hollow Rock Public Access area.

Changes in Service Delivery (\$83,898 Reduction):

- Operational Reductions – reductions to marketing, park operations, athletic programming and administrative functions.
- Recreation program reductions (elimination of hip hop, cooking, mid-day programs and pottery classes).
- Elimination of the Community Theatre, Jazz Festival and Gospel Festival.

BOCC Priorities:

- No FY 2009-10 costs associated with these priorities.
- P-1: Conserve high priority natural areas, wildlife habitat, and prime forests.
- P-2: Implement Comprehensive Land Use Plan (Rewrite zoning and subdivision regulations).
- P-12: Implement the County's environmental responsibility goals.
- P-14: Fulfill remainder of 2001 bond issuance for Soccer and Twin Creeks.

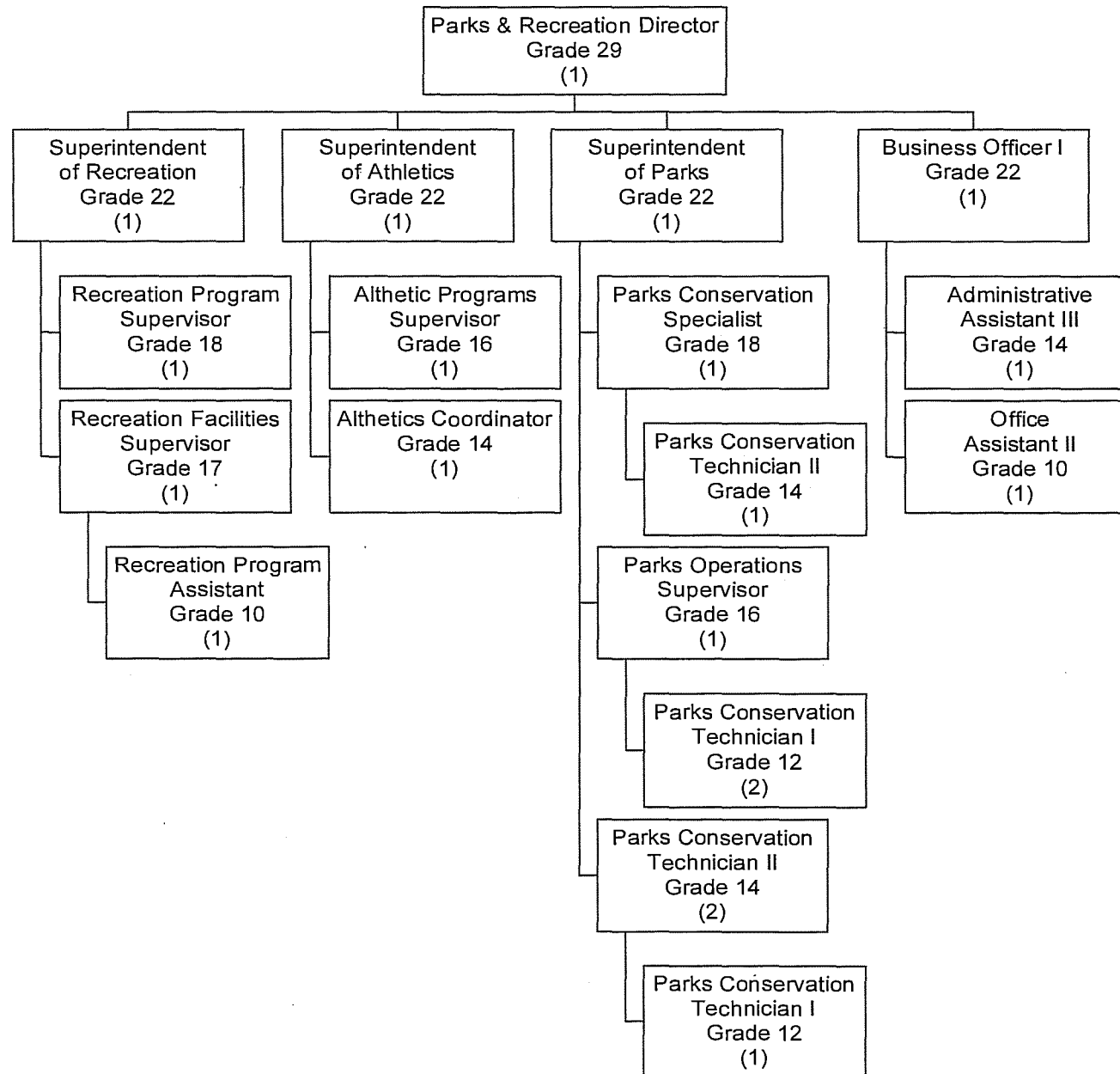
Cost of New Facilities (\$145,621 Net Increase):

- Increases in Personnel Services are due to seasonal personnel needed to open and prepare the new parks.

Fee Changes:

- Recoup 100% of youth athletics costs and youth/teen program costs. There is currently a 75% cost recovery rate.
- Begin charging for concerts, festivals and special events. There is currently no charge.
- Increase fees for facility rentals (includes gyms, athletic fields and meeting rooms).

Parks & Recreation Department



Planning

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved	Account: 6200
Planning (General Fund)							
Personnel Services	\$ 2,279,131	\$ 2,422,664	\$ 2,443,481	\$ 2,442,477	\$ 2,472,571	\$ 2,410,392	
Operations	\$ 193,741	\$ 182,229	\$ 219,800	\$ 196,965	\$ 362,820	\$ 271,820	
Capital Outlay	\$ 1,651	\$ 0	\$ 56,975	\$ 972	\$ 0	\$ 0	
Total Expenditures	\$ 2,474,523	\$ 2,604,894	\$ 2,720,256	\$ 2,640,414	\$ 2,835,391	\$ 2,682,212	
Offsetting Revenues	\$ (1,078,423)	\$ (985,123)	\$ (980,300)	\$ (715,328)	\$ (654,241)	\$ (654,241)	
County Costs (net)	\$ 1,396,099	\$ 1,619,771	\$ 1,739,956	\$ 1,925,086	\$ 2,181,150	\$ 2,027,971	

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

1. Affordable Housing Bond Project Review & Selection Committee
2. Durham-Chapel Hill-Orange Work Group
3. Durham Tech Satellite Campus
4. Economic Development District (EDD)
5. Efland/Mebane Small Area Plan
6. Hillsborough/OC Strategic Growth Plan Phase II
7. NCDOT [North Carolina Department of Transportation]
8. Orange Co./Hillsborough Comp. Stormwater Mgmt.
9. Rogers Road Area & Greene Tract from Eubanks Road
10. Rural Economic Development Districts
11. Solid Waste Operations Center/Transfer Station
12. SGRC/TDR Task Force
13. Triangle J Council of Governments Smart Growth Task Force
14. Triangle Area Rural Trans. Planning Org. (Triangle Area RPO)
15. US Census Bureau
16. Upper Neuse River Basin Assn. (UNRBA)
17. Orange County Planning Board
18. Orange County Board of Adjustment
19. Orange Unified Transportation Board (OUTBoard)
20. Eno EDD Area Small Area Plan Task Force
21. Highway 57/Speedway Area Task Force
22. Hollow Rock Park Master Plan Committee

Major Services – Comprehensive Planning Division

- Prepares/updates/implements elements of the Comprehensive Land Use Plan
- Prepares and amends functional long- and short-range plans and special studies

Planning – continued

- 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.

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.

Planning – continued

- 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.
- Maintain advanced customer service initiates 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.
- Maintain use of GPS enabled field pen tablets to capture the location of all buildings (commercial and residential) for 911-location information.
- 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

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 PROJECTED
Prepare & distribute Public Hearing agendas	5	6	6	6
Quarterly Public Hearing	3	4	4	4
JPA Public Hearing	2	2	2	2
Other Public Hearings	2	2	1	1
Other Committees	33	35	25	20
Other local government meetings	14	18	15	15

Objectives – Comprehensive Planning Division

- To prepare, amend, and implement 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 amendments to various Elements of the Comprehensive Plan.
- Upon adoption by the BOCC, coordinate the implementation of various Elements 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 Current Planning 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.
- Coordinate/manage aspects of the Unified Development Ordinance process.

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.

Planning – continued

Measures

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 PROJECTED
Develop process to update Comprehensive Plan	Complete			
County Profile (Data) Element	Underway	Complete	Complete	
Management/Coordination of Comprehensive Plan Elements	Underway	Underway	Complete	
Comprehensive Plan Implementation				Underway
Small Area Plan Implementation				Underway
Prepare & distribute advisory board agendas	65	65	65	65
Planning Board	20*	22*	29*	22
Orange Unified Transportation Board	12	12	14	12
Ordinance Review Committee	8	8	8	8
Other Committees	28	28	34	30

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

**1st Mtg. in May 2006

Highlights

Major Program initiatives within the Comprehensive Planning Division of the Planning and Inspections Department for 2009-2010 include:

- Coordinate the implementation of various Comprehensive Plan Elements.
- Implementation of Small Area Plans.
- Coordinate/manage aspects of the Unified Development Ordinance process.

Objectives – 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.

Planning – continued

- 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

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 PROJECTED
Customer Service (walk-in, telephone)	5190*	5122	4795	5000
Zoning Approval for Building Permits	649	484	444	450
Home Occupation Permits	0	4	6	5
Environmental Impact Ordinance Reviews	4	3	2	2
Subdivision Field Inspections (New Measure)	48	58	25	50***
Zoning Compliance Permit Field Inspections	439	413**	337**	400

*Letters, faxes, emails removed from measure.

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

***There are several minor subdivisions that are reaching final review status requiring field inspections

Planning – continued

Subdivision Plans/Plats and Exempt Plats

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 PROJECTED
Total Plats & Plans Reviewed	149	207	115	162
Plats Reviewed	123	155	63	101
Major Plats	5	6	0	3
Minor Plats	42	60	13	50***
Exempt Plats	76	89	50	50
Subdivision Plans Reviewed	26	52	52	62
Major Plans	7	6	2	2
Minor Plans	19	46	50	60

*** There are several minor subdivisions that are reaching final review status

Floodplain Management

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 PROJECTED
Letter of Map Amendments	2	7	3	1
Elevation Certificates	4	78	5	5
Elevation Determination	40	31	35	30
Map Information Queries	101	82	90	70
Training Seminars	2	2	2	2
No Rise Certifications	0	1	2	5
Letter of Map Revisions	0	2	1	1

Planning – continued

Ordinance and Regulation Amendments

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 PROJECTED
Unification of Land Development Code	Ordinance Review Committee			Public Hearing
Stream Buffer Text Amendments	Public Hearing	Public Hearing	Suspended	Public Hearing
Economic Development District Text Amendment		Public Hearing	Suspended	Public Hearing
Stream Classification Text Amendment	Public Hearing	Suspended	Suspended	Public Hearing
Zoning Enforcement Text Amendment		Suspended	Suspended	Public Hearing
Master Telecommunications Plan	Suspended	Suspended	Suspended	Suspended
SGRC (TDR) Report	Study	Study	Suspended	Scheduled
Comprehensive Plan Zoning Ordinance Amendments	Study	Suspended	Suspended	Public Hearing
Rural Character/Farmland Amendments	Suspended	Suspended	Suspended	Suspended
Flood Damage Prevention Ordinance Amendments	Adopted	Revision Adopted		
Rural Enterprise Amendments	Public Hearing	Suspended	Suspended	Suspended
Efland Area Zoning Map/Text Amendments	Study	Public Hearing/Adoption	Suspended	Public Hearing
Signage Text Amendments	Public Hearing	Suspended	Suspended	Public Hearing
NC 57 Text Amendments	Public Hearing	Recommendation	Suspended	Public Hearing
Revision to EDD Design Manual		Public Hearing	Suspended	Public Hearing
Landscape Ordinance Amendments	Study	Suspended	Suspended	Public Hearing

Board of Adjustment Cases and Zoning Atlas Amendments

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 PROJECTED
Special Use Permits	2	4	5	4
Variance/Appeals	1	4	2	5
Zoning Map Amendments	2	1	2	20****

**** Staff plans to bring several amendments correcting EC-5 district boundary lines to Public Hearing.

Planning – continued

Zoning Enforcement

	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED	2009-10 PROJECTED
New Complaints Received	150*	80	70	50
Cases Successfully Closed	90*	60	30	30
Number of Site Inspections Performed	600**	200	100	75
Civil Penalties Pending	28	5	5	5
Cases in Court	15	2	1	1

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

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

Advisory Board Agenda Preparation and Distribution

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 PROJECTED
Prepare & distribute Advisory Boards' agendas	60	75	69	85
Planning Board/QPH	20	20	20	20
Board of Adjustment	9	10	8	10
Ordinance Review Committee	0	4	7	20
Other Committees and Studies	12	10	10	10
BOCC Items	12	18	24	25

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.

Planning – continued

- 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

	2006-07 Actual	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 PROJECTED
Erosion control plans reviewed	70	81	52	60
Rural	42	33	17	20
Urban	11	32	22	30
Intense Urban	12	16	13	10
Grading permits issued	70	81	52	60
Rural	47	33	17	20
Urban	11	32	22	30
Intense Urban	12	16	13	10
Stormwater Management Plans	1	6	0	1
Inspections conducted	1,500	1,500	1,524	1,550
Surface Water ID	56	112	122	120

TOTAL PERMITTED EROSION CONTROL PROJECTS

	FY 08-09
Total Project Acres	291
Total Acres Disturbed	141
Surface water identification, stream sites	122

ACTUAL LAND DISTURBANCE OF LESS THAN 10,000 SQUARE FEET

	FY 06-07 ACTUAL	FY 07-08 ACTUAL	FY 08-09 ACTUAL	FY 09-10 PROJECTED
University Lake Watershed	60 projects	34 projects	22 projects	20 projects
Cane Creek Watershed	10 projects	7 projects	4 projects	10 projects
Upper Eno Watershed	20 projects	22 projects	12 projects	15 projects

Investigated and resolved 21 of 21 complaints in 2006.

Investigated and resolved 7 of 7 complaints in 2007.

Investigated and resolved 2 of 2 complaints in 2008.

Planning – continued

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.
- Maintain 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.
- Maintain ISO rating of 3, with current staffing levels, education, training and record keeping.

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, experienced inspections staff and education.
- Provide plan review of all commercial permit applications, assuring all relevant codes and laws are complied with before approval
- Conduct 95% of inspections on the day requested to be completed.
- 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.

Planning – continued

Measures

INSPECTIONS DIVISION ACTIVITY AND REVENUE ESTIMATES FOR BUDGET YEAR 2009/2010

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Projected
Permits issued	3,659	3,420	3,254	3,450
Building	914	864	824	875
Electrical	1,293	1,235	1,185	1,250
Plumbing	870	525	500	550
Mechanical	579	776	725	750
Inspections conducted	18,222	16,989	13,545	17,000
Number of required Inspections per NEWSF permit **	20	20	20	20
Complaint/Inquiries	32	23	39	31
Incoming/outgoing calls/day	288	316	287	288
Commercial plan review	120	245	232	200
New single family	370	266	217	250
New mobile home	33	17	13	14
Replacement mobile home	35	22	30	20

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Projected
Schools inspected	27	27	27	27
Child care facilities inspected	4	4	9	8
Adult care facilities inspected	4	6	5	5
Commercial facilities for ABC licenses inspected	7	11	12	10
Occupancy loads posted in restaurants	6	4	6	4

Planning – continued

Highlights

- Provide training on 2009 International Building Codes for public and staff.
- Code Enforcement Officers will continue code classes in Building, Electrical, Plumbing and Mechanical trades to obtain additional certifications to increase general knowledge of trades.
- Provide training in Green Building certification programs.
- Continuing education prepared, approved by NCDOL, and conducted by OC staff in-house resulting in costs savings of 6 – 10,000.00 per year.

Initiatives

- Provide residential and commercial plans review for 100% of residential applications within 2 days / 1 week respectively.
- Work towards central permitting process in new building.
- Provide coordination/cooperation with Public Works in respect to accessibility and electrical and mechanical projects.
- 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 explore provision of 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 most of the C.E. credits in house.
- Conduct (1 hour) in house code seminars each month.
- 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 PRIORITIES FOR 2009-2010

(See attachment A)

Administration/GIS

- Implement Development Permit software for all functional divisions
- Fee Schedule Changes in Planning and Building
- Continue development of Orange County Information Exchange Team (OCIET)
- Administer Joint Planning Agreement
- Coordinate Rogers Road Area Planning efforts

Planning – continued

- Hillsborough Strategic Growth Plan and Interlocal Agreement Initiative (including Joint Land Use Plan)
- Annual coordination and update of SAPFOTAC (Schools Adequate Public Facilities Ordinance Technical Advisory Committee) Report
- Hazard Mitigation Plan Update (Required by FEMA and State)
- Master Telco Plan adoption
- Interlocal Agreement with City of Durham for water and sewer services in Eno EDD area
- Efland-Mebane Small Area Plan Implementation
- Unified Development Ordinance
- Economic Development Districts planning
- Orange-Alamance County Line

Comprehensive Planning

- Coordinate the implementation of various Comprehensive Plan Elements.
- Comprehensive Transportation Plan development.
- Implementation of Small Area Plans.
- Coordinate/manage aspects of the Unified Development Ordinance process.

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

- 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 ISO rating through residential plans review, continued education and staffing levels
- 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.

Attachment A

Planning – continued

IDENTIFIED PRIORITIES FOR 2009-2010 BUDGET

Planning & Inspections Department Responsibility	PRIORITY #	PRIORITIES FOR FY 2009-10
Joint (ERCD)	P-1	Conserve high priority natural areas, wildlife habitat, and prime forests. (Goal 5)
Primary	P-2	a. UDO – Rewrite zoning and subdivision regulations b. Comprehensive Land Use Plan Implementation (Goal 3) 1. Previously adopted Small Area Plans • Efland-Mebane • Eno EDD • Hwy 57 2. Process for implementing new objectives of Comp Plan
Joint (EDC)	P-3	Develop economic plans for 3 districts (Goal 3)
	P-4	Review services to identify and protect 'safety net' programs and services. (Goal 1)
Joint (Housing)	P-5	Encourage for profit investments in affordable housing and review available tools. (Goal 1)
Joint (BOCC)	P-6	Develop plan and tools to improve the way county and citizens communicate with each other; foster two-way exchange. (Goal 2)
Primary	P-7	Improve intra- and intergovernmental coordination, cooperation, and collaboration. (Goal 2) a. Work with Town of Hillsborough on: • Joint land use planning approaches, policies and ordinances and annexation • Economic Development Districts b. Work with Durham on: • Economic Development Districts
Associate (BOCC)	P-8	Examine advisory boards and commissions (Goal 2): a. Ensure they are meeting their missions b. Determine how boards relate to each other and how their work can be best integrated with BOCC c. Ensure sustainability goals d. Ensure fit with overall county vision e. Recognize (and be sensitive to) consistencies represented by boards, commissions when framing this review.
Joint (EDC)	P-9	Update Economic Development plan for county (Goal 3): a. Clarify Economic Development plan for each district b. Identify spectrum of tools c. Identify other stakeholders d. Identify what county wants to see happen
Associate (EDC)	P-10	Develop an energy plan that includes economic development strategies to attract, retain, and grow "green" business
Associate (IT, Manager)	P-11	Invest in technology to increase worker efficiencies, e.g., web streaming, paperless agendas, integrated tracking systems between field and office. (Goal 4)
Joint (ERCD)	P-12	Implement county's environmental responsibility goals (Goal 5)
	P-13	Plan to provide 'equitable' library services for OC residents. (Goal 5)
Associate (ERCD, P&R)	P-14	Fulfill remainder of bond issuance approved by voters in 2001 for soccer and Twin Creeks. (Goal 5)

Work plan accomplishments depend upon partial re-staffing after retirements.

Planning – continued

Budget Highlights:

- Continuation of most programs and services, excluding the changes in service delivery and potential increase related to priorities.

Changes in Service Delivery (\$27,259 Reduction):

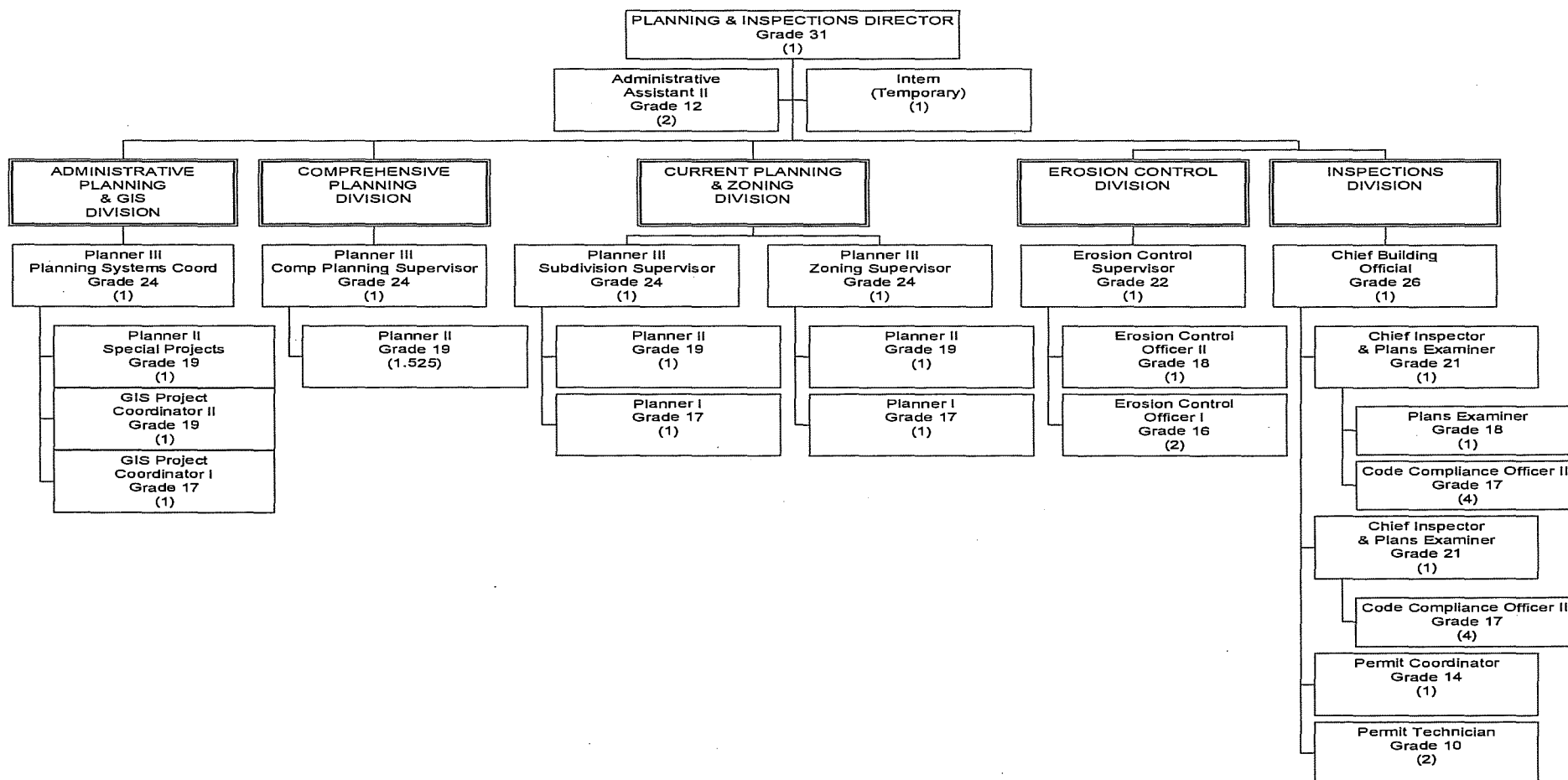
- Department-wide, discretionary line item reductions.

BOCC Priorities (\$74,000):

- P-1: Conserve high priority natural areas, wildlife habitat and prime forests (Program/service exchange—no budget increase).
- P-2a, b: Implement Comprehensive Plan, Unified Development Ordinance and process for annual Plan review and work planning. (\$58,000).
- P-3: Develop economic plans for three Economic Development Districts (EDD) districts.
- P-5: Encourage for-profit investments in affordable housing and review available tools. (\$3,200).
- P-7: Improve intra-inter governmental coordination and cooperation. Work with Town of Hillsborough on Joint Land Use plan, policies and ordinances and annexation. Work with Durham on economic development districts. (\$5,500).
- P-12: Implement County's Environmental Responsibility Goal. (\$7,300).

Planning & Inspections

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Register of Deeds

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Register of Deeds (General Fund)						Account: 3250
Personnel Services	\$ 806,554	\$ 856,017	\$ 873,803	\$ 873,294	\$ 870,497	\$ 857,819
Operations	\$ 132,503	\$ 118,849	\$ 159,604	\$ 145,036	\$ 154,438	\$ 154,438
Capital Outlay	\$ 1,185	\$ 2,967	\$ 950	\$ 2,350	\$ 650	\$ 0
Total Expenditures	\$ 940,243	\$ 977,832	\$ 1,034,357	\$ 1,020,680	\$ 1,025,585	\$ 1,012,257
Offsetting Revenues	\$ (1,795,134)	\$ (1,653,781)	\$ (1,836,501)	\$ (1,203,695)	\$ (1,224,885)	\$ (1,224,885)
County Costs (net)	\$ (854,891)	\$ (675,949)	\$ (802,144)	\$ (183,015)	\$ (199,300)	\$ (212,628)

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 labels, date/time, collect fee 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-1993 indexed records
 - Index and scan accounts payable and revenue records
- Assist customers in a timely manner.

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 98% of the time.
- Indexed document within twenty minutes of filing process approximately 99% 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 99% of the time and printed permanent record book copies
- Returned filed documents to designated party within 2 to 4 days of filing approximately 98% 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 98% of the time.
- Responded to citizens' requests courteously and timely.
- Special Projects:
 - Indexed, scanned and labeled "old" birth records
 - Scanned associated images of pre-1993 indexed records
 - Scanned and indexed accounts payable and revenue records
- Customers acknowledged and serviced as quickly as possible.

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
Deeds, Deeds of Trust, D/T Cancellations, other documents, UCCs recorded, scanned and indexed	27,206	25,864	29,313	22,975	23,425
Marriage Licenses issued	810	777	757	769	755
Births indexed	3,601	3,765	3,775	4,059	4,099
Deaths indexed	1,494	1,562	1,637	1,512	1,542
Certified copies of Vital records issued	12,150	19,240	15,523	18,081	18,730

Budget Highlights:

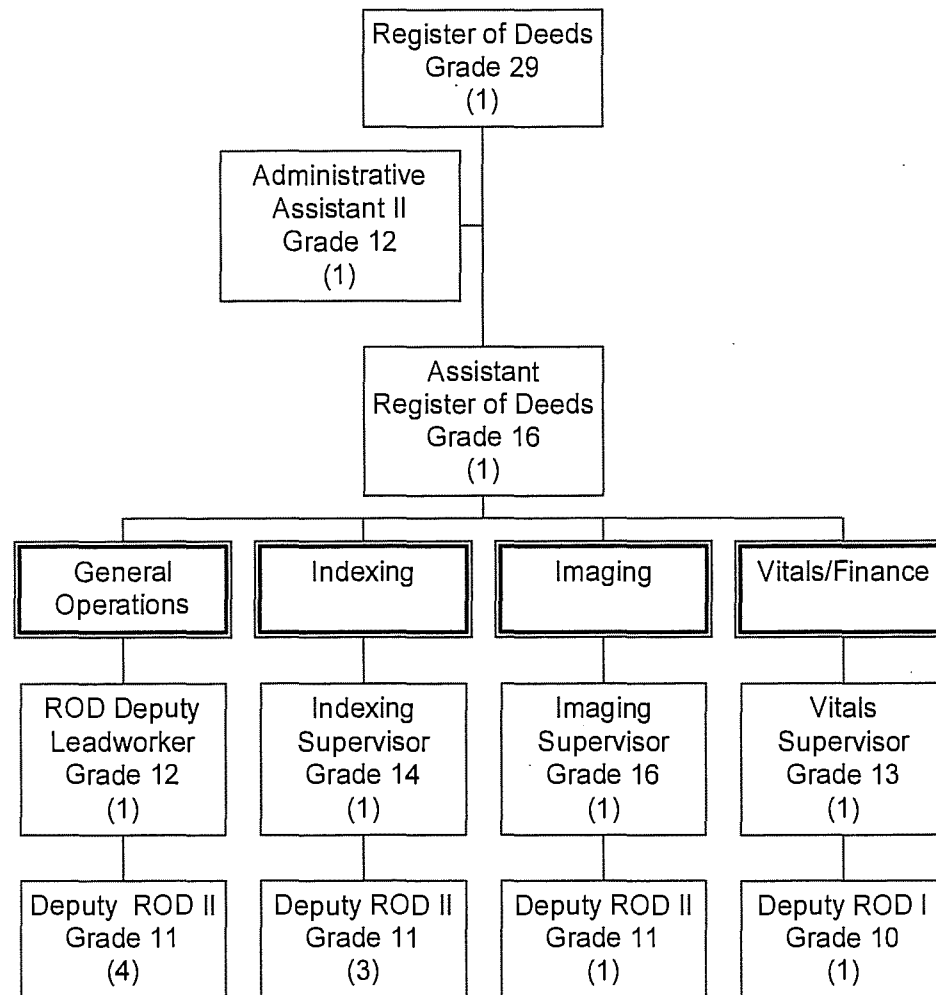
- Decreases in land/property transfer related revenues for FY 2009-10 are due to the economic downturn and are consistent with projected collections for FY 2008-09.
- The Capital Outlay 12-Month Estimate for FY 2008-09 includes the purchase of permanent book shelving and fire proof file cabinets.

Register of Deeds – continued

Changes in Service Delivery (\$18,466 Reduction):

- Reduce non-permanent personnel which will impact the ability to scan old records from pre-1993.
- Reduce telephone, duplicating, and postage costs and delay purchase of daily recording and permanent record books.

Register of Deeds



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Revenue

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
<i>Tax Collector (General Fund)</i>						Account: 3350
Personnel Services	\$ 677,561	\$ 681,772	\$ 685,877	\$ 715,826	\$ 751,049	\$ 741,143
Operations	\$ 162,965	\$ 182,604	\$ 191,110	\$ 185,578	\$ 174,251	\$ 174,251
Capital Outlay	\$ 4,404	\$ 1,904	\$ 1,175	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 844,930	\$ 866,280	\$ 878,162	\$ 901,404	\$ 925,300	\$ 915,394
Offsetting Revenues	\$ (230,109)	\$ (185,627)	\$ (212,811)	\$ (217,811)	\$ (215,990)	\$ (215,990)
County Costs (net)	\$ 614,821	\$ 680,653	\$ 665,351	\$ 683,593	\$ 709,310	\$ 699,404

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.

Revenue - continued

Objective

Improve the collection of current and delinquent taxes by:

- Consistent and timely use of collection remedies provided by the laws of North Carolina in the collection of taxes assigned this office in taxation.
- Provide a continually updated Revenue website by which citizens can stay abreast of any changes in the law, view their tax records of due/paid, informational source for ambulance billing issues, links to Medicare and as an informational source.
- Increase citizen understanding of property tax system and law, ambulance billing and assistance, County services, policies and issues by participation in citizen groups, through media outlets, mailings and public contact.
- Assist in the education of the public on the 3R fee structure and reasons behind the institution of the fee.
- Insure that the Revenue area is in total compliance with HIPPA (Health Insurance Portability and Accountability Act) regulations.
- Continue efforts to increase EMS collects while meeting the citizen needs.
- Ensure all Orange County departments are meeting the required procedures in the receipt and deposit of funds.
- Coordinate with other departments in the effort to insure service and availability of data to the citizen.
- Provide a payment options to the citizens at large and to county employees.
- 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.

Revenue - continued

- 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:

- Increases in Overtime and Non-Permanent personnel for FY 2009-10 are related to implementation of the new Property Information Management System (PIMS) project for the purpose of property assessment.

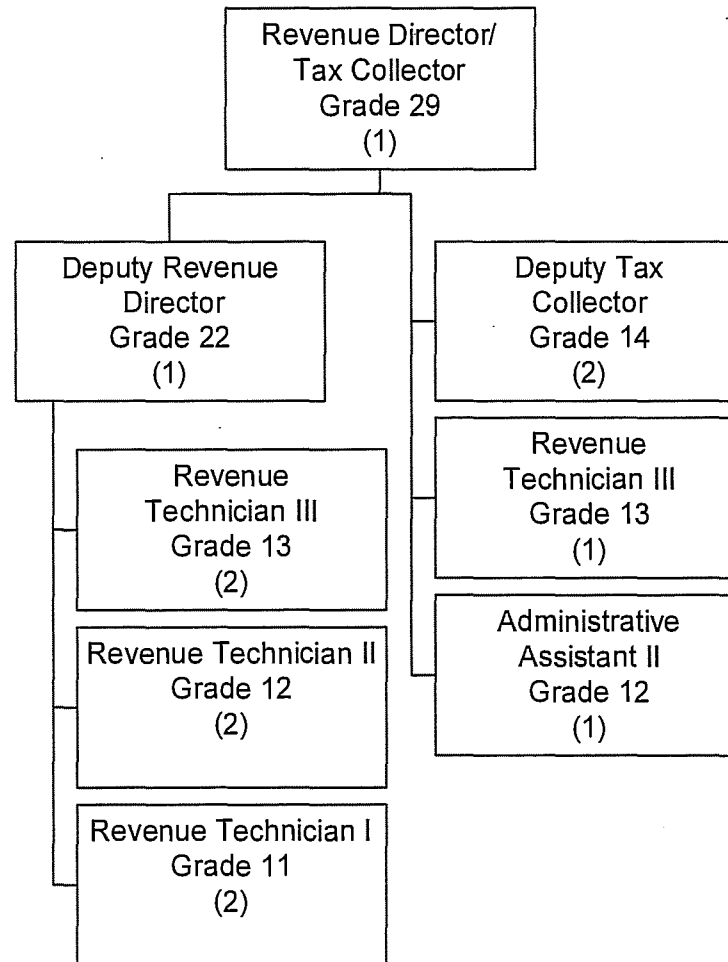
Changes in Service Delivery (\$19,359 Reduction):

- Reduce postage and printing costs by eliminating the non-mandated 2nd notice billing on all registered motor vehicle and real property billings. The deletion of the second notice on registered motor vehicles and regular billing will create a perceived drop in customer service to citizens. Citizens will receive one notice before the possibility of legal recourse occurs.
- Eliminate maintenance contract on microfilm/endorser machine.
- Reduce bonds and insurance costs consistent with recently paid amount.

New Programs/Services (\$50,703 Increase):

- Implementation of the Property Information Management System (PIMS) project.

Revenue



Sheriff

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved Account: 7100
Sheriff (General Fund)						
Personnel Services	\$ 7,495,576	\$ 8,132,006	\$ 8,229,185	\$ 8,086,919	\$ 8,452,318	\$ 8,399,858
Operations	\$ 1,231,004	\$ 1,414,927	\$ 1,458,989	\$ 1,601,082	\$ 1,760,773	\$ 1,760,773
Capital Outlay	\$ 20,027	\$ 29,942	\$ 239,025	\$ 2,223	\$ 30,000	\$ 0
Total Expenditures	\$ 8,746,608	\$ 9,576,875	\$ 9,927,199	\$ 9,690,224	\$ 10,243,091	\$ 10,160,631
Offsetting Revenues	\$ (3,402,236)	\$ (2,942,905)	\$ (3,225,200)	\$ (3,232,725)	\$ (2,957,200)	\$ (2,957,200)
County Costs (net)	\$ 5,344,371	\$ 6,633,970	\$ 6,701,999	\$ 6,457,499	\$ 7,285,891	\$ 7,203,431

Major Services

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

Objective

Increase citizen participation into communities now not actively organized or participating in community watch programs. Involving more citizens in our efforts to reduce and prevent crime. Continue high visibility and aggressive patrol coverage through out the county to deter and prevent crime.

Outcomes

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

Sheriff - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Number of OCSO Break-ins	309	427	458	448	475
Number of OCSO Larcenies	298	345	439	330	420
Number of OCSO suspicious/persons/conditions	11,641	7,779	7,200	7,300	8,000

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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Number reported domestic violence incidents	2,279	2,211	2,500	2,175	2,200
Number of child abuse cases	444	293	468	315	320
Number of juvenile contacts by deputies (state law now requires juvenile contacts be reported)	22,755	25,030	22,800	24,900	25,000

Objective

Continue to involve citizens, especially parents of school age children in our drug awareness prevention programs. Encourage citizen participation in solving community problems and decrease overall incidents of crime.

Outcomes

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

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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Number of drug arrest in targeted neighborhoods	324	452	535	475	525
Increase juvenile contacts through DARE/CARE/ GREAT Classes	22,755	22,900	30,000	27,900	27,900

Objective

Meet federal and state jail standards as mandates.

Outcomes

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

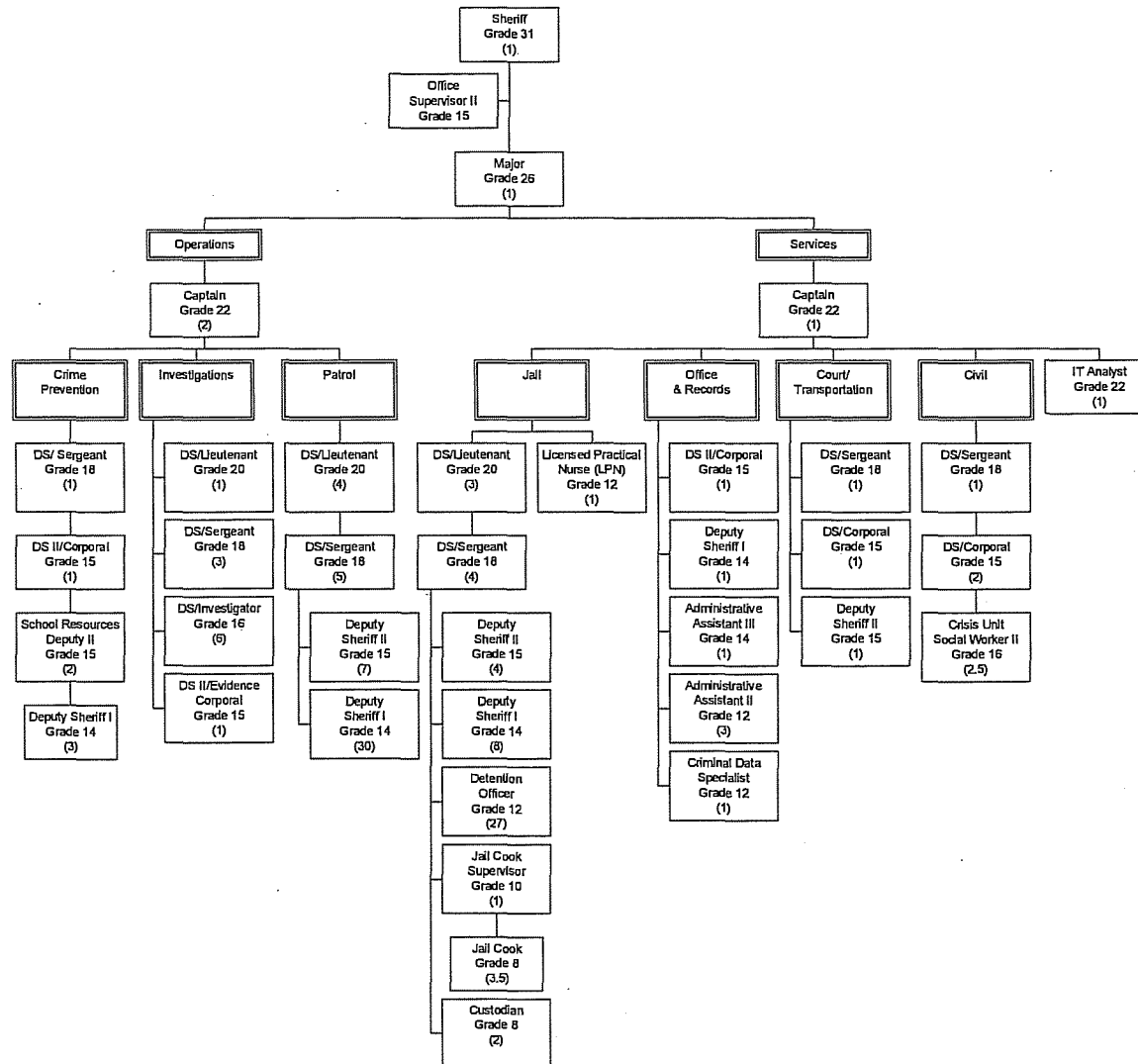
Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Average number of federal inmates per month	78	74	75	75	75
% of state/federal regulations, inspections and compliance met	100%	100%	100%	100%	100%
Average number of inmates per month	162	177	170	175	175

Budget Highlights:

- Increases in Personnel Services for FY 2009-10 are mostly due to an increase in Non-Permanent Personnel of \$151,064. With the opening of the Justice Facility, there are two (2) additional courtrooms which are mandated to be properly staffed.
- Decreases in Revenues for FY 2009-10 are due to not budgeting for two (2) grant projects that the department received in FY 2008-09. If the grant funds are awarded for another year, these additional funds will be received through the budget amendment process
- Increases in Operations for FY 2009-10 are due to increased costs in providing for the needs of inmates.

Sheriff's Department



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Social Services

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Social Services (General Fund)						Account: 4001
Personnel Services	\$ 8,089,445	\$ 8,555,946	\$ 9,207,921	\$ 9,041,742	\$ 9,300,867	\$ 9,172,501
Operations	\$ 11,958,136	\$ 12,040,046	\$ 11,861,069	\$ 13,249,225	\$ 10,361,173	\$ 10,059,173
Capital Outlay	\$ 107,095	\$ 44,497	\$ 69,160	\$ 1,987,224	\$ 0	\$ 0
Total Expenditures	\$ 20,154,676	\$ 20,640,488	\$ 21,138,150	\$ 24,278,191	\$ 19,662,040	\$ 19,231,674
Offsetting Revenues	\$ (11,203,899)	\$ (12,011,200)	\$ (13,175,935)	\$ (13,099,519)	\$ (13,209,698)	\$ (13,209,698)
County Costs (net)	\$ 8,950,777	\$ 8,629,289	\$ 7,962,215	\$ 11,178,672	\$ 6,452,342	\$ 6,021,976

Criminal Justice Partnership Program (Grant Project)

Personnel Services	\$ 30,112	\$ 23,217	\$ 50,084	\$ 50,890	\$ 50,014	\$ 49,223
Operations	\$ 205,374	\$ 198,722	\$ 190,782	\$ 191,853	\$ 176,973	\$ 176,973
Capital Outlay	\$ 0	\$ 3,911	\$ 0	\$ 2,909	\$ 0	\$ 0
Total Expenditures	\$ 235,486	\$ 225,849	\$ 240,866	\$ 245,652	\$ 226,987	\$ 226,196
Offsetting Revenues	\$ (224,565)	\$ (236,540)	\$ (185,332)	\$ (190,118)	\$ (185,332)	\$ (189,343)
County Costs (net)	\$ 10,921	\$ (10,691)	\$ 55,534	\$ 55,534	\$ 41,655	\$ 36,853

Total Social Services and

Related Expenditures	\$ 20,390,162	\$ 20,866,338	\$ 21,379,016	\$ 24,523,843	\$ 19,889,027	\$ 19,457,870

Department By Division

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Program (General Fund)						
Administration	\$ 1,580,803	\$ 1,720,551	\$ 2,368,396	\$ 4,998,404	\$ 2,785,298	\$ 2,766,281
Children/Family Services	\$ 4,359,576	\$ 4,558,852	\$ 4,826,577	\$ 4,684,551	\$ 4,772,334	\$ 4,721,621
Economic Services	\$ 3,649,680	\$ 3,779,315	\$ 4,253,951	\$ 4,186,956	\$ 4,252,578	\$ 4,195,526
Public Assistance	\$ 5,193,275	\$ 4,815,986	\$ 3,544,002	\$ 3,804,603	\$ 1,235,029	\$ 1,235,029
Skills Development Center	\$ 62,031	\$ 61,122	\$ 71,325	\$ 73,243	\$ 58,617	\$ 57,825
Subsidy	\$ 5,247,369	\$ 5,640,181	\$ 6,010,394	\$ 6,464,325	\$ 6,493,887	\$ 6,191,887
Veterans' Services	\$ 61,941	\$ 64,480	\$ 63,505	\$ 66,109	\$ 64,297	\$ 63,505
Total Expenditures	\$ 20,154,676	\$ 20,640,488	\$ 21,138,150	\$ 24,278,191	\$ 19,662,040	\$ 19,231,674
Offsetting Revenue	\$ (11,203,899)	\$ (12,011,200)	\$ (13,175,935)	\$ (13,099,519)	\$ (13,209,698)	\$ (13,209,698)
County Costs (net)	\$ 8,950,777	\$ 8,629,289	\$ 7,962,215	\$ 11,178,672	\$ 6,452,342	\$ 6,021,976

Criminal Justice Partnership Program (Grant Project)

Orange-Chatham Justice Partners	\$ 235,486	\$ 225,849	\$ 240,866	\$ 245,652	\$ 226,987	\$ 226,196
Total Expenditures	\$ 235,486	\$ 225,849	\$ 240,866	\$ 245,652	\$ 226,987	\$ 226,196
Offsetting Revenue	\$ (224,565)	\$ (236,540)	\$ (185,332)	\$ (190,118)	\$ (185,332)	\$ (189,343)
County Costs (net)	\$ 10,921	\$ (10,691)	\$ 55,534	\$ 55,534	\$ 41,655	\$ 36,853

Total Department of Social

Services and Related

Expenditures	\$ 20,390,162	\$ 20,866,338	\$ 21,379,016	\$ 24,523,843	\$ 19,889,027	\$ 19,457,870

Social Services Administration

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

Social Services - continued

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 approximately 30,000 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
- 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.

Social Services - continued

Social Services – Child/Family Services

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

	2006-07 Actual	2007-08 Actual	2007-08 Budget	2008-09 Estimate	2009-10 Projected
Total Children's Services inquiries	4,048	4,458	5,000	4,037	4,200
Children in households reported for suspected child abuse/neglect	1,284	1,153	1,300	933	1,050

Average number of Families receiving child welfare services	184	154	180	150	155
Individuals receiving parenting services	140	146	150	146	150
# children in DSS legal custody	145	144	140	145	140
# children who entered custody	76	66	65	62	65
# children freed for adoption	9	18	15	29	25
# children who achieved permanence	57	56	65	83	60
# children adopted	17	11	23	25	18

Social Services - continued

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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Monthly recruitment activities	4	4	4	8	8
Total # of children who are placed in adoptive homes	15	15	21	25	23
Pre-service training	5 groups/yr (150 hrs)	5 groups/yr (150 hrs)	5 groups/yr (150 hrs)	3 groups/yr (150 hrs)	4 groups/yr (150 hrs)
# Licensed Foster Homes	65	66	80	60	70

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.
- 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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
APS investigations	29	48	40	54	64
% confirmed	34%	30%	40%	29%	33%
CAP clients	69	85	86	90	98
In-home services clients	18	26	23	25	28
Adults receiving heavy care services	32	35	46	43	46
Guardianship cases	23	17	26	20	21
Payee cases	21	18	28	28	30

Social Services - continued

Social Services - Economic Services

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

Social Services - Economic Services - Work First

Objective

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

Outcomes

- Enabled 190 families to avoid welfare through Diversion Assistance
- Enabled 150 recipients to obtain employment
- Tracked families for 12 months after Work First assistance ended
- Assisted 40 public assistance recipients in improving their skill level by accessing short-term vocational training
- Conducted 4 life management and 90 job keeping/seeking workshops
- Provided intensive employment services to 100 recipients
- Provided adult drivers' training to 20 Work First recipients
- Coordinated and conducted 4 Work First job fairs
- Assisted 20 medically exempt families in improving self-sufficiency by obtaining SSI Disability and or part-time employment.

Measures: Work First

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Families Assessed	170	175	180	180	190
Employed Families (unduplicated)	116	155	140	130	150
Training Completions	25	28	30	30	40
Work Experience Sites	20	25	25	25	30
County Participation Rate	54%	61%	65%	65%	65%
Work First Enrichment Training Job Readiness/Preparation Workshops	100	112	100	160	100

Social Services - continued

Economic Services – Adolescent Parenting Program

Major Services

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

Objectives

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

Outcomes

- 85% percent of teen mothers active in the Adolescent Parenting Program avoided a second pregnancy
- Provided information, education and peer support by conducting 12 peer group meetings
- Ensured that 85% of adolescent parents continue their education
- Assured each adolescent will have a day care arrangement
- Strengthened the involvement and participation of fathers. Fathers are encouraged to become involved with the program as a participant and/or attend monthly peer group meetings with topics ranging from budgeting/finance to dental care for themselves and their children
- Provided intensive case management support for teen parents and their families
- Improved life management and parenting skills for the participants
- Enabled teen parents to connect with resources and support that allow them to finish and complete their high school education

Measures: Adolescent Parenting Program

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Adolescent Parents	29	38	35	35	35
2 nd Pregnancy Avoidance	100%	100%	85%	85%	85%
Peer Group Meetings	13	15	11	12	12
Education Continuance	90%	89%	85%	85%	85%

Social Services – Public Assistance

Major Services

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

Objective

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

Social Services - continued

Outcomes

- Provided Work First payments to 350 families per month to help meet the basic needs of dependent children
- Provided Food and Nutrition Services assistance to 3,807 households per month to help meet nutritional needs
- Provided Medicaid to 7,502 eligible families and individuals per month to help meet medical expenses
- Provided Special Assistance payments to 300 low-income disabled and elderly adults per month to help meet the costs of rest home care
- Provided emergency assistance to 816 households per month to help alleviate financial crisis situations
- Provided health insurance through Health Choice to 700 children per month

Measures (Figures represent Monthly Averages)

PROGRAM	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Work First Cases	269	251	350	300	350
Food and Nutrition Services Households	2978	3057	3582	3430	3807
Medicaid Cases	6019	6338	6770	6820	7502
Special Assistance Recipients	248	270	316	282	300
Emergency Assistance Recipients	576	576	635	729	816
Health Choice Recipients	561	596	675	660	700

Social Services – Skills Development Center

Major Services

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

Objectives

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

Outcomes

- Enabled 350 citizens to obtain employment or increase income.
- Made job search easier through the availability of computers and access to the World Wide Web.
- Provided 4,350 job referrals to citizens.
- Provided educational and vocational training for 2,800 citizens.
- Monitored 100% of customer satisfaction surveys for continuous improvement.

Social Services - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Customer Satisfaction Survey	100%	100%	100%	99%	100%
Human Resources Development	222	236	230	270	300
Basic Skills Training (ABE, ESL, GED)	480	483	500	522	550
Educational and Vocational Training	2,761	2,783	2,600	2,800	2,850
Obtained Employment or Increased Income	522	515	560	350	450
Facility Usage (monthly)	3,100	3,300	3,100	3,550	4,000

Social Services – Subsidy

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 1140 children of working families.
- Provided a safe, stimulating, learning environment for 50 children and respite for parents as part of the protection plan when children have been neglected or abused.
- Assured that 100 children have child care while low-income parents attended school to meet their goal of self-sufficiency (Primarily high school, technical, trade, or skill development programs).
- Assured that 30 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 (20 children).
- Provided child care information and referral services to parents on availability, quality and subsidy for child care (1,300 information and referral contacts on child care issues were made).
- Provided supportive casework services to 575 families.
- Provided child care for 15 children who have developmental delays or other special needs.
- Provided technical assistance to 115 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 70 children.
- Sought sufficient funding to assure that full-time employed parents wait no longer than four months for subsidy.

Social Services - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Average # of children served per month	642	738	685	770	725
# of children approved for subsidy	280	477	280	266	250
# of Eligibility Re-certifications	422	454	330	485	375
# of Case Consultations	2513	2471	2575	2400	2400
# of Information and Referral Contacts	1282	1280	1325	1300	1300
Total # of Children served in year	1141	1302	1215	1140	1100

Social Services – Veterans’ Services

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

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Compensation Applications	152	163	150	179	190
Education Applications	12	10	14	15	25
Burial Applications	20	22	26	20	25
Food & Nutrition Applications	N/A	N/A	N/A	N/A	102

Budget Highlights:

- The department will reduce its expenditures by \$2,378,900, due to the State assuming Medicaid responsibility in FY 2008-09.
- The FY 2009-10 General Fund contribution for the Criminal Justice Partnership Program (CJPP) program is \$36,853.

Social Services - continued

Changes in Service Delivery (\$335,416 Net Reduction):

- Reduce Temporary Assistance for Needy Families (TANF) County Initiated Payments.
- Reduce costs related to Electronic Benefits Transfer (EBT) services.
- Reduce funding for the Children's Health Insurance Program (CHIP) Reserve.
- Decrease in various line items due to budget directives related to Work First Program.
- Reduce program payments for Work First Program.
- Reduce administrative funding for the center.
- Reduce administrative funding (various line items).
- Reduce funding for handling deceased persons.
- Decrease contracted services with the Center for Employment Training (CET).
- Decrease community outreach efforts.
- Decrease contracted services for the Fatherhood Program.
- Eliminate the contract with Orange Public Transportation (OPT) that assesses and coordinates the transportation needs for Work First Families.
- Decrease contracted services for financial counseling.
- Decrease contracted services with Orange Enterprises (OE).
- Decrease contract for Electronic Document Management.
- Reduce funding for child welfare services.
- Reduce court-ordered drug testing tests.
- Reduce funding for the emergency care contract services.
- Reduce funding for verifying public assistance claims.
- Reduce program payments for the Foster Care Program.
- Reduce funding for general assistance utility deposits.
- Reduce funding for psychological evaluations for parents.
- Reduce social services operational costs (i.e. travel, training, motor pool etc.).
- Reduce temporary personnel.
- Reduce overtime costs.
- Reduce on-call and after-hour emergency services.
- Eliminate funding for county day care match program.
- Reduce contract services that provide in-home care.

BOCC Priorities (\$150,000):

- P-4: Review services to identify and protect 'safety net' programs and services.

Other Budget Increases (\$113,752 Net Increase):

- Increase in Special Assistance payments for low-income elderly or disabled adults in care homes.
- Provide increased crisis intervention funds for clients' heating and cooling expenses
- Addition of EMS Assistance Program (transferred from Emergency Services).
- Increase printing (consolidation with another division, net agency decrease in printing costs).
- Increase office supplies (consolidation with another division, net agency decrease in supply costs).
- Increase other supplies (consolidation with another division, net agency decrease in supply costs).
- Initiate contracted services with the North Carolina Baptist Hospital.
- Increase due to the supplies needed to perform formerly contracted services in-house. Net decrease for the county after other contract reductions.

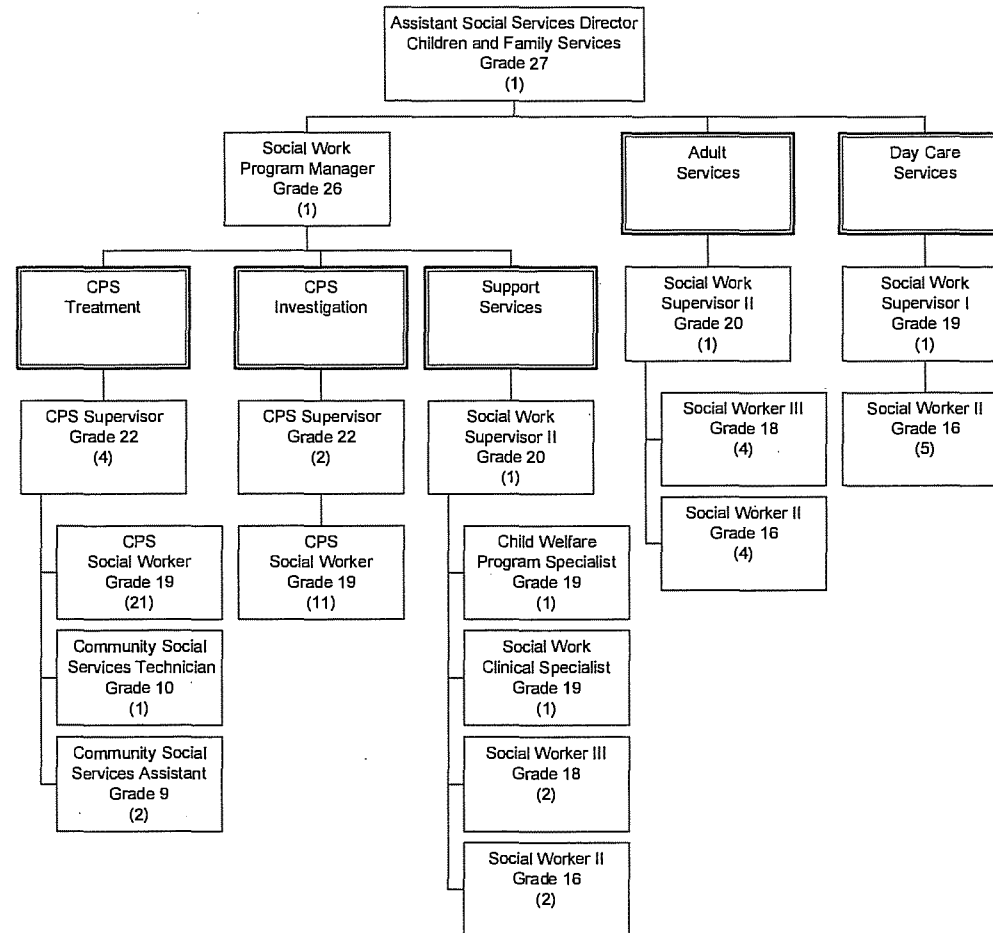
Social Services - continued

- Increase funding for program payments.
- Increase temporary funding for Work First clients.
- Increase funding for subsidized childcare.
- Increase funding for adult day care.
- Increase foster care board payments.
- Increase funding for adoptions.
- Increase adoption vendor payments.

Cost of New Facilities (\$421,282 Net Increase):

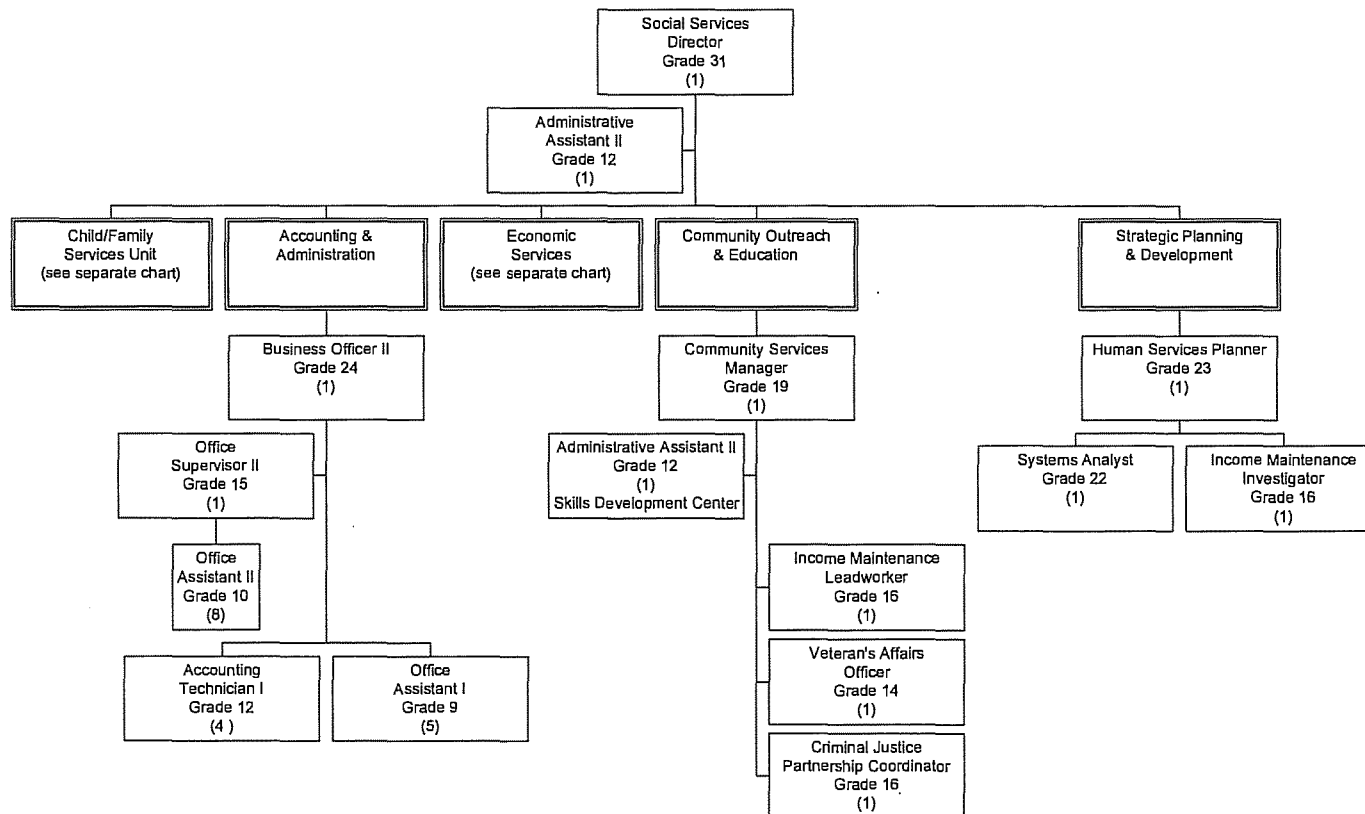
- The State will reimburse the County for 50% of Hillsborough Commons' expenses (\$495,249).
- The department will use Work First clients', requiring temporary employment to fulfill components of the program, for custodial assistance at Hillsborough Commons (\$11,417).
- All operational costs associated with moving into the new facility are reflected in Social Services' budget.

Department of Social Services – Children/Family Services



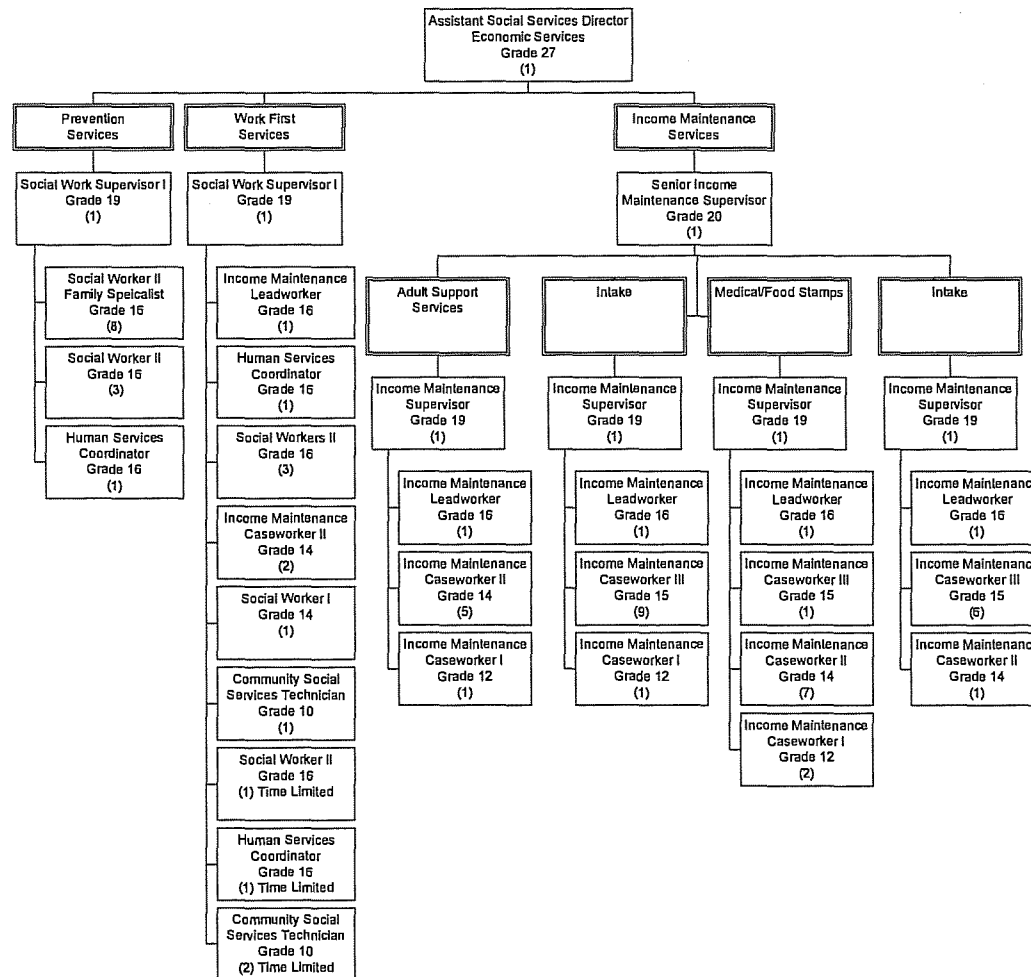
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Department of Social Services – Administration



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Department of Social Services – Economic Services Unit



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FY 2009 -10

Solid Waste

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Solid Waste Other Funds						Account: 3500
Overhead	\$ 0	\$ 0	\$ 1,073,406	\$ 1,073,539	\$ 1,274,005	\$ 1,274,005
Personnel Services	\$ 2,376,818	\$ 3,698,420	\$ 3,711,302	\$ 2,685,932	\$ 2,730,641	\$ 2,695,336
Operations	\$ 3,908,545	\$ 4,627,065	\$ 6,855,930	\$ 5,589,580	\$ 5,146,756	\$ 5,146,756
Capital Outlay	\$ 275,182	\$ 75,307	\$ 1,378,693	\$ 1,839,169	\$ 0	\$ 0
Total Expenditures	\$ 6,560,545	\$ 8,400,793	\$ 13,019,331	\$ 11,188,220	\$ 9,151,402	\$ 9,116,097
Offsetting Revenues	\$ (8,204,865)	\$ (10,117,069)	\$ (13,019,331)	\$ (11,188,220)	\$ (9,151,402)	\$ (9,116,097)
County Costs (net)	\$ (1,644,320)	\$ (1,716,276)	\$ 0	\$ 0	\$ 0	\$ 0

Solid Waste - Sanitation (General Fund)						Account: 3410
Personnel Services	\$ 836,727	\$ 0	\$ 919,563	\$ 863,957	\$ 827,571	\$ 815,502
Operations	\$ 910,901	\$ 782,169	\$ 1,535,770	\$ 1,417,556	\$ 1,334,748	\$ 1,334,748
Capital Outlay	\$ 300	\$ 0	\$ 67,535	\$ 444,170	\$ 0	\$ 0
Total Expenditures	\$ 1,747,928	\$ 782,169	\$ 2,522,868	\$ 2,725,683	\$ 2,162,319	\$ 2,150,250
Offsetting Revenues	\$ (35,678)	\$ 0	\$ (50,296)	\$ (54,079)	\$ (53,056)	\$ (53,056)
County Costs (net)	\$ 1,712,250	\$ 782,169	\$ 2,472,572	\$ 2,671,604	\$ 2,109,263	\$ 2,097,194

Department By Divisions

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Program (Enterprise Fund)						
Administration	\$ 1,015,953	\$ 1,514,544	\$ 1,964,921	\$ 1,914,943	\$ 1,398,804	\$ 1,394,051
Landfill Operations	\$ 2,073,660	\$ 2,463,278	\$ 3,722,246	\$ 4,143,482	\$ 3,511,000	\$ 3,493,917
Recycling Operations	\$ 3,469,415	\$ 3,266,072	\$ 3,735,890	\$ 4,056,256	\$ 2,967,593	\$ 2,954,124
Sanitation Operations	\$ 1,517	\$ 1,156,898	\$ 2,522,868	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 6,560,545	\$ 8,400,793	\$ 11,945,925	\$ 10,114,681	\$ 7,877,397	\$ 7,842,092
Equipment Reserve Allocation*	\$ 0	\$ 0	\$ 1,073,406	\$ 1,073,539	\$ 1,274,005	\$ 1,274,005
Total Expend. & Allocations	\$ 6,560,545	\$ 8,400,793	\$ 13,019,331	\$ 11,188,220	\$ 9,151,402	\$ 9,116,097
Offsetting Revenues	\$ (8,204,865)	\$ (10,117,069)	\$ (13,019,331)	\$ (11,188,220)	\$ (9,151,402)	\$ (9,116,097)
Net County Cost	\$ (1,644,320)	\$ (1,716,276)	\$ 0	\$ 0	\$ 0	\$ 0

Sanitation (General Fund)

Sanitation Operations	\$ 1,747,928	\$ 782,169	\$ 2,522,868	\$ 2,725,683	\$ 2,162,319	\$ 2,150,250
Total Expenditures	\$ 1,747,928	\$ 782,169	\$ 2,522,868	\$ 2,725,683	\$ 2,162,319	\$ 2,150,250
Offsetting Revenues	\$ (35,678)	\$ 0	\$ (50,296)	\$ (54,079)	\$ (53,056)	\$ (53,056)
Net County Cost	\$ 1,712,250	\$ 782,169	\$ 2,472,572	\$ 2,671,604	\$ 2,109,263	\$ 2,097,194

Solid Waste – Administration

Major Services

- Budget administration/monitoring of all Solid Waste Department divisions
- Administration of accounts payable for all divisions.

Solid Waste - continued

- 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. Waste audits to business and governments.
- 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.
- Provide necessary promotion and advertising using all media, school presentations, and public outreach, tours, presentations, special events, etc.

Outcomes

- Public education and outreach for landfill, recycling, waste reduction and other solid waste services: Provide annual newsletter, rural curbside recycling route calendar cards 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.
- Provide compost bins to the public through one day sales event or on-going sales.
- Provide at least 100 outreach presentations and landfill tours.
- Place at least 700 print and radio advertisements.
- Produce at least 36 newspaper articles and 14 radio programs

Solid Waste - continued

- 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

Outreach and Education	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Budget
Number of ads placed radio and print ads	765	628	800	685	700
Number of presentations, special events and tours	95	114	100	109	100
Number of Apartment Complexes Surveyed	15	4	5	2*	5
Number of news articles and radio broadcasts	64	45	65**	49	50

*Requests by recycling operations division were minimal for this service.

**Includes once monthly on WCOM.

Solid Waste – Landfill

Major Services

- Maintain and operate Orange County Landfill, consisting of a lined Mixed Solid Waste (MSW) landfill, Construction & Demolition (C&D) landfill, Construction and Demolition Ordinance site which includes space where vegetative waste, tires, clean metal and white goods are processed and recycled, an organic bunkers facility used for resale of recycled and/or composted materials, and a 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 at a minimum of 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.

Solid Waste - continued

- Education of construction and demolition generators and haulers regarding waste reduction, recycling and deconstruction.
- Maintain emergency response capabilities.
- Operate White Goods area according to EPA regulations and ensure county's Scrap Tire recycling functions are according to state regulations.
- Work with all county entities to ensure that all construction permits issued within the county adhere to the recycling requirements pertaining to the RRMO.

Objectives

- To provide a high quality, cost-effective and efficient service to our customers, and to comply with all State and Local regulations.
- To provide enforcement and material management relative to the RRMO
- Assist the Towns and County with the Solid Waste Management Plan Development Review process to ensure that adequate recycling infrastructure within all County developmental projects is consistent with waste reduction goals

Outcomes

- Continue to enforce the ordinance banning landfilling of recyclable construction materials and requiring their source separation.
- 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

Fee Type	08-09	Approved Rate
MSW	\$47/ton	\$50/ton
C&D	\$43/ton	\$44/ton

Program Collections (tons)	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
MSW	57,298	55,422	57,000	52,777	53,575
C&D	15,973	16,295	16,600	10,883	11,500
Yard Waste	8,144	7,324	8,700	8,763	8,200
White Goods	800	800	800	800	800
Tires	1100	1,100	1,100	1,100	1,100
Gas Monitoring	Conduct quarterly sampling of landfill vents to comply with State regulations				
Water Quality Monitoring	Conduct semi-annual sampling from landfill wells, testing and analysis to comply with State regulations.				

Solid Waste - continued

<i>Construction Waste Mgmt</i>	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Solid Waste Mgmt Plan/Development Review	130	225	130	210	175
Pre-construction meetings	175	60	180	175	125
Licenses	275	250	250	175	250
Certifications	2	2	2	2	2
Permits	1600	1500	2170	1600	1750
Appeals	0	5	5	0	0
Revocations	0		5	0	0
Citations	2	10	10	25	30
Stop Haul Orders	1	1	5	0	0
Verification Tags	369	721	720	650	650

- Solid waste reduction plan for construction and demolition. Continue timely review of plan submittals for new development for Town of Chapel Hill, Carrboro, and the County and others by request. Push for all County entities to continue the review procedures that are currently in place to ensure space is provided for recyclables storage and facilitate reducing and recycling construction waste by providing research and coordination service to developers.

Solid Waste – Recycling Operations

Major Services

- Urban Curbside recycling: provide weekly contracted curbside collection to an average of 18,650 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 239 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

Solid Waste - continued

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 five unstaffed (24 hour-a-day) recycling sites: operate collection, service, maintenance, and clean up of unstaffed recycling drop-off sites located throughout Orange County accepting newspaper, magazines, cardboard, mixed paper, brown, clear and green glass, plastic bottles and metal cans, and rigid plastics.
- 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 167 commercial recycling sites 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 29 participating food service and grocery store locations, and providing collection and composting of lab-animal bedding to participating 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 (3-R Fee).

Objective

- The Orange County Department of Solid Waste Management's Recycling Division uses a combination of in-house staff and contractors to divert recyclable and toxic materials from Orange County Landfill. The recycling program's goals are to provide high-quality, efficient recycling services to the citizens, businesses and institutions of Orange County, and to the maximize diversion of recyclable material from the landfill. Additionally, the program strives to provide safe, convenient, and cost effective options to reduce the toxicity of the waste being buried in the Orange County Landfill, to facilitate the removal of hazardous waste from the environment at large, and specifically to protect local ground water and waterways.
- Contractors handle urban curbside, organics, oil, oil filter, and antifreeze collections and hazardous waste services.
- 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.

Solid Waste - continued

- Rural Curbside Recycling Program: Work to increase program participation in currently serviced areas. Focus on provision of service to new infill homes within the currently serviced areas, with minimal attention to outward expansion of service into currently unserved portions of the County.
- Multifamily Recycling Program: Continue to collect commingled containers and all fiber except corrugated cardboard from currently served properties. Continue efforts expand service to newly constructed properties and to eligible properties that do not presently participate.
- Drop-off Recycling Program: Maintain high level of service at all drop-off sites, maximizing collection efficiency and preventing overflow; strive to keep sites clean and contamination low, and work to reduce theft of recyclable materials through combination of outreach, and possible change in Solid Waste ordinance. Work to minimize impact of illegal dumping by conducting site visits and regular site clean-ups. Expand drop-off program to accept source-separated rigid plastics.
- 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.
- Commercial Recycling Program: Continue to collect materials from all presently serviced properties. Continue efforts to add paper recycling at all commercial sites interested in this service. Continue to 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.
- Electronic Recycling – Continue to seek significant increase in diversion and seek opportunities for continued program efficiency gains; offer free electronics recycling services to all Orange County based businesses, governments, and non-profit agencies.
- Government Office Building Recycling Program: Continue every other week collection from governmental office buildings 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. Continue to move food-waste program towards utilization of compostable liners to increase collection efficiency and to decrease water consumption.

Measures (all values given in Tons)

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
Curbside Recycling:					
• Urban	4,123	4,738	4,867	4,517	4,652
• Rural	1,433	1,843	2,250	1,784	1,838
Multifamily Recycling	1,081	1,241	1,275	1,294	1,333
Toxicity Reduction Programs:					

Solid Waste - continued

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Actual	2009-10 Projected
- Oil	95.6	113	90	105	108
- Oil filters	10.3	9.75	10.5	9.9	10.2
- Lead-Acid Batteries	41	35	40	28	29
- Dry-Cell Batteries	9.7	12.4	14	11.3	14
- Antifreeze	15.7	8.3	8.0	3.6	5.0
- Propane Tanks	3.9	2.6	4.0	3.0	3.0
- Hazardous Waste (HHW + CESQG)	116.4	112.5	131	116	120
- Electronics Recycling	346	413	418	456	475
Government Office Recycling	85	99	96	110	115
Commercial Recycling	638	768	775	925	1,020
Drop-Off (recyclable containers)	898	951	1,043	1,000	1,030
Drop-Off (recyclable paper):					
- Corrugated Cardboard (OCC)	1,526	1,568	1,400	1,528	1,575
- Newspaper #8 / Magazines	1,709	1,611	1,700	1,352	1,350
- Mixed Paper	1,076	1,088	1,200	1,010	1,040
- Rigid Plastics	n/a	n/a	n/a	n/a	250
Food Waste / Animal Bedding	2,285	2,245	2,550	2,255	2,300
Total	15,493	16,859	17,872	16,508	17,267

Types of Measures: Workload Measures

- Urban residential curbside recycling: Program is projected to serve approximately 600 new in-filled homes in FY 2009-10. 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 all new residences constructed within currently serviced area. 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 the five unstaffed sites and all staffed Orange County Convenience Centers with regular collection of source separated newspapers, magazines, corrugated cardboard, and commingled containers. Expand collection to include source-separated rigid plastics in the fall of 2009. Additionally collect motor oil, oil filters, antifreeze,

Solid Waste - continued

lead-acid batteries, and dry-cell batteries from staffed sites at intervals to prevent spills or overflows.

- Dry-Cell Battery Recycling Program: maintain current levels of service.
- Hazardous Waste Program: Continue full-time program servicing households and eligible businesses.
- Electronics Recycling Program: Continue to manage all electronics materials generated at County collection points and at Carrboro location of PTA Thrift Shop.
- Commercial Recycling Program: Maintain current services and seek to expand service to traditionally unserved businesses such as retail and offices as able.
- 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.

Solid Waste -Sanitation

Major Services

- Operate and maintain four staffed solid waste convenience centers to serve Orange County residents
- Provide collection services for solid waste convenience centers, Orange County government buildings and Orange County schools. Front-end loaders collect dumpster container waste and two roll-off trucks collect the bulk waste from these centers. All bulk waste must be separated into mandated waste types, white goods, clean metal, clean wood, tires, and construction and demolition for acceptance by the landfill.
- Provide routine litter collection along roadways within a half mile in either direction of the centers.
- Administer Sanitation Division duties, 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.

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 four staffed solid waste convenience centers.

Solid Waste - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
Waste type (all units are tons)					
• Household waste (MSW)*	9,135	9,337	11,835	11,198	12,667
• C & D waste	2,417	3,105	0	60	60
• Yard waste	395	399	335	609	709
• White goods (appliances)	310	282	300	303	300
• Tires	72	75	75	56	45
• Metal, clean	609	566	550	565	565
• Wood, Clean	213	203	200	235	217
• Orange County Schools (MSW)	762	776	765	748	748
• Orange County Government Buildings (MSW)	563	550	600	550	550
Resident Permit Tons	3,008	1,862	2,700	1,245	58
Total Tons		17,176	18,924	15,569	15,919
Sanitation vehicle loads to landfill	2,630	1,435	1,800	1,435	1,591
Sanitation roll-off loads to landfill	1,779	2,733	2,100	3,054	3,354
Total Sanitation Loads	5,163	4,168	3,900	4,489	4,945
Orange County Permits					
Resident loads to landfill (# of trips)	5,411	3,559	3,500	2,696	164
Orange County Landfill Tip Fee					
MSW (per ton)	\$46		\$49	\$49	\$50
C & D (per ton)	\$41		\$43	\$43	\$44
Vegetative (per ton)	\$15		\$15	\$15	\$18
Wood, clean (per ton)	\$15		\$15	\$15	\$18

*Effective July 27, 2009, the landfill permit program was eliminated.

Budget Highlights:

- All department divisions moved into the new Administration building in January 2009. The fund will realize the full year operations costs in FY 2009-10.

Solid Waste - continued

- The decrease in Personnel Services, for the Sanitation Division, is due to closing the Bradshaw Quarry Road solid waste convenience center. A Center Operator position (1.0 FTE) was eliminated.
- Decreases in Personnel Salaries in Landfill and Recycling are due to vacancies. In FY 2008-09, Landfill had several employees retire; Recycling had several long-term employees leave through attrition. Both sets of vacancies will generate substantial savings in FY 2009-10, through filling the positions at lower salaries.
- The department proposes several fee increases to subsidize service costs. The increases would not offset all costs, but would lessen the deficit experienced by the department.
- The Landfill budget includes \$422,588 as debt service payments for financed equipment.
- Projected MSW tonnage reductions due in part to temporary diversion of UNC waste.
- Final design, regulatory approval, bidding and contract oversight for the Transfer Station on site to yet be determined and a Landfill Gas Recovery system consulting is included under Professional Contract Services.

Changes in Service Delivery (\$396,959 Reduction) – Enterprise Fund (Administration, Landfill and Recycling Divisions):

- Administration Division: Miscellaneous operational reductions.
- Recycling Division: Miscellaneous and Historical Reductions including elimination of one time expenses in FY 2008-09 budget, reduced fuel costs and reductions to meet mandated budget cuts.
- Reduce fuel and oil purchases.
- Reduce temporary personnel.
- Reduce contract services for required seeding and the UNC student intern.
- Reduce departmental supplies purchases.
- Landfill Division: Miscellaneous reductions include training, building and equipment repairs, duplicating, printing, dues and water.

Changes in Service Delivery (\$292,578 Reduction) – General Fund (Sanitation Division):

- Reductions to historically under-spent line items including overtime, non-permanent personnel and telephone. Also, includes a reduction of miscellaneous contract services, where services will be performed internally in FY 2009-10.
- Eliminate permit distribution.
- Elimination of mattress acceptance at Solid Waste Convenience Center.
- Closure of the Bradshaw Quarry Road Center and reduction of operational hours at solid waste convenience centers.

Solid Waste - continued

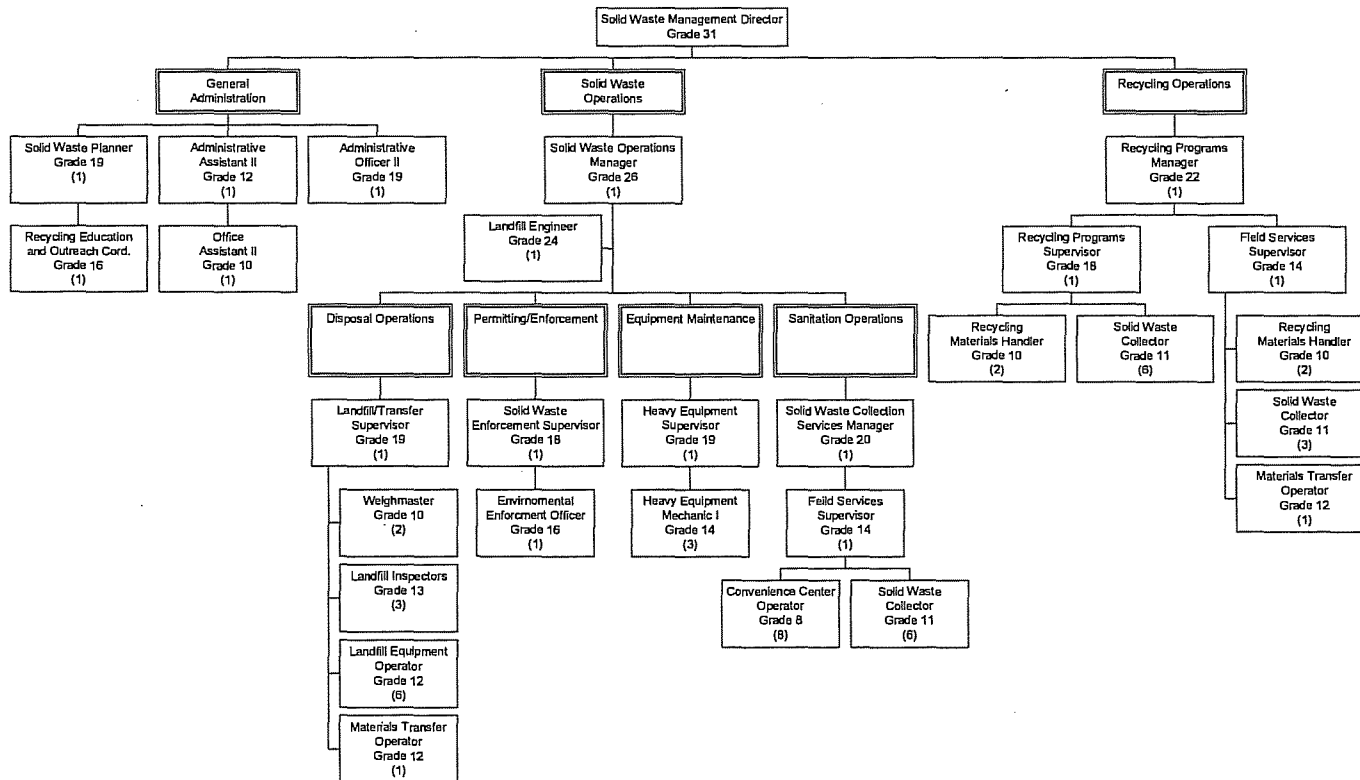
Cost of New Facilities (\$430,455 Reduction) – Enterprise Fund:

- The department will no longer rent office space, a savings of \$23,715 in FY 2009-10.
- The remaining operational costs associated with the new facility are reflected in the department's budget.

Fee Changes:

- **Enterprise Fund** (current fee in parentheses)
 - Urban Curbside: \$52.00 + \$37.00 = \$89.00 (\$44.00 + \$37.00 = \$81.00)
 - Rural Curbside: \$38.00 + \$37.00 = \$75.00 (\$26.00 + \$37.00 = \$63.00)
 - Mixed Waste: \$50/ton (\$49/ton)
 - Construction & Demo: \$44/ton (\$43/ton)
 - Clean Wood/Vegetative Waste: \$18/ton (\$15/ton)
 - Clean Wood (non tonnage fee): minimum \$8/load (minimum \$7/load)
 - MSW/C&D (non tonnage fee): \$22/load (\$20/load)
 - Mulch Out: \$22/scoop (\$20/scoop)
- **Sanitation** (current fee in parentheses)
 - Fees for Orange County Schools refuse collection. The school system has been notified that fees may increase pending the board's approval.
 - 6 cubic yard container/scheduled pick-up: \$26 (\$24)
 - 8 cubic yard container/scheduled pick-up: \$28 (\$26)
 - Non-scheduled pick-up: \$35 (\$30)

Solid Waste Department



Tax Assessor

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Tax Assessor (General Fund)						Account: 3300
Personnel Services	\$ 1,191,619	\$ 1,226,893	\$ 1,097,201	\$ 1,115,917	\$ 1,225,949	\$ 1,212,240
Operations	\$ 141,658	\$ 145,000	\$ 159,842	\$ 157,356	\$ 143,024	\$ 143,024
Capital Outlay	\$ 3,513	\$ 0	\$ 14,500	\$ 300	\$ 0	\$ 0
Total Expenditures	\$ 1,336,789	\$ 1,371,893	\$ 1,271,543	\$ 1,273,573	\$ 1,368,973	\$ 1,355,264
Offsetting Revenues	\$ (9,056)	\$ (4,539)	\$ (4,200)	\$ (1,980)	\$ (2,000)	\$ (2,000)
County Costs (net)	\$ 1,327,733	\$ 1,367,354	\$ 1,267,343	\$ 1,271,593	\$ 1,366,973	\$ 1,353,264
Revaluation Fund (Fund 36)						
Personnel Services	\$ 70,576	\$ 59,427	\$ 84,559	\$ 80,712	\$ 79,551	\$ 78,600
Operations	\$ 28,070	\$ 14,885	\$ 98,690	\$ 99,122	\$ 87,689	\$ 87,689
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 98,646	\$ 74,313	\$ 183,249	\$ 179,834	\$ 167,240	\$ 166,289
Offsetting Revenues	\$ (2,509)	\$ (1,097)	\$ (47,249)	\$ (47,749)	\$ (66,240)	\$ (65,289)
County Costs (net)	\$ 96,136	\$ 73,216	\$ 136,000	\$ 132,085	\$ 101,000	\$ 101,000
Total Tax Assessor and Related Expenditures	\$ 1,435,435	\$ 1,446,206	\$ 1,454,792	\$ 1,453,407	\$ 1,536,213	\$ 1,521,553

Department By Division

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
By Program (General Fund)						
Land Records	\$ 489,455	\$ 481,842	\$ 349,732	\$ 316,748	\$ 346,214	\$ 342,252
Tax Assessor	\$ 847,334	\$ 890,051	\$ 921,811	\$ 956,825	\$ 1,022,759	\$ 1,013,012
Total Expenditures	\$ 1,336,789	\$ 1,371,893	\$ 1,271,543	\$ 1,273,573	\$ 1,368,973	\$ 1,355,264
Offsetting Revenue	\$ (9,056)	\$ (4,539)	\$ (4,200)	\$ (1,980)	\$ (2,000)	\$ (2,000)
County Costs (net)	\$ 1,327,733	\$ 1,367,354	\$ 1,267,343	\$ 1,271,593	\$ 1,366,973	\$ 1,353,264
Total Tax Assessor and Related Expenditures	\$ 1,336,789	\$ 1,371,893	\$ 1,271,543	\$ 1,273,573	\$ 1,368,973	\$ 1,355,264
Other Related Programs (Revaluation Fund)						
Other	\$ 98,646	\$ 74,313	\$ 183,249	\$ 179,834	\$ 167,240	\$ 166,289
Total Expenditures	\$ 98,646	\$ 74,313	\$ 183,249	\$ 179,834	\$ 167,240	\$ 166,289
Offsetting Revenue	\$ (2,509)	\$ (1,097)	\$ (47,249)	\$ (47,749)	\$ (66,240)	\$ (65,289)
County Costs (net)	\$ 96,136	\$ 73,216	\$ 136,000	\$ 132,085	\$ 101,000	\$ 101,000
Total Tax Assessor and Related Expenditures	\$ 1,435,435	\$ 1,446,206	\$ 1,454,792	\$ 1,453,407	\$ 1,536,213	\$ 1,521,553

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.

Tax Assessor - continued

- 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.
- 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.

Tax Assessor - continued

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 01/01/2009.

Outcomes

- Determine tax values for real property as of the effective date of revaluation that are statistically within 95 percent of the actual market value of the property.
- Maintain a statistical coefficient of dispersion (COD) of 20% or less in years between revaluations. (N.C. Department of Revenue acceptable level is 20%). Statistical measurements such as the COD, when below 20%, indicate that tax values are uniform and consistently fair and equitable.
- Provide final estimate for value resulting from informal reviews within 120 days of appeal. Rendering a timely decision quickly addresses the concerns of individuals and demonstrates responsiveness to their concerns.

Objective

- 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 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.

Tax Assessor - continued

Measures

	2006-07 Actual	2007-08 Actual	2008-09 Budget	2008-09 Estimate	2009-10 Projected
# Bills generated and mailed by Aug 15	54,000	54,000	54,500	55,000	55,500
% Bills successfully delivered	99%	99.9%	99%	99.9%	99.9%
Abstracts generated & mailed by Jan 5	52,000	52,000	52,000	52,000	52,500
Sales ratio level as of effective date of last revaluation (does not change between revaluations).	95.85%	95.85	95.85%	95.85	100%
Annual level of statistical accuracy (COD)	11.71%	13.53%	11.71%	16.02	7.62%
% Appellants notified within 120 days of informal decision	100%	100%	100%	100%	80%*

*2009 was a revaluation year. Due to a much higher volume than typical, more time was required to work and respond to all 5000 informal appeals.

Land Records/GIS Major Services

- Process documents for recording in the Register of Deeds office by assigning parcel identifier(s) to the face of the document. Parcel identifier numbers (PINs) are the key to working with real property title records.
- Create records of new properties, based on surveys presented for recording that subdivide or combine parcels.
- Make adjustments or corrections to records of existing properties on the County's computerized property maps.
- Use public records (such as deeds, court orders, and estates) to create and maintain the record of property ownership in the County.
- 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.

Tax Assessor - continued

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:

- Increases in Overtime and Non-Permanent personnel in FY 2009-10 are related to implementation of the new Property Information Management System (PIMS) project for property assessment purposes.
- Revenues continue to decrease annually in Land Records section due to more products available on-line to citizens.
- Decreases in operations for the Revaluation Fund in FY 2009-10 are due to budgeting in a non-revaluation year.

Changes in Service Delivery (\$16,798 Reduction) – Assessor/Land Records

- Reduce the number of Tax Audits performed (10-15 less).
- Advertise required notices in only one newspaper.
- Eliminate inserts in tax bills, delay microfilming one year, and reduce number of printed office documents.
- Reduce travel, training/development, and certifications and licenses associated with continuing education for one year.
- Eliminate funds for equipment repairs
- Reduce Association-affiliated dues payments

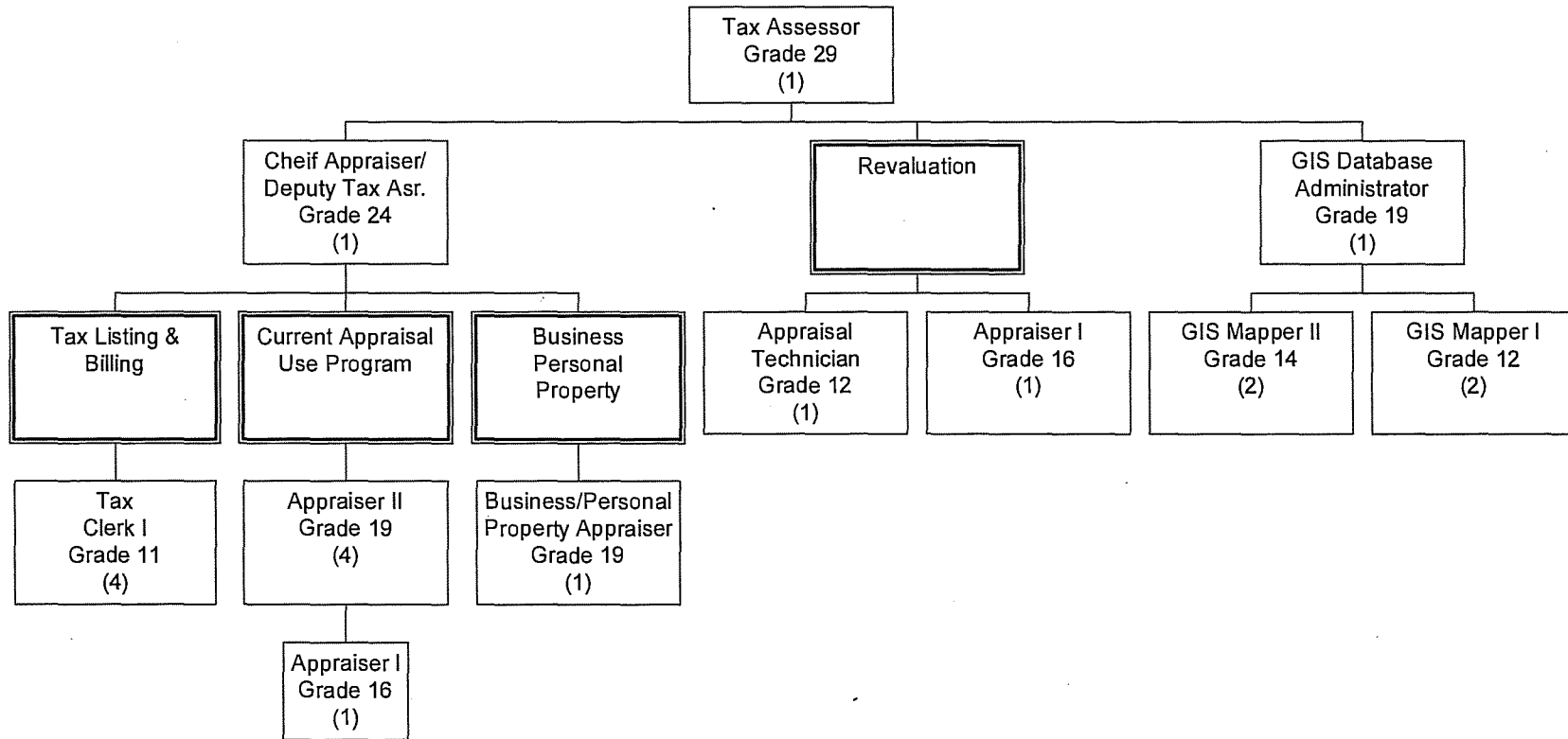
New Programs/Services: (\$133,863 Increase):

- Implementation of the Property Information Management System (PIMS) project.

Changes in Service Delivery (\$11,009 Reduction) – Revaluation Fund

- Reduce contract services during a non-revaluation year, however this possibly could impact ability to defend appeals at the State level.
- Reduce Board of Equalization and Review due to anticipated reduction in appeals in a non-revaluation year.
- Move a portion of other supplies to departmental supplies account and eliminate the remaining amount.

Tax Assessor's Office



3-215

Visitors Bureau Fund

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Visitors Bureau Fund	Visitors Bureau Fund					Account: 6005
Overhead	\$ 31,766	\$ 42,430	\$ 47,055	\$ 47,055	\$ 47,055	\$ 47,055
Personnel Services	\$ 337,307	\$ 336,860	\$ 363,079	\$ 359,754	\$ 352,787	\$ 348,033
Operations	\$ 373,032	\$ 537,826	\$ 572,952	\$ 711,386	\$ 541,849	\$ 546,603
Capital Outlay	\$ 9,562	\$ 9,445	\$ 38,800	\$ 2,552	\$ 0	\$ 0
Total Expenditures	\$ 751,666	\$ 926,561	\$ 1,021,886	\$ 1,120,747	\$ 941,691	\$ 941,691
Offsetting Revenues	\$ (772,164)	\$ (839,514)	\$ (1,021,886)	\$ (1,181,927)	\$ (941,691)	\$ (941,691)
County Costs (net)	\$ (20,498)	\$ 87,047	\$ 0	\$ (61,180)	\$ 0	\$ 0

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, visitations, increased occupancy tax receipts and 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 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	2007-08 Actual	2008-09 Projected	2008-09 Actual	2009-10 Projected
Conference, Meeting Bookings	58	60	43	60
Sales Leads	70	75	52	75
Groups Serviced	210	225	229	230
Attraction Visitations	1.65 million	1.7million	1.8 million	2.0 million

Visitors Bureau Fund - continued

Hotel Occupancy	70%	71%	68%	70%
Hotel Average Daily Rate	\$116.39	\$118.00	\$112.00	\$118.00
Revenue Per Available Room	\$79.00 (exp)	\$80.00 (exp)	\$62.00	\$75.00
Occupancy Tax Receipts/OC	\$739,000	\$900,000	\$940,000	\$840,000
Inventory of Hotel Rooms	1,362	1,362	1,362	FLAT
Visitor Spending in Millions (calendar year)**	\$140 million	\$150 million	\$150 million	\$152 million

Objective

- Conduct activities that will increase the awareness of Chapel Hill and Orange County as a meeting and leisure destination, targeting lower demand periods: 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.
- Expand and constantly update the Bureau's web site, social marketing sites and electronic initiatives
- Continue to expand the media plan for targeted advertisements year-round.

Measures

	2007-08 Budget	2007-08 Actual	2008-09 Projected	2008-09 Actual	2009-10 Projected
Requests for Group Info	1,100	1,185	1,200	1015	1200
Festivals/Events Assisted	28	30	35	35	35
Media Stories Placed	230	220	240	204	240
Web Site Visits	300,000	231,000	300,000	110,219	300,000
Visitor Center Walk-ins	11,000	13,632	14,000	11,094	14,000
Advertising Placements	40	40	70	80	85

Budget Highlights:

- FY 2009-10 funding for the Visitors Bureau includes \$799,691 in Occupancy Tax proceeds, \$130,000 contribution from the Town of Chapel Hill and \$12,000 in General Government Revenue.
- Occupancy rates are slightly down, 10%, due to external marketing conditions. In 2010, the department will aim for a 70% occupancy rate.
- In Orange County, each 1 percent increase in occupancy yields almost \$400,000 in additional room revenue; and \$500,000 in ancillary spending.

Visitors Bureau Fund - continued

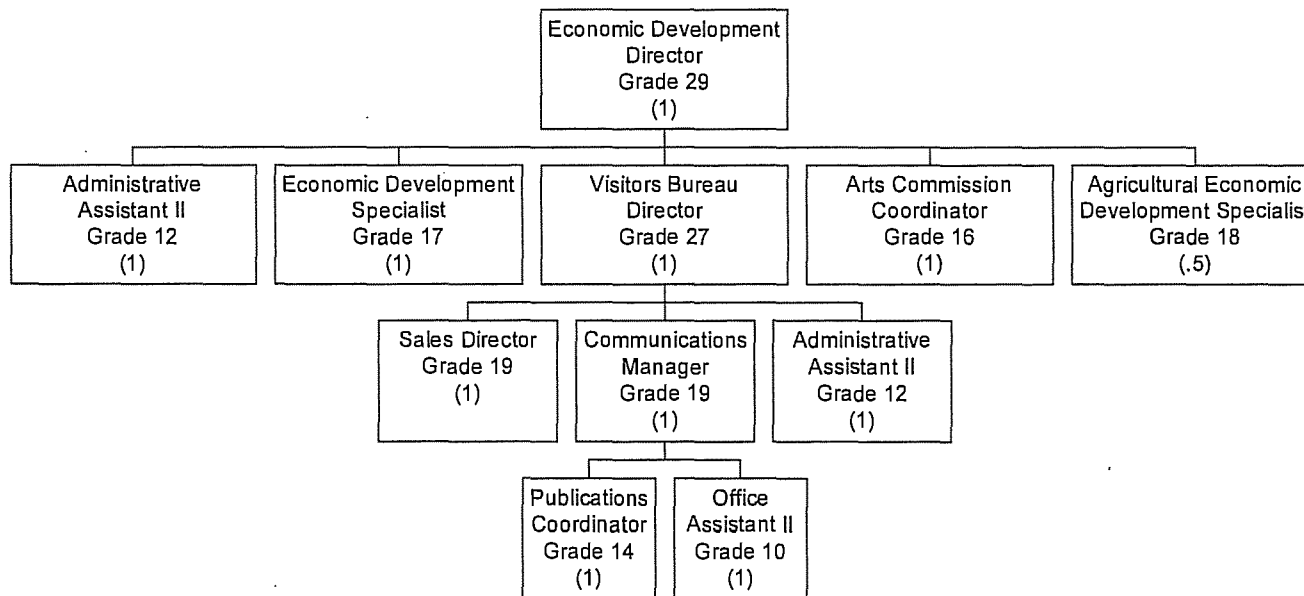
- The Bureau has allocated \$250,000 to Jennings Advertising to create an online and print campaign for Orange County for fiscal year 2009/10. New advertising and an on-line campaign will seek to increase demand by 5%.
- Additional marketing will be spent with High school Athletics, Tar Heel Athletics, Culinary-Arts-Heritage tourism, and a special Hillsborough retail blitz aimed at the Triad.

Changes in Service Delivery (\$57,595 Reduction):

- Reduce nonpermanent personnel.
- Reduce market research costs.
- Reduce costs related to the Internet Destination Sales System (iDSS).
- Decrease in personal mileage.
- Reduce travel (attend one less conference).
- Not travel to the DC Tradeshow.
- Withdraw participation in the DC Tradeshow.
- Decrease endorsements and sponsorships.
- Reduce the number of publications produced.
- Reduce advertising efforts.

Economic Development

(Including Arts Commission & Visitors Bureau)



Debt Service

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Debt Service (General Fund)						Account: 3800/8800
Principal - Schools General Obligation Bonds	\$ 12,485,411	\$ 12,145,808	\$ 19,570,005	\$ 19,569,905	\$ 18,616,833	\$ 18,616,833
Total School Debt Service	\$ 12,485,411	\$ 12,145,808	\$ 19,570,005	\$ 19,569,905	\$ 18,616,833	\$ 18,616,833
Principal - County General Obligation Bonds	\$ 1,644,333	\$ 1,541,907	\$ 3,778,684	\$ 3,778,684	\$ 4,254,379	\$ 4,254,379
Interest - County General Obligation Bonds	\$ 1,307,652	\$ 1,325,956	\$ 2,567,124	\$ 2,567,124	\$ 2,864,455	\$ 2,859,006
Total County Debt Service	\$ 2,951,985	\$ 2,867,863	\$ 6,345,808	\$ 6,345,808	\$ 7,118,834	\$ 7,113,385
Total Debt Service Expenditures	\$ 15,437,396	\$ 15,013,671	\$ 25,915,813	\$ 25,915,713	\$ 25,735,667	\$ 25,730,218

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 2009-10 approved General Budget equals \$26,638,356 compared to our anticipated debt service payments of \$25,730,218. The table below compares the County's current level of debt with the levels outlined in the Debt Management Policy:

County's Debt Level for Fiscal Year 2009-10			
	Per county's Adopted Debt Management Policy	Legal Debt Limit per NC General Statute	As included in FY 2009-10 Approved Budget
Annual Debt Service Payments as a Percentage of General Fund Expenditures	No greater than 15%	N/A	14.5%
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 2009-10

			Schools				County				Total		
Date of Issue	Description	Original Issue Amount	% of Original Issue For School Projects	Principal	Interest	Total	% of Original Issue For County Projects	Principal	Interest	Total	Principal	Interest	Total
1. General Obligation Bonds and Alternative Financing to be Paid from Dedicated Property Tax													
April-03	1988 & 1992 Bonds (Refunding Series)	22,815,000	86.8%	2,278,289	197,643	2,475,932	13.2%	346,679	30,075	376,754	2,624,968	227,718	2,852,686
August-01	1992 School Bonds (Refunding Series)	20,595,000	100.0%	1,290,000	591,700	1,881,700	0.0%	0	0	0	1,290,000	591,700	1,881,700
April-00	1997 Bonds (Installment #1)	37,330,000	92.4%	1,108,800	58,212	1,167,012	7.6%	91,200	4,788	95,988	1,200,000	63,000	1,263,000
April-01	1997 Bonds (Installment #2)	17,470,000	71.6%	658,271	357,109	1,015,380	28.4%	261,729	141,986	403,715	920,000	499,095	1,419,095
April-03	2001 Bond Issue (Installment #1)	19,175,000	71.7%	466,102	462,292	928,394	28.3%	183,898	182,395	366,293	650,000	644,687	1,294,687
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	408,553	798,059	48.1%	360,494	378,122	738,616	750,000	786,675	1,536,675
2005	2001 Bond Issue (Installment #3)	29,185,000	88.0%	880,075	983,270	1,863,345	12.0%	119,925	133,987	253,912	1,000,000	1,117,257	2,117,257
September-05	1997 Bonds (Installment #1) and 2000 Two-Thirds Bonds	29,365,000	86.3%	129,420	1,057,705	1,187,125	13.7%	20,580	168,195	188,775	150,000	1,225,900	1,375,900
Total Voter Approved General Obligation Debt		196,875,000		7,200,463	4,116,484	11,316,947		1,384,505	1,039,548	2,424,053	8,584,968	5,156,032	13,741,000
December-02	2001 Alternative Financing Package #1	3,475,000	27.3%	65,517	22,464	87,981	72.7%	174,138	59,708	233,846	239,655	82,172	321,827
Spring 2006	2001 Alternative Financing Package #2	22,000,000	39.3%	434,466	332,003	766,469	33.4%	369,170	282,106	651,276	803,636	614,109	1,417,745
Fall 2006	Fall 2006 Alternative Financing Package	9,000,000	100.0%	600,000	342,420	942,420	0.0%	0	0	0	600,000	342,420	942,420
Spring 2007	Fall 2006 Alternative Financing Package	50,057,000	51.0%	1,277,600	978,514	2,256,114	41.6%	1,040,250	796,728	1,836,978	2,317,850	1,775,242	4,093,092
Fall 2008	Fall 2008 Alternative Financing Package (Animal Services Facility and Sanitation Equipment)	8,848,021	0.0%	0	0	0	100.0%	720,928	466,898	1,187,826	720,928	466,898	1,187,826
Spring 2009	Spring 2009 Alternative Financing Package (County Campus, Parks and Open Space, Affordable Housing, Property Information Management System, and	30,917,000	0.0%	0	0	0	100.0%	0	0	0	0	0	0
Total Alternative Financing Package		124,297,021		2,377,583	1,675,401	4,052,984		2,304,486	1,605,440	3,909,926	4,682,070	3,280,841	7,962,911
Total GO Bonds and Alternative Financing Package to be Paid from Dedicated Property Tax		321,172,021		9,578,046	5,791,885	15,369,931		3,688,991	2,644,988	6,333,979	13,267,038	8,436,873	21,703,911

Projected Annual General Fund Bond Principal and Interest Requirements - FY 2009-10

			Schools				County				Total		
Date of Issue	Description	Original Issue Amount	% of Original Issue For School Projects	Principal	Interest	Total	% of Original Issue For County Projects	Principal	Interest	Total	Principal	Interest	Total
2. Non-General Obligation (non-voter approved) Debt Service													
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	5,250	105,250	100,000	5,250	105,250
July-04	2004 Two-Thirds Net Debt Reduction Bonds	4,200,000	0.0%	0	0	0	100.0%	150,000	153,000	303,000	150,000	153,000	303,000
May-99	School (McDougle Elementary construction private placement loan)	7,064,230	100.0%	444,655	9,893	454,548	0.0%	0	0	0	444,655	9,893	454,548
February-05	School (Scroggs [Southern Village] construction private placement loan)	2,921,776	100.0%	433,071	39,161	472,232	0.0%	0	0	0	433,071	39,161	472,232
February-05	School (Scroggs [Southern Village] construction private placement loan)	5,258,223	100.0%	777,069	82,162	859,231	0.0%	0	0	0	777,069	82,162	859,231
October-02	112/118 Churton Street Property (Clerk of Courts)	485,000	0.0%	0	0	0	100.0%	48,500	6,320	54,820	48,500	6,320	54,820
April-05	Lease/Purchase of Equipment & Vehicles	419,640	0.0%	0	0	0	100.0%	90,194	2,337	92,531	90,194	2,337	92,531
December-00	Orange County Schools share of Cedar Ridge High School	13,665,000	100.0%	1,365,000	95,891	1,460,891	100.0%	0	0	0	1,365,000	95,891	1,460,891
Spring 2006	County Facility @ Meadowlands	1,685,000	0.0%	0	0	0	100.0%	168,500	55,305	223,805	168,500	55,305	223,805
Total Non-General Obligation (non-voter approved) Debt Service Not Paid by Dedicated Property Tax		38,543,869		3,019,795	227,107	3,246,902		557,194	222,212	779,406	3,576,989	449,319	4,026,308
Total General Fund Debt Service Obligations		359,715,890		12,597,841	6,018,992	18,616,833		4,246,185	2,867,200	7,113,385	16,844,027	8,886,192	25,730,218

Education

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Local School Systems						
Current Expenses (General Fund)						
Orange County Schools	\$ 20,672,387	\$ 21,939,739	\$ 23,126,430	\$ 23,126,430	\$ 22,320,459	\$ 22,204,512
Chapel Hill/Carrboro City Schools	\$ 33,121,357	\$ 34,935,383	\$ 37,456,049	\$ 37,456,047	\$ 37,456,007	\$ 36,303,696
Total Current Expenses	\$ 53,793,744	\$ 56,875,122	\$ 60,582,479	\$ 60,582,477	\$ 59,776,466	\$ 58,508,208
Recurring Capital						
Orange County Schools	\$ 941,520	\$ 941,520	\$ 991,630	\$ 0	\$ 1,088,193	\$ 1,138,533
Chapel Hill/Carrboro City Schools	\$ 1,458,480	\$ 1,458,480	\$ 1,579,005	\$ 1,579,005	\$ 1,594,286	\$ 1,861,467
Total Recurring Capital	\$ 2,400,000	\$ 2,400,000	\$ 2,570,635	\$ 1,579,005	\$ 2,682,479	\$ 3,000,000
Long Range Capital						
School Capital	\$ 4,155,562	\$ 4,073,827	\$ 4,818,826	\$ 4,818,826	\$ 4,311,827	\$ 4,311,827
Debt Service						
Principal & Interest Schools Debt Service	\$ 17,518,448	\$ 18,674,049	\$ 19,570,005	\$ 19,569,905	\$ 18,616,833	\$ 18,616,833
Other School-Related Programs						
School Health Nursing Initiative	\$ 537,288	\$ 549,107	\$ 593,146	\$ 593,146	\$ 617,732	\$ 617,732
School Social Workers	\$ 420,604	\$ 479,256	\$ 557,272	\$ 500,000	\$ 572,000	\$ 572,000
School Resource Officers	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Reserve for Fair Funding for Schools	\$ 800,000	\$ 988,000	\$ 988,000	\$ 988,000	\$ 988,000	\$ 988,000
Total Other School-Related Programs	\$ 2,257,892	\$ 2,516,363	\$ 2,638,418	\$ 2,581,146	\$ 2,677,732	\$ 2,677,732
Total Local School Systems Expenditures	\$ 80,125,646	\$ 84,539,362	\$ 90,180,363	\$ 89,131,359	\$ 88,065,337	\$ 87,114,600

Durham Technical Community College (DTCC)

Current Expenses (General Fund)						
Durham Technical Community College	\$ 0	\$ 122,338	\$ 545,151	\$ 545,151	\$ 537,521	\$ 537,521
Recurring Capital						
Durham Technical Community College	\$ 0	\$ 0	\$ 36,450	\$ 36,450	\$ 15,000	\$ 15,000
Debt Service						
Principal & Interest Non-General Obligation - DTCC	\$ 0	\$ 77,572	\$ 190,046	\$ 190,046	\$ 190,046	\$ 190,046
Total Durham Technical Community College (DTCC)	\$ 0	\$ 199,911	\$ 771,647	\$ 771,647	\$ 742,567	\$ 742,567

Total Education Expenditures \$ 80,125,646 \$ 84,739,272 \$ 90,952,010 \$ 89,903,006 \$ 88,807,904 \$ 87,857,167

Note: In addition to the funding outlined here, in fiscal year 2009-10 Chapel Hill Carrboro City Schools anticipate receiving approximately \$18.7 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 2009-10 totals 6,918, a decrease of 559 students from the March 2008 projections. Budgeted charter school students total 254, the same number as fiscal year 2008-09. This brings the total district enrollment to 7,172.

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

The Chapel Hill-Carrboro City School District DPI projections total 11,609, reflecting an increase of 21 when compared to the March 2008 projections. Budgeted charter school students total 117, the same as fiscal year 2008-09. This brings the total district enrollment for the district to 11,726.

2009-10 Enrollment Projections

	CHCCS	OCS	Total
March 2009 Department of Public Instruction ADM Planning #s	11,740	7,007	18,747
Less: Out of District	<u>131</u>	<u>89</u>	<u>220</u>
	11,609	6,918	18,527
Plus: Budgeted Charter Students	<u>117</u>	<u>254</u>	<u>371</u>
Total Budgeted Students	11,726	7,172	18,898
	62%	38%	

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 2009-10 budget provides \$3,096 per student for each of the 18,898 students in the two school systems. This represents a decrease of \$104 from the 2008-09 approved per pupil allocation of \$3,200.

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

The approved budget decreases the current year funding level by \$921,918 and brings the total appropriation in current expense funding to \$22,204,512.

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

For the Chapel Hill-Carrboro City Schools, the approved budget increases the current year funding level by \$1,152,353 and brings the total General Fund funding for the District to \$36,303,696.

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

The revenue neutral tax rate for the Chapel Hill Carrboro City Schools special district tax is 18.84 cents per \$100 assessed value. The approved FY 2008-09 tax rate was 23 cents. Each penny on the Chapel Hill-Carrboro district tax rate for fiscal year 2009-10 is expected to produce \$993,725. Anticipated revenue from this special tax is estimated to generate \$1,597 per student for the district. Projected revenue from district tax proceeds for fiscal year 2009-10 totals \$18,721,785.

Recurring Capital

Recurring capital outlay funding supports Category I (facility improvements), Category II (equipment and furnishings), and Category III (vehicles and bus purchases) expenditures. The equal per pupil allocations required by law for current expense appropriations are not applicable to this category of local school funding.

Schools receive the equivalent of 2 cents on the tax rate for recurring capital. This amount is distributed to each district based on its share of the total number of students. For fiscal year 2009-10, the approved budget provides total funding for recurring capital at \$3 million. Of the total, recurring capital for the Chapel Hill-Carrboro City Schools equals \$1,861,467, and Orange County Schools' allocation is \$1,138,533.

Long-Range Capital and School Capital Projects

The County plans and programs long-range school capital funding through the County's Capital Investment Plan (CIP). Projects are funded by a combination of State and local bonds, non-bond financing and pay-as-you-go funding sources. The latter include dedicated half-cent sales tax revenues and property tax earmarked under the Board's Capital Funding Policy. With the updated Capital Funding Policy adopted by the Board in April 2007, North Carolina Public School Building Capital funds and School Construction Impact Fees offset School related debt service associated with construction of new school seats.

Debt Service

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

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.

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 \$742,567 to DTCC for fiscal year 2009-10. This includes current expense funding of \$537,521, recurring capital of \$15,000 and debt service allocations of \$190,046.

Fire Districts

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Fire Districts (Fire District Fund)						
Cedar Grove	\$ 171,619	\$ 164,414	\$ 171,189	\$ 171,189	\$ 171,674	\$ 171,674
Chapel Hill	\$ 566	\$ 444	\$ 996	\$ 996	\$ 894	\$ 894
Damascus	\$ 34,675	\$ 35,870	\$ 45,976	\$ 45,976	\$ 45,564	\$ 45,564
Efland	\$ 263,433	\$ 237,855	\$ 295,496	\$ 295,496	\$ 303,230	\$ 303,230
Eno	\$ 319,939	\$ 339,818	\$ 339,941	\$ 339,941	\$ 410,740	\$ 410,740
Little River	\$ 152,620	\$ 163,677	\$ 166,035	\$ 186,035	\$ 166,939	\$ 166,939
New Hope	\$ 317,619	\$ 321,103	\$ 354,783	\$ 354,783	\$ 320,467	\$ 320,467
Orange Grove	\$ 224,165	\$ 236,315	\$ 259,666	\$ 279,666	\$ 271,845	\$ 271,845
Orange Rural	\$ 530,041	\$ 604,353	\$ 641,640	\$ 641,640	\$ 637,888	\$ 637,888
South Orange	\$ 390,212	\$ 442,900	\$ 429,969	\$ 429,969	\$ 427,517	\$ 427,517
Southern Triangle	\$ 122,725	\$ 146,530	\$ 167,726	\$ 167,726	\$ 166,109	\$ 166,109
White Cross	\$ 120,513	\$ 173,293	\$ 189,027	\$ 189,027	\$ 222,381	\$ 222,381
Total Fire District Expenditures	\$ 2,648,127	\$ 2,866,572	\$ 3,062,444	\$ 3,102,444	\$ 3,145,248	\$ 3,145,248
<i>Offsetting Revenue</i>	<i>\$ (2,681,444)</i>	<i>\$ (2,797,402)</i>	<i>\$ (3,062,444)</i>	<i>\$ (3,126,389)</i>	<i>\$ (3,145,248)</i>	<i>\$ (3,145,248)</i>
Net County Cost	\$ (33,317)	\$ 69,169	\$ 0	\$ (23,945)	\$ 0	\$ 0

Fire protection in the unincorporated areas of Orange County is provided in twelve tax supported fire districts. In most districts, fire services are provided under contract with various incorporated volunteer fire departments. In two cases, service is provided to district residents under agreements with municipal fire departments. In addition to fire protection, many of these departments provide first responder and early defibrillation services to medical emergencies within their district. Coordination of these services is provided by Orange County Emergency Management Services.

It is estimated that there are at least 350 firefighters and first responders contributing more than 40,000 training and service hours in Orange County.

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

Cedar Grove Fire District

\$171,674

- The tax rate for this district is approved to remain at the effective tax rate of 6.36 cents for FY 2009-10.
- In FY 2008-09, the department ordered a new 2000 gallon tanker to replace a 30 year tanker, held certification classes to assist firefighters in obtaining their State level 1 and 2 certifications, and received a grant from the Department of Homeland Security to purchase

Fire Districts - continued

- additional self-contained breathing apparatuses, a Cascade system in order to refill the apparatuses, and a new air compressor.
- In FY 2009-10, the department plans to continue training firefighters for level 1 and 2 certifications, recruit new members, add additional water points in the district in order to lower their ISO rating, and add another bay to station 2 which will allow them to have a better location to hold classroom training.
- The department's five-year plan includes adding an addition to station 2 to include a training room and office space, replacing the HVAC systems at both stations with a more energy efficient equipment, replace brush trucks that will provide better coverage on brush fires. Continuing to work on lowering the ISO rating which will save district residents on their insurance premiums.

Chapel Hill Fire District

\$894

- Protection for the six homes located in this district is provided by the Town of Chapel Hill Fire Department.
- The tax rate for this district is approved to remain at the effective tax rate of 2.16 cents for FY 2009-10.

Damascus Fire District

\$45,564

Southern Triangle Fire District

\$166,109

- 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 tax rate for these two districts is approved to remain at the effective tax rate of 5.00 cents for FY 2009-10.
- In FY 2008-09, the department hired three new personnel, conducted promotional process for three shift Lieutenant positions, completed four levels of Multi-Company Tactical Operations training, refurbished a brush truck with a new chassis, and recruited three new volunteers.
- In FY 2009-10, the department plans to apply for grant funds for exercise equipment for a fitness program at four stations, train additional rescue technicians, train additional drivers and swiftwater rescue technicians, and continue pre-fire survey program.

Efland Fire District

\$303,230

- The tax rate for this district is approved to remain at the effective tax rate of 4.66 cents for FY 2009-10.
- Currently, their roster has 35 members, with 2 Junior Firefighters. All members participate in the State Firefighter Certification Program, and there are currently 5 who are working on completing their Firefighter Level I and II training. There are 22 Firefighters who have completed Level I and II, 12 firemen who are certified in emergency rescue services, and 18 certified as First Responders.
- In FY 2009-10, the department plans to continue fire prevention, firefighter assistance, level 1 and 2 training, first responder training, and continue to analyze operations, call volume, and distribution of services to better plan for the future. The contract with Mebane will be

Fire Districts - continued

re-negotiated next year; Mebane continues to annex businesses or new development in the East Alamance district. Efland receives tax money from that district (excluding annexed properties) and then pays Mebane to cover single unit non-mutual aid response in that district. There is no major capital improvement programs planned for FY 2009-10.

- 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, continue to save money for land purchase for a third station, and work on plans to phase in paid personnel as call volume grows.

Eno Fire District

\$410,740

- The tax rate for this district is approved to increase by 1.0 cents (from the effective tax rate of 4.99 cents to 5.99 cents) for FY 2009-10 to help with operating costs at both stations, to purchase new equipment for Station #2 district, and to reimburse the capital equipment replacement fund that was depleted due to the purchase of radios for the new 800 MHz radio system.
- In FY 2008-09, the department purchased a used tanker for Station #2 instead of a new one to help with cost cutting, so the station could be rated with the Department of Insurance to lower insurance premiums for the taxpayers in the northern part of the district, and purchased 800 MHz radios with their capital reserve funds.

Little River Fire District

\$166,939

- The tax rate for this district is approved to remain at the effective tax rate of 4.06 cents for FY 2009-10.
- In FY 2008-09, the department purchased a new 2000 gallon tanker, six sets of turnout gear, purchased extrication equipment, remodeled and repaired office area and bathrooms, a suction unit for First Responder calls, purchased six pagers, a gas monitor, and self contained breathing apparatus.
- In FY 2009-10, the department plans to purchase a repeater for 800 radio system, replace aged self contained breathing apparatus, and purchase fire hoses.
- The department's five-year plan includes replacing all self contained breathing apparatus to meet new standards, and analyze the feasibility of full-time staff, investigate the feasibility of building a second fire station and replacement of a mini pumper.

New Hope Fire District

\$320,467

- The tax rate for this district is approved to remain at the effective tax rate of 5.70 cents for FY 2009-10.
- In FY 2008-09, 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, and all shifts are now covered with 2 paid staff to ensure adequate response for ISO rating.
- In FY 2009-10, the plans to meet requirements for removal of ISO probation, apply for re-evaluation for improved ISO rating from a current 9S rating to an 8 or 7, thus reducing

Fire Districts - continued

homeowners' insurance premiums, and add formal volunteer shifts to the existing paid shift schedule.

- The department's five-year plan includes request ISO re-evaluation with the target of reducing from an 8 (if achieved) to a 7, station consolidation – reducing from 2 stations to 1 new station, and develop new strategies to recruit and retain firefighters within the County.

Orange Grove Fire District

\$271,845

- The tax rate for this district is approved to remain at the effective tax rate of 3.58 cents for FY 2009-10, as well as an appropriation of \$6,000 from their available fund balance to begin lifecycle replacement of turnout gear at four sets per year.
- In FY 2008-09, the department implemented a call response travel reimbursement program for firefighters, hired a CPA firm to conduct an audit of finances and received a clean report, ordered a 2000 gallon tanker to replace a 26 year old 1250 gallon tanker with expected arrival in October 2009, and 13 members became recertified in medical response.
- In FY 2009-10, the department plans to continue to recruit members, prepare for a rating evaluation from the State Fire Marshal with the goal of improving the current ISO rating, continue efforts to develop new water points within the district, and replace 4 sets of protective clothing outfits.
- The department's five-year plan is to improve ISO rating to lower homeowner insurance rates in the district, reapply for grant funds to hire staff to cover nights and weekends, work closely with the County to help develop better coordination between the volunteer fire companies and the County.

Orange Rural Fire District

\$637,888

- The tax rate for this district is approved to remain at the effective tax rate of 5.36 cents for FY 2009-10.
- In FY 2008-09, the department lowered ISO rating, obtained FEMA grant for equipment totaling \$98,210, paid off debt on the replacement air truck, certified 30 members to NC Rescue Technician, implemented first phase of comprehensive risk management plan, obtained a grant for a 6x6 utility vehicle, replaced dry hydrants, certified 26 members to NC Wildland Firefighter, certified all drivers to NFPA standards, and applied for a FEMA grant for the partial payment of a replacement Aerial truck with the Town.
- In FY 2009-10, the department plans to work with Town of Hillsborough to replace a 21 year old ladder truck, work with the Town and Orange County to locate land and build a fire station, place new tanker in service, train staff in Technical Rescue specialties such as water, rope, and confined space, certify staff to newly directed medical levels as assigned by Orange County EMS, certify additional staff to National Child Passenger Safety Technician, seek a technology grant to help with installing updated computers on response vehicles, and seek a grant to improve energy efficiency of main fire station.
- 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, increase staffing to meet service expectations of citizens, locate and build training facilities, and locate mobile data terminals on all response vehicles.

Fire Districts - continued

South Orange Fire District

\$427,517

- 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 the effective tax rate of 7.85 cents for FY 2009-10.

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

\$222,381

- The tax rate for this district is approved to increase by .95 cents (from the effective tax rate of 5.05 cents to 6.00 cents) for FY 2009-10 to pay for a mortgage loan in anticipation of beginning construction of a needed building addition, and to put the district in a good position to qualify for federal stimulus funds that may become available.
- In FY 2008-09, the department successfully lowered its ISO rating to a 7, completed the vehicle, machinery, and equipment portion of the NC Rescue Technician certification, purchased hydraulic rescue tool with grant funds, received a FEMA grant to purchase 10 new NFPA self contained breathing apparatus and a new breathing air compressor with fill station, purchase a responder/command vehicle equipped with mobile repeaters and EMS equipment, replaced 4 sets of turnout gear, and trained extensively with the 800 MHz radios in preparation for communication cut-over.
- In FY 2009-10, the department plans to proceed with bids to construct a building addition for additional truck bays, continue educating and training members to stay current with ISO requirements, apply for available stimulus monies to be used for fire department station renovations and additions (which will require a small tax rate as requested to allow them to proceed with a "Construction Ready Plan", apply for a thermal imager grant, and begin a new recruitment program to try and acquire more volunteer members.
- The department's five year plan includes efforts to procure a loan and grant funds for an addition and renovations to the existing building, replace a 22 year old tanker with a larger gallon capacity truck needed for a lower ISO rating, and continue educating and training members to stay current with ISO requirements.

Transfers to Other Funds

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Transfers to Other Funds (General Fund)						
Transfer to Community Dvpmt	\$ -	\$ 24,000	\$ -	\$ -	\$ 0	\$ -
Transfer to Affordable Housing	\$ 188,360	\$ 274,453	\$ 374,924	\$ 374,924	\$ 279,156	\$ 279,156
Transfer to County Capital	\$ 2,970,374	\$ 2,715,885	\$ 1,887,551	\$ 1,887,551	\$ 2,874,551	\$ 2,635,130
Transfer to Efland Sewer Fund	\$ 106,800	\$ 122,250	\$ 82,250	\$ 102,523	\$ 119,900	\$ 119,900
Transfer to Grant Projects	\$ 80,661	\$ 50,788	\$ 36,443	\$ 281,920	\$ 37,724	\$ 36,932
Transfer to Justice Partnership	\$ 11,500	\$ 24,534	\$ 55,534	\$ 55,534	\$ 37,644	\$ 36,853
Transfer to Revaluation	\$ 50,000	\$ 124,000	\$ 136,000	\$ 136,000	\$ 101,000	\$ 101,000
Transfer to School Capital	\$ 4,155,562	\$ 4,073,827	\$ 4,818,826	\$ 4,818,826	\$ 4,311,827	\$ 4,311,827
Transfer to Solid Waste Fund	\$ -	\$ 1,243,775	\$ -	\$ -	\$ 0	\$ -
Transfer to SportsPlex Fund	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 775,000	\$ 775,000
Total Transfer to Other Funds	\$ 8,263,257	\$ 9,353,512	\$ 8,091,528	\$ 8,357,278	\$ 8,536,802	\$ 8,295,798

*These transfers represent contributions from the General Fund to Other Funds.

Transfer to Affordable Housing Reserve

\$279,156

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, and provides General Fund support of 70% of the Housing and Community Director's salary and benefits due to increased non-Section 8 housing duties related to the County's involvement in affordable housing programs. (See the *Housing and Community Development Fund budget section of this document for more information*).

Transfer to School Capital

\$4,311,827

Transfer to County Capital

\$2,635,130

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

\$119,900

This transfer provides funds to supplement money received from sewer charges. (See the *Efland Sewer Fund budget section of this document for more information*).

Transfer to Grant Projects

\$36,932

This transfer allocates general fund dollars to the Senior Health Coordination-Wellness grant project.

Transfer to Revaluation

\$101,000

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, 2009.

Transfers to Other Funds - continued

Transfer to Sportsplex

\$775,000

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

\$36,853

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.

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Governing and Management						
3R Fee For County Property	\$ 2,470	\$ 2,790	\$ 3,000	\$ 2,864	\$ 3,000	\$ 3,000
3R Fee Payments In Lieu	\$ 18,774	\$ 26,098	\$ 27,000	\$ 30,000	\$ 35,000	\$ 35,000
ASCAP	\$ 909	\$ 948	\$ 1,000	\$ 982	\$ 1,000	\$ 1,000
Cable Casting Comm Meeting	\$ 59,713	\$ 36,298	\$ 30,000	\$ 42,315	\$ 30,000	\$ 80,000
Class & Pay Study	\$ 0	\$ 28,308	\$ 0	\$ 56,617	\$ 60,000	\$ 60,000
Construction Management	\$ 17,825	\$ 267,338	\$ 0	\$ 0	\$ 0	\$ 0
Contingency	\$ 0	\$ 0	\$ 40,000	\$ 40,000	\$ 40,000	\$ 10,000
County Government Week	\$ 644	\$ 382	\$ 750	\$ 0	\$ 0	\$ 0
Drug Testing	\$ 7,075	\$ 7,945	\$ 8,606	\$ 7,000	\$ 8,600	\$ 8,600
Employee Development	\$ 50,532	\$ 53,635	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
Health Insurance Increase	\$ 41,320	\$ 2,462	\$ 264,000	\$ 0	\$ 0	\$ 0
Incentives Program	\$ 0	\$ 0	\$ 2,500	\$ 0	\$ 2,500	\$ 0
Manager's Miscellaneous	\$ 12,022	\$ 7,316	\$ 12,000	\$ 9,000	\$ 6,000	\$ 6,000
Meeting Support Supplies	\$ 2,759	\$ 8,310	\$ 7,500	\$ 0	\$ 5,000	\$ 5,000
Pay Plan Equity Retention	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 0	\$ 0
Recruitment/Selection	\$ 1,997	\$ 31,635	\$ 5,000	\$ 6,665	\$ 25,000	\$ 25,000
Referendum Education	\$ 12,453	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Relocation Expenses	\$ 0	\$ 0	\$ 35,000	\$ 10,000	\$ 10,000	\$ 10,000
Reserve- Dwn. Campus Parking	\$ 25,237	\$ 1,817	\$ 0	\$ 0	\$ 0	\$ 0
Reserve For Water Res. Initiative	\$ 1,620	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Retiree Health Insurance	\$ 841,111	\$ 846,176	\$ 1,273,744	\$ 1,044,149	\$ 1,100,981	\$ 1,100,981
Savings From Hiring Delay	\$ 0	\$ 0	\$ (434,347)	\$ 0	\$ 0	\$ 0
School Collaborative Consultant	\$ 1,300	\$ 975	\$ 3,500	\$ 2,000	\$ 1,500	\$ 1,500
Special Referenda	\$ 31	\$ 106,455	\$ 0	\$ 0	\$ 0	\$ 0
Sportsplex Membership-Co. Share	\$ 24,207	\$ 38,382	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Tax Bill Inserts	\$ 3,271	\$ 3,421	\$ 5,000	\$ 3,800	\$ 3,800	\$ 3,800
TJCOG Water Quality	\$ 6,881	\$ 11,964	\$ 7,000	\$ 11,964	\$ 11,964	\$ 11,964
TJCOG Dues	\$ 21,301	\$ 23,217	\$ 24,000	\$ 23,015	\$ 23,015	\$ 23,015
Tuition Refunds	\$ 8,399	\$ 9,174	\$ 11,000	\$ 10,500	\$ 11,000	\$ 11,000
Workforce Adjustments	\$ 0	\$ 0	\$ 0	\$ 0	\$ (900,000)	\$ (900,000)
Youth Voices	\$ 965	\$ 536	\$ 1,500	\$ 1,500	\$ 0	\$ 0
Energy Conservation Team	\$ 0	\$ 30	\$ 0	\$ 0	\$ 0	\$ 0
Governing and Management Total	\$ 1,162,816	\$ 1,515,610	\$ 1,450,753	\$ 1,400,371	\$ 576,360	\$ 593,860

Governing and Management Non-Departmentals

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 **\$35,000**

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 **\$80,000**

Funds provide for cable casting Board of County Commissioners meetings, and for video streaming/podcasting.

Classification and Pay Study **\$60,000**

General Fund cost to implement the first phase of the Archer Study for employees' salaries most out-of-line with the market.

Commissioners' Contingency **\$10,000**

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.

Drug Testing **\$8,600**

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.

Manager's Miscellaneous **\$5,000**

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

Governing and Management Non-Departmentals - continued

Meeting Support Supplies	\$6,000
Supplies and meal costs for Board of Commissioners related meetings.	
Recruitment/Selection	\$25,000
Funds to cover costs of the recruitment and selection process for positions at and above the department head level.	
Relocation Expenses	\$10,000
Funds to cover expenses such as temporary lodging, moving expenses, etc. associated with obtaining new members of the County Management Team.	
Retiree Health Insurance	\$1,100,981
These funds provide for health insurance for County retirees who are eligible under Orange County's Personnel Ordinance. The increase results from rising health insurance costs and the increasing number of eligible retirees.	
School Collaboration Consultant	\$1,500
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	\$3,800
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	\$11,964
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	\$23,015
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.	
Workforce Adjustments	(\$900,000)
<i>(See Appendix A, Employee Pay and Benefits)</i>	

Non-Departmental Summary

General Services

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

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
General Services						
Greene Tract	\$ 0	\$ 0	\$ 90,549	\$ 90,549	\$ 90,549	\$ 90,549
Stormwater Fees For Co. Property	\$ 4,680	\$ 9,945	\$ 10,000	\$ 9,945	\$ 10,000	\$ 10,000
General Services Total	\$ 4,680	\$ 9,945	\$ 100,549	\$ 100,494	\$ 100,549	\$ 100,549

General Services Non-Departmentals

Greene Tract

\$90,549

This represents the County's share to the Solid Waste Enterprise Fund for the Greene Tract.

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

Community and Environment

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

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Community and Environment						
Blackwood And Cate Operations	\$ 2,770	\$ 2,717	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Cape Fear River Assembly	\$ 3,820	\$ 3,916	\$ 3,916	\$ 0	\$ 0	\$ 0
Greenhouse Gas Emissions Project	\$ 19,104	\$ 8,000	\$ 0	\$ 0	\$ 0	\$ 0
Hills/Orange Strategic Plan	\$ 13,819	\$ 1,190	\$ 0	\$ 10,000	\$ 10,000	\$ 10,000
Jordan Lake Partnership Dues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 10,500	\$ 10,500
Jordan Lake Water Storage Dues	\$ 4,270	\$ 2,262	\$ 4,500	\$ 2,500	\$ 0	\$ 0
Lake Orange	\$ 1,700	\$ 0	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Partnership - Dev & Infrastructure	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,500	\$ 2,500
Regional Processing Ctr Study	\$ 0	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 0
Reserve For Planning Initiatives	\$ 6,970	\$ 116,264	\$ 22,916	\$ 175,436	\$ 195,365	\$ 0
Regional Triangle Partnership	\$ 10,000	\$ 10,000	\$ 0	\$ 0	\$ 18,564	\$ 18,564
Rural Planning Organization	\$ 6,000	\$ 7,500	\$ 7,566	\$ 7,500	\$ 7,700	\$ 7,700
Upper Neuse River Basin Dues	\$ 12,865	\$ 14,776	\$ 13,018	\$ 13,018	\$ 13,018	\$ 13,018
Community and Environment Total	\$ 81,319	\$ 181,624	\$ 63,416	\$ 219,954	\$ 269,147	\$ 73,782

Community and Environment Non-Departmentals

Blackwood and Cate Operations

\$10,000

These funds will provide the necessary operational costs associated with security system service and maintenance, grounds maintenance, as well as utility costs at the Blackwood Farm Property.

Town of Hillsborough/Orange County Strategic Growth Plan Phase II

\$10,000

In FY 2005-06, the BOCC and Town of Hillsborough collaborated on the Town of Hillsborough/Orange County Strategic Growth Plan Phase I, which was adopted by both entities. Phase I set the growth management framework through a resolution to prompt work to be done in Phase II. Coordinated Planning Zones, annexation boundaries, land use patterns and intensities and complementary resource and infrastructure plans and outreach are all part of Phase II. On February 19th, 2009, Orange County and the Town of Hillsborough met in joint meeting and received the draft Phase II report. The next phase is the implementation phase of the Coordinated Planning Interlocal Agreement Initiative.

Jordan Lake Dues

\$10,500

This line item includes several initiatives related to Jordan Lake.

Jordan Lake Water Storage Allocation (\$2,500)

Represents Orange County's annual payment to the State of North Carolina for the current 1 million gallons per day (mgd) Level II allocation the County holds. To retain the allocation, the County pays one percent of the operations, maintenance and rehabilitation program costs. The State of North Carolina has the responsibility to allocate and manage water supply storage in Jordan Lake, and the Division of Water Resources is the lead agency for carrying out this charge.

Jordan Lake Partnership Dues (\$2,500)—*New Initiative*

On February 17, Orange County joined an 11-local government coalition with a goal of "collaboratively defining Jordan Lake's role in a long term sustainable and secure regional water supply for the Research Triangle Region." Partnership members pay annual dues toward the partnership efforts and administration.

Jordan Lake Regional Water Supply Plan and Coordinated Allocation Requests (\$5,500)—*New Initiative*

As the initial task of the Jordan Lake partnership, the County is participating in developing a regional water supply plan for Jordan Lake, and for data collection and documentation toward future allocation requests. This is a one-time cost and is the County's share (3.5%) of the total project cost.

Community and Environment Non-Departmentals - continued

Lake Orange

\$1,500

These funds provide for maintenance, grass cutting and other grounds keeping at Lake Orange and upstream sediment structures. Lake Orange maintenance funds serve to protect the County's interests in the infrastructure of Lake Orange, as a drinking water source and natural habitat in the Eno River channel. Reservoirs require protection from the growth of trees on dams, the activities of beavers clogging overflow structures raising water levels to unsafe levels, and from the loss of storage volume due to collected sediment.

Partnerships Development and Infrastructure

\$2,500

The mission of the Partnership is to bring together community and regional partners to work on long-term, regional strategies for the development and conservation of land, infrastructure to support development and improved mobility.

Research Triangle Regional Partnership

\$18,564

The Research Triangle Regional Partnership is a partnership organization consisting of seven counties in the Triangle Region. The organization's mission is to market the region for the economic benefit of its communities. The Partnership concentrates its marketing on the following industries: information technology, biotechnology/pharmaceuticals, warehousing/distribution, automotive manufacturing, and plastics.

Rural Planning Organization (RPO)

\$7,700

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

Human Services

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

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Leaf Light	\$ 5,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Literacy Council	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 11,475
Medical Examiner	\$ 32,300	\$ 44,400	\$ 38,000	\$ 35,000	\$ 38,000	\$ 38,000
Mental Health Assoc	\$ 2,000	\$ 2,000	\$ 0	\$ 0	\$ 0	\$ 0
Middle School Program - CIS	\$ 65,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 59,500
OC Alternative Sentencing	\$ 83,000	\$ 83,000	\$ 83,000	\$ 83,000	\$ 85,375	\$ 70,550
OPC Mental Health	\$ 80,000	\$ 75,000	\$ 0	\$ 0	\$ 0	\$ 0
Orange Comm Housing	\$ 114,000	\$ 149,000	\$ 149,000	\$ 149,000	\$ 149,000	\$ 149,000
Orange Congregation in Missions	\$ 30,600	\$ 30,600	\$ 30,600	\$ 30,600	\$ 35,600	\$ 30,600
Orange Enterprises	\$ 73,175	\$ 73,175	\$ 63,175	\$ 63,175	\$ 53,175	\$ 45,199
Partnership To End Homelessness	\$ 16,700	\$ 5,639	\$ 0	\$ 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	\$ 20,000	\$ 17,000
Planned Parenthood	\$ 21,940	\$ 21,940	\$ 21,940	\$ 21,940	\$ 21,940	\$ 18,649
Project Turn Around	\$ 64,424	\$ 64,424	\$ 64,424	\$ 64,424	\$ 64,424	\$ 54,760
Rape Crisis	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 23,800
Sch Health Nurse Contract	\$ 537,288	\$ 549,107	\$ 593,146	\$ 593,146	\$ 617,732	\$ 617,732
Senior Care Of Orange County	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 42,500
The Women's Center	\$ 16,400	\$ 16,400	\$ 16,400	\$ 16,400	\$ 18,000	\$ 13,940
Triangle Radio Reading Service	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 2,000	\$ 1,530
TROSA	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,000	\$ 3,000
Volunteers For Youth	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 10,000	\$ 0
W.C. Breeze Family Farm	\$ 0	\$ 5,750	\$ 10,000	\$ 0	\$ 10,000	\$ 10,000
Youth Creating Change	\$ 1,875	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Youth Services	\$ 13,000	\$ 9,500	\$ 10,000	\$ 0	\$ 0	\$ 0
Human Services Total	\$ 1,906,356	\$ 2,249,057	\$ 1,978,234	\$ 1,948,934	\$ 2,015,845	\$ 1,817,993

Non-Departmental Summary

Human Services

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

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Human Services						
A Helping Hand	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 4,250
Adolescents In Need	\$ 75,749	\$ 75,749	\$ 75,749	\$ 75,749	\$ 75,749	\$ 64,387
Alliance Of Aids Services	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 5,000	\$ 2,550
American Red Cross	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 6,000	\$ 4,250
Arc Of Orange County	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 5,000	\$ 3,400
Arts Commission	\$ 16	\$ 72	\$ 0	\$ 0	\$ 0	\$ 0
Big Brothers/Big Sisters	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 10,000	\$ 4,250
Charles House	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 12,000	\$ 9,350
CH-Carrboro Meals On Wheels	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,000	\$ 1,000
Child Care Services Association	\$ 43,025	\$ 43,025	\$ 43,025	\$ 43,025	\$ 50,000	\$ 36,571
Chrysalis Foundation	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 0	\$ 0
Club Nova	\$ 0	\$ 0	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Community In Schools	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 46,750
Cornucopia House	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 3,000	\$ 1,700
Disability Awareness Council	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 7,500	\$ 2,975
Dispute Settlement Center*	\$ 34,000	\$ 34,000	\$ 34,000	\$ 34,000	\$ 19,600	\$ 16,660
Duke Hospice	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 3,400
El Centro Latino	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 17,850
El Futuro	\$ 0	\$ 0	\$ 0	\$ 0	\$ 35,000	\$ 20,000
Empowerment - Homeownership	\$ 13,544	\$ 13,544	\$ 13,545	\$ 13,545	\$ 13,600	\$ 13,545
Family Counseling Services	\$ 3,500	\$ 1,750	\$ 0	\$ 0	\$ 0	\$ 0
Family Viol Prevent Cntr	\$ 19,400	\$ 19,400	\$ 19,400	\$ 19,400	\$ 19,400	\$ 16,490
Food Bank of Central & Eastern NC	\$ 0	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
Freedom House	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
Habitat For Humanity	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Hope Line	\$ 1,500	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Housing For New Hope	\$ 0	\$ 0	\$ 0	\$ 0	\$ 30,000	\$ 20,000
Human Services Forum	\$ 6,889	\$ 6,050	\$ 6,300	\$ 0	\$ 0	\$ 0
Inter-Faith Council (IFC)	\$ 36,480	\$ 36,480	\$ 36,480	\$ 36,480	\$ 50,000	\$ 36,480
JOCCA	\$ 100,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 80,000	\$ 80,000
KidSCope	\$ 89,000	\$ 139,000	\$ 89,000	\$ 89,000	\$ 89,000	\$ 75,650

* This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program. Beginning in FY 2009-10, the County JCPC match (30% of the state appropriation) will be budgeted separately from the Outside Agency appropriation. The Outside Agency appropriation, or funding above the required county match, will be in the Human Services Non-Departmentals. The county match will now be budgeted in the Public Safety Non-Departmentals; please refer to that section for more information about this program.

Human Services Non-Departmentals

A Helping Hand

\$4,250

This agency enables senior citizens to live independently, maintain high levels of wellness and avoid institutionalized care. 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

\$64,387

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

\$2,550

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.

American Red Cross, Orange County Chapter

\$4,250

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 trains 5,000 people in lifesaving skills – programs that are designed to give individuals the confidence to respond in an emergency 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.

Big Brothers Big Sisters of the Triangle

\$4,250

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 this 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

\$9,350

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 - continued

Chapel Hill-Carrboro Meals on Wheels **\$1,000**

The Chapel Hill-Carrboro Meals on Wheels program uses volunteers to deliver nutritious noonday meals with cheerful personal visits five days a week to those who are homebound or recovering from surgery. In addition to delivering meals, volunteers bake homemade desserts and help in the office, which is located in Binkley Baptist Church.

Child Care Services Association **\$36,571**

The Child Care Services Association seeks to ensure that affordable (no more than 10% of a family's gross earning are used to purchase childcare for one child), accessible, high quality childcare is available for all young children and their families.

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 of Orange County **\$46,750**

Communities in Schools of Orange County (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 **\$1,700**

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 **\$2,975**

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 **\$16,660**

This agency promotes and brings about peaceful settlement of disputes and prevents the escalation of conflict through mediation, facilitation, conciliation, and training. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program. Beginning in FY 2009-10, the County JCPC match (30% of the state appropriation) will be separated from the Outside Agency request. The match will now be budgeted in the General Fund's Public Safety Non-Departmental accounts.

Duke HomeCare and Hospice **\$3,400**

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.

Human Services - continued

El Centro Latino

\$17,850

El Centro Latino offers services to meet the needs of the Latino community in a culturally appropriate and proactive 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.

El Futuro

\$20,000

El Futuro addresses the behavioral health needs of North Carolina's Latino community by promoting behavioral health awareness, enhancing existing services, and developing a model clinic.

EmPOWERment, Inc.

\$13,545

The mission of EmPOWERment, Inc. is to emPOWER people and communities to control their own destinies through affordable housing, advocacy, community organizing and grassroots economic development

Family Violence Prevention Center

\$16,490

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 serving low-income individuals in Orange County.

Freedom House Recovery Center

\$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 of Orange County

\$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, well-built homes that are then sold to qualifying families at affordable prices.

Housing for New Hope

\$20,000

The organization's mission is to encourage and assist homeless people and other persons in crisis to move toward lives marked by increased levels of stability, dignity, hope, and independence. The OPC Area Program has provided funding to Housing for New Hope for the planning process and start-up costs to create a Community Support Team in Orange County. Consisting of various kinds of counselors and workers, this mobile team will provide clinical support and treatment to homeless individuals. This effort addresses a strategy of the Ten Year Plan, i.e., to improve the effectiveness of homeless service providers by reducing the possibility that individuals might otherwise fall through the cracks.

Human Services - continued

Inter-Faith Council for Social Service (IFC)

\$36,480

The IFC meets basic needs and helps individuals and families achieve their goals. They provide shelter, food, direct services, advocacy and information to people in need. The IFC accomplishes this through strong partnerships with volunteers, staff and those we serve. They rely on the active involvement of caring individuals, congregations and other community organizations.

Joint Orange-Chatham Community Action (JOCCA)

\$80,000

JOCCA provides services to very low-income families and individuals with the goal of improving their quality of every day life. JOCCA offers the following services (1) nutrition and aging; (2) self-sufficiency services; (3) job training and employment; (4) community based assistance and teen court for youth offenders; and (5) energy conservation/weatherization and heating assistance.

KidSCOpe

\$75,650

KidSCOpe is an early intervention program that offers services to young children who are experiencing social, emotional, and/or behavioral difficulties. Main service components include individual play therapy with children, customized counseling and education for families, technical assistance and training for childcare providers, service coordination and a therapeutic preschool program.

Literacy Council

\$11,475

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-Communities in Schools

\$59,500

The Middle School After School Program (MSAS) provides educational, social and recreational activities for middle school students during the after school hours from 3:00pm to 6:00pm. This program is offered at all middle schools in the Orange County and Chapel Hill-Carrboro City School Districts.

Orange-Chatham Alternative Sentencing

\$70,550

Orange-Chatham Alternative Sentencing (OCAS) provides critical information to the judiciary and probations officers, magistrates, jailers, and other judicial officials so that they may make more informed decisions regarding the rehabilitation or release of Pretrial inmates in the 15-B County Jails.

Orange Community Housing and Land Trust

\$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.

Human Services - continued

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 \$45,199

Orange Enterprises provides vocational training and sheltered employment programs for Orange County citizens who have employment barriers.

Piedmont Health Services \$10,750

Piedmont Health Services has served the health care needs of the citizens of central North Carolina since 1970. They operate six community health centers and provide high quality, comprehensive family health care services to all patients needing access to those services. To meet their mission, they offer payment on a sliding fee scale for those who qualify. The agency also provides bilingual care to a growing Spanish-speaking population.

Piedmont Wildlife Center \$17,000

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 of Central North Carolina \$18,649

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 \$54,760

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 \$23,800

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.

Human Services - continued

School Health Nurses

\$617,732

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

\$42,500

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.

The Arc of Orange County

\$3,400

The Arc of Orange County works with and for people who either have or are at risk for developmental disabilities to promote full participation in all areas of life in our community. A portion 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.

The Women's Center

\$13,490

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.

Triangle Radio Reading Service

\$1,530

This agency broadcasts local and national newspapers and periodicals to elderly, visually and physically impaired, and handicapped residents of Orange County.

Triangle Residential Options for Substance Abusers (TROSA)

\$3,000

TROSA is a comprehensive, long-term, residential substance abuse recovery program located in Durham, North Carolina. Founded in 1994, TROSA is now the largest state licensed residential therapeutic community in North Carolina and is widely respected for its innovative therapeutic and entrepreneurial approach to the pervasive issue of substance abuse.

W.C. Breeze Family Farm

\$10,000

These funds are budgeted for the W.C. Breeze Family Farm Agriculture Extension and Research Facility.

Non-Departmental Summary

Public Safety

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

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Public Safety (County Funds)						
Fire And Rescue Strategic Plan	\$ 12,500	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Orange County JCPC Matching Funds	\$ 21,389	\$ 26,492	\$ 23,309	\$ 23,309	\$ 87,706	\$ 87,706
Public Safety Total (County Funds)	\$ 33,889	\$ 26,492	\$ 23,309	\$ 23,309	\$ 87,706	\$ 87,706
Office of Juvenile Justice - State Pass Through Funds						
Boomerang	\$ 15,000	\$ 18,000	\$ 18,000	\$ 19,500	\$ 17,222	\$ 17,222
Dispute Settlement Center	\$ 44,673	\$ 35,000	\$ 48,000	\$ 49,200	\$ 45,925	\$ 45,925
Governor's Crime Commission	\$ 8,469	\$ 11,308	\$ 7,194	\$ 7,451	\$ 6,207	\$ 6,207
Hillcrest Youth Shelter	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 9,568	\$ 9,568
Intensive Services Program	\$ 15,502	\$ 9,182	\$ 11,538	\$ 17,570	\$ 11,039	\$ 11,039
JCPC Administration	\$ 0	\$ 0	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500
JCPC Unallocated Funds	\$ 0	\$ 2,450	\$ 0	\$ 0	\$ 20,465	\$ 20,465
Mental Health Assoc - SFC 10-14	\$ 65,517	\$ 138,195	\$ 0	\$ 0	\$ 0	\$ 0
Mental Health Association	\$ 37,204	\$ 37,000	\$ 37,000	\$ 37,000	\$ 36,214	\$ 36,214
OPC Clinical Case Management	\$ 17,646	\$ 17,411	\$ 15,416	\$ 15,416	\$ 14,750	\$ 14,750
Project Turn Around	\$ 31,836	\$ 27,100	\$ 0	\$ 0	\$ 0	\$ 0
Volunteers For Youth	\$ 64,000	\$ 77,537	\$ 88,303	\$ 89,113	\$ 84,485	\$ 84,485
Volunteers For Youth - Teen Court	\$ 32,000	\$ 32,000	\$ 33,000	\$ 33,000	\$ 31,573	\$ 31,573
Volunteers For Youth - Work Twd Future	\$ 18,313	\$ 24,418	\$ 0	\$ 7,160	\$ 0	\$ 0
Pass Through Funds Total	\$ 360,159	\$ 439,601	\$ 283,951	\$ 300,910	\$ 292,948	\$ 292,948
Public Safety Total	\$ 394,048	\$ 466,093	\$ 307,260	\$ 324,219	\$ 380,654	\$ 380,654

Public Safety Non-Departmentals

Orange County JCPC Matching Funds

\$87,706

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

\$17,222

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)

\$45,925

This program provides assistance to the juvenile justice system by helping offenders to understand the impact of their actions thereby reducing recidivism. The program has these three components: intervention, prevention and collaboration. A primary component is to schedule face-to-face meetings between the juvenile offenders and their victims. These meetings are facilitated by trained DSC mediators, and organized by DSC staff. The meetings are designed to build empathy and understanding of the human consequences of the youth's criminal actions. The RESOLVE program will help the juvenile courts and juvenile court counselors to hold offenders accountable for their actions.

Governor's Crime Commission Grant

\$6,207

Recipient - District Court Judges Office, Judicial District 15B - NC Administrative Office of the Courts. This grant funds a position that serves as a coordinator between the courts and the school systems focusing on school suspensions and trancies in hopes of reducing the number of youth suspended from school.

Hillcrest Youth Shelter

\$9,568

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.

Public Safety Non-Departmentals - continued

Intensive Services/Psychological Services

\$11,039

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.

JCPC Administration

\$15,500

Administrative funds are used to support the County's Criminal Justice Program Partnership (CJPP) Coordinator position and to provide administrative support to the Orange-Chatham Justice Partnership.

JCPC Unallocated Funds

\$20,465

The Office of Juvenile Justice suggested local JCPCs withhold 7% of the FY 2009-10 JCPC allocations in the event funds had to be returned to the State. JCPC distributed agency allocations with this in mind, but placed the potentially withheld funds into this account. Should the funding restrictions relax, JCPC would reallocate this amount to local agencies. County match funds are available in JCPC Matching Funds, should this occur.

Mental Health Association

\$36,214

The Mental Health Association of Orange County provides parent/family counseling to at-risk and adjudicated youth through referrals from Juvenile Services and Orange-Person-Chatham Mental Health case managers. Services provided include child and family team meetings, school conferences and youth planning team meetings.

OPC Clinical Case Management

\$14,750

OPC established a case management program which ensures timely assessment and case management services for juveniles who appear to be significantly impaired and in need of mental health treatment in Orange and Chatham counties. This program enhances the court's ability to make timely, professionally-directed decisions regarding the mental health needs of children and with the identification of appropriate treatment options.

Volunteers for Youth

\$84,485

This agency allows delinquent youths the opportunity to repay society for their destructive behavior. Through community service, young people are taught accountability for their actions and respect for the rights of others. By working one-on-one with the volunteer work-site supervisors, they develop job skills and explore career opportunities, which ultimately 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.

Volunteers for Youth – Teen Court

\$31,573

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.

Change in Accounting for JCPC Appropriations

Local Juvenile Crime Prevention Councils (JCPC) develop and fund residential and non-residential community-based, intervention and prevention programs for delinquent, undisciplined and at-risk juveniles. The General Assembly allocates monies to county governments. Counties that choose to participate in the program must agree to a 30% local match of state allocated funds.

Accounting Change

In years prior to FY 2009-10, Orange County's financial match for JCPC programs has been budgeted in the Human Services Non-Departmental section of the document. In order to provide a more transparent fiscal picture of the County's JCPC financial obligations, staff recommends the match be budgeted separately in the Public Safety function beginning with FY 2009-10.

The JCPC County Match account, under the previous system, included matches for agencies not receiving funding through Outside Agency process. The table below compares appropriations with the new accounting system with previous years' appropriations.

JCPC County Match	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 12-Month Estimate	2009-10 Commissioner Approved
New System	\$80,535	\$81,667	\$85,796	\$87,706
Previous System	\$21,398	\$26,492	\$23,309	-

Note: The difference between the two systems was previously budgeted in the Human Services Non-Departmentals.

This provides a clearer illustration of General Fund contributions for JCPC matches separate from for Outside Agency appropriations.

Non-Departmental Summary

Culture and Recreation

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

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Culture and Recreation						
ArtsCenter	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 8,500
Forest Service	\$ 57,076	\$ 59,731	\$ 65,492	\$ 65,492	\$ 65,200	\$ 65,200
Hillsborough Youth Athletic (HYAA)	\$ 22,500	\$ 23,625	\$ 23,625	\$ 23,625	\$ 23,625	\$ 20,081
Hillsborough Foundation	\$ 5,000	\$ 5,000	\$ 5,500	\$ 5,500	\$ 5,500	\$ 4,250
Historic Hillsborough Commission	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 7,650
Special Olympics Of OC	\$ 5,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Culture and Recreation Total	\$ 108,576	\$ 107,356	\$ 113,617	\$ 113,617	\$ 105,681	\$ 105,681

Other Agencies - Library

Listed below are appropriations for non-departmental Other Agencies - Library related funds and entities.

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Other Agencies - Library						
Library - Chapel Hill	\$ 249,333	\$ 249,333	\$ 249,333	\$ 249,333	\$ 249,333	\$ 249,333
Library - Mebane	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700
Other Agencies - Library Total	\$ 250,033	\$ 250,033	\$ 250,033	\$ 250,033	\$ 250,033	\$ 250,033

Other Agencies - Recreation

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

	2006-07 Actual Expenditures	2007-08 Actual Expenditures	2008-09 Original Budget	2008-09 12-Month Estimate	2009-10 Department Requested	2009-10 Commissioner Approved
Other Agencies - Recreation						
Recreation - Carrboro	\$ 35,898	\$ 35,898	\$ 35,898	\$ 35,898	\$ 35,898	\$ 35,898
Recreation - Chapel Hill	\$ 83,760	\$ 83,760	\$ 83,760	\$ 83,760	\$ 83,760	\$ 83,760
Recreation - Mebane	\$ 5,450	\$ 5,450	\$ 5,450	\$ 5,450	\$ 5,450	\$ 5,450
Other Agencies - Recreation Total	\$ 125,108	\$ 125,108	\$ 125,108	\$ 125,108	\$ 125,108	\$ 125,108

Culture and Recreation Non-Departmentals

ArtsCenter

\$8,500

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

\$65,200

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

Hillsborough Youth Athletic Association (HYAA)

\$20,081

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)

\$4,250

The Orange County Historical Museum, located in Hillsborough, preserves the past and encourages interest in local history through the exhibition of the economic, political, social, and cultural aspects of Orange County's 18th and 19th century history. The Museum is open to the public, free of charge, 6 days per week.

Historic Hillsborough Commission

\$7,650

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.

Other Agencies – Libraries

\$250,033

General Fund contributions to the Chapel Hill Public Library (\$249,333) and the Mebane Public Library (\$700).

Other Agencies – Recreation

\$125,108

General Fund contributions to the Towns of Carrboro (\$35,898), Chapel Hill (\$83,760), and Mebane (\$5,450) recreation departments.

**Summary - Approved County Capital Projects
FY 2009-19**

Project Revenues By Fiscal Year	Budgeted Funding 10/01/08	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total Project Revenues
Pay-As-You-Go Revenues												
Per Capital Funding Policy	\$8,363,924	\$2,635,130	\$3,215,000	\$3,390,000	\$2,780,000	\$2,665,000	\$2,730,000	\$3,105,000	\$2,880,000	\$2,830,000	\$2,205,000	\$36,799,054
Grants	\$2,710,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,710,000
Fees	\$698,370	\$1,290,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$2,798,370
Other	\$1,595,930	\$425,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,020,930
Total Pay-As-You-Go Revenues	\$13,368,224	\$4,350,130	\$3,305,000	\$3,480,000	\$2,870,000	\$2,755,000	\$2,820,000	\$3,195,000	\$2,970,000	\$2,920,000	\$2,295,000	\$44,328,354
Proceeds from Currently Programmed Debt												
1997 Bonds	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000
2001 Bonds	\$9,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,250,000
2004 2/3 Net Debt Bonds	\$1,208,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,208,000
Alternative Financing	\$32,416,276	\$19,500,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$53,916,276
Total Proceeds from Currently Programmed Debt	\$44,074,276	\$19,500,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$65,574,276
Future Debt	\$0	\$0	\$0	\$20,079,000	\$5,350,000	\$1,700,000	\$6,512,500	\$14,369,000	\$8,745,000	\$7,200,000	\$6,700,000	\$70,655,500
Unfunded	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Project Revenues	\$57,442,500	\$23,850,130	\$5,305,000	\$23,559,000	\$8,220,000	\$4,455,000	\$9,332,500	\$17,564,000	\$11,715,000	\$10,120,000	\$8,995,000	\$180,558,130

Project Appropriations By Fiscal Year

	Appropriations Through 10/01/08	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total Project Appropriations
Americans With Disabilities Act (ADA) Improvements	\$100,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$550,000
Animal Services (Existing Facility) Deconstruction	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Animal Services Facility Construction	\$8,870,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,020,000
Bingham District Park	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,500,000	\$0	\$6,500,000
Blackwood Farm @ New Hope	\$225,000	\$105,000	\$0	\$0	\$0	\$450,000	\$4,100,000	\$250,000	\$0	\$0	\$0	\$5,130,000
Capital Reserve for Emergency Repairs	\$75,000	\$0	\$75,000	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$675,000
Central Orange Senior Center	\$5,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,300,000
County Campus & Library	\$7,700,000	\$18,150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,850,000
County Facilities Capital Repairs & Replacements	\$2,141,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,141,100

**Summary - Approved County Capital Projects
FY 2009-19**

	Appropriations Through 10/01/08	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total Project Appropriations
County Telephone System Replacement	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Court Street Annex Renovations	\$125,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,000
Court and Detention Future Needs	\$0	\$0	\$200,000	\$500,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$900,000
Efland Sewer Extension Construction	\$4,855,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,855,000
Emergency Services Reserve	\$0	\$1,200,000	\$200,000	\$200,000	\$300,000	\$385,000	\$800,000	\$400,000	\$350,000	\$550,000	\$325,000	\$4,710,000
Fairview Park Development	\$925,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$1,620,000	\$0	\$0	\$2,555,000
Government Services Annex Renovations	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Heritage Center	\$147,930	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$147,930
Human Services Offices & Clinics at Hillsborough Commons	\$3,790,000	\$0	\$425,000	\$20,654,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$24,869,000
Information Technology	\$1,875,000	\$2,000,000	\$1,700,000	\$700,000	\$700,000	\$700,000	\$800,000	\$800,000	\$875,000	\$875,000	\$875,000	\$11,900,000
Jail (Existing)	\$1,375,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,375,000
Justice Facility Expansion (including New Courthouse Renovations)	\$10,887,961	\$750,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,637,961
Lake Orange Capital Maintenance	\$0	\$165,000	\$0	\$15,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$390,000
(Reserve for) Future Lands Legacy and Land Purchases	\$0	\$0	\$75,000	\$75,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,650,000
Libraries - Future Facilities	\$50,000	\$0	\$100,000	\$150,000	\$150,000	\$150,000	\$250,000	\$1,000,000	\$750,000	\$400,000	\$0	\$3,000,000
Link Center Renovations	\$100,000	\$575,000	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,025,000
Millhouse Road Park	\$50,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$7,000,000	\$200,000	\$0	\$0	\$8,250,000
Mountains to Sea Trail	\$0	\$0	\$0	\$0	\$0	\$550,000	\$0	\$109,000	\$600,000	\$0	\$0	\$1,259,000

**Summary - Approved County Capital Projects
FY 2009-19**

	Appropriations Through 10/01/08	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total Project Appropriations
New Hope/Hollow Rock Preserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$625,000	\$0	\$0	\$625,000
Northeast Park	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000	\$6,700,000	\$7,400,000
Northern Human Services Center Renovations	\$614,545	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$714,545
Northern Park	\$1,848,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,848,000
Observation Well Network	\$0	\$10,130	\$75,000	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$155,130
Ozone Monitoring	\$0	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000
Planning & Ag Building Renovations	\$0	\$0	\$275,000	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$550,000
Public Art Reserve	\$20,000	\$5,000	\$5,000	\$10,000	\$25,000	\$25,000	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000	\$315,000
(Reserve for) Public Works Campus	\$0	\$0	\$0	\$70,000	\$550,000	\$550,000	\$0	\$0	\$0	\$0	\$0	\$1,170,000
Register of Deeds Automation	\$900,964	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$1,800,964
Southern Human Services Center Addition (including New Dental Clinic)	\$0	\$0	\$300,000	\$500,000	\$5,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$6,050,000
SportsPlex Facility Maintenance and Equipment Replacement	\$0	\$100,000	\$150,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$300,000	\$300,000	\$2,050,000
Twin Creeks Park	\$1,850,000	\$0	\$0	\$0	\$0	\$0	\$1,300,000	\$6,000,000	\$5,700,000	\$0	\$0	\$14,850,000
Upper Eno Nature Preserve Public Access Areas	\$0	\$0	\$0	\$0	\$0	\$200,000	\$112,500	\$1,000,000	\$0	\$0	\$0	\$1,312,500
West Ten Park	\$3,617,000	\$0	\$0	\$0	\$100,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$4,217,000
Whitted Human Services Renovations for Health Department	\$0	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
Total County Capital Projects	\$57,442,500	\$23,850,130	\$5,305,000	\$23,559,000	\$8,220,000	\$4,455,000	\$9,332,500	\$17,564,000	\$11,715,000	\$10,120,000	\$8,995,000	\$180,558,130

Orange County Projects
Capital Investment Plan FY 2008-09 Amendments and FY 2009-10 Funding

Project	FY 2008-09 Amendments (1)	FY 2009-10 PAYG Funding (2)	FY 2009-10 Other Revenue	
Affordable Housing Program	\$ 1,400,000	\$ -	\$ -	
Animal Services (Existing Facility) Deconstruction	\$ -	\$ 50,000	\$ -	
Animal Services Facility	\$ -	\$ -	\$ 150,000	Sales tax reimbursements related to the project
Blackwood Farm @ New Hope	\$ -	\$ 105,000	\$ -	
County Campus/Library/Gateway Center	\$ 7,060,921	\$ 150,000	\$ -	
Emergency Services Reserve	\$ -	\$ -	\$ 1,200,000	Emergency Telephone Fund monies
Human Services Offices and Clinics at Hillsborough Commons	\$ 3,790,000	\$ -	\$ -	
Information Technology	\$ 1,500,000	\$ 500,000	\$ -	
Justice Facility Expansion (including New Courthouse)	\$ -	\$ 750,000	\$ -	
Lake Orange Capital Maintenance	\$ -	\$ 140,000	\$ 25,000	Contribution from the Town of Hillsborough
Lands Legacy	\$ 2,800,000	\$ -	\$ -	
Libraries - Future Facilities	\$ -	\$ -	\$ -	
Link Center Renovations	\$ -	\$ 575,000	\$ -	
Millhouse Road Park	\$ -	\$ -	\$ -	
Northern Human Services Center Renovations	\$ -	\$ 100,000	\$ -	
Observation Well Network	\$ -	\$ 10,130	\$ -	
Public Art Reserve	\$ -	\$ 5,000	\$ -	Register of Deeds fees
Register of Deeds Automation	\$ -	\$ -	\$ 90,000	
Sportsplex Facility Maintenance and Equipment Replacement	\$ -	\$ 100,000	\$ -	Medicaid Cost Settlement Funds
Whitted Human Services Renovations for Health Department	\$ -	\$ 150,000	\$ 250,000	
Grand Total	\$ 16,550,921	\$ 2,635,130	\$ 1,715,000	

(1) The necessary dollar amount adjustments needed for the current fiscal year to align the project budgets with the FY 2009-19 County CIP Summary approved by the Board on May 5, 2009. Funding in this column consists of April 2009 debt financing for Affordable Housing, County Campus/Library/Gateway Center, Information Technology, and Lands Legacy. Funding for Hillsborough Commons Project consists of State grants/reimbursements and facility owner contributions.

(2) PAYG funding consists of the County's share of pay-as-you-go monies allocated in accordance with the County Capital Funding Policy.

Orange County Schools
Capital Investment Plan FY 2009-10
Pay-As-You-Go Funding

Project	FY 2009-10 PAYG Funding ⁽¹⁾
Cameron Park Elementary	
Chiller Replacement	\$ 160,000
Roof Replacement	\$ 200,000
Cameron Park Elementary Total	\$ 360,000
Central Elementary (<i>BOCC Approved Ordinance on 5/19/09</i>)	
Cooling Tower Replacement	\$ 100,000
Central Elementary Total	\$ 100,000
C.W. Stanford Middle School	
Bathroom Renovations	\$ 150,000
Replace All Exterior Doors	\$ 82,118
C.W. Stanford Middle School Total	\$ 232,118
District Wide Improvements	
Concrete/Asphalt Repairs	\$ 100,000
District Wide Improvements Total	\$ 100,000
Efland Cheeks Elementary (<i>BOCC Approved Ordinance on 5/19/09</i>)	
Cooling Tower Replacement	\$ 125,000
Efland Cheeks Elementary Total	\$ 125,000
Hillsborough Elementary	
Roof Replacement	\$ 200,000
Hillsborough Elementary Total	\$ 200,000
New Hope Elementary	
Chiller Replacement	\$ 180,000
New Hope Elementary Total	\$ 180,000
Orange High School	
Roof Replacement	\$ 200,000
Replace Baseball/Softball Field Lighting	\$ 150,000
Orange High School Total	\$ 350,000
Grand Total	\$ 1,647,118

⁽¹⁾ PAYG funding consists of the County's share of pay-as-you-go monies allocated in accordance with the County Capital Funding Policy.

Chapel Hill-Carrboro City Schools
Capital Investment Plan FY 2009-10
Pay-As-You-Go Funding

Project	FY 2009-10 PAYG Funding ⁽¹⁾
Abatement Projects	
Phillips Middle School: Remove and replace fascia	\$120,000
Frank Porter Graham: Remove and replace fascia	\$75,000
Abatement Projects Total	\$195,000
Fire/Safety/Security Systems	
McDougle Middle: Access controls	\$25,000
Fire/Safety/Security Systems Total	\$25,000
Indoor Air Quality	
Classroom Carpet Removal	\$64,700
Indoor Air Quality Total	\$64,700
Mechanical Systems	
Phillips Middle: Replace gymnasium's two HVAC units	\$70,000
Mechanical Systems Total	\$70,000
Mobile Classrooms/Rental Space	\$120,000
Mobile Classrooms/Rental Space	\$120,000
Roofing Projects	
Lincoln Center, Carrboro Elementary, Seawell Elementary	\$630,009
Roofing Projects Total	\$630,009
Technology	
Upgrade the district's technology infrastructure and provide students and staff with access to appropriate instructional and administrative technology	\$1,210,000
Technology Total	\$1,210,000
Window Replacements	
Lincoln Center: Main Building	\$350,000
Window Replacements Total	\$350,000
Grand Total	\$2,664,709

⁽¹⁾ PAYG funding consists of the County's share of pay-as-you-go monies allocated in accordance with the County Capital Funding Policy.

Employee Pay and Benefits

Background

Orange County Government is facing a very challenging task in developing a revenue neutral budget for FY 2009-10. As County departments develop strategies to tighten their budgets, County employees will be asked to do the same based on the need to reduce personnel services costs. The major challenge and focus of these reductions will be to prevent reductions in the permanent staff needed to provide services to the residents.

The Human Resources staff has sought input from employees relating to the most appropriate options to consider in reducing personnel services costs. These include several meetings with the ERC and its Pay and Benefits Committee and the development of an Employee Survey. While any reductions in pay or benefits will not popular, employees seem to understand in this economy, some reductions are going to be necessary.

Many County Government functions serve as a safety net for those residents in the greatest need. This important role is especially challenging during tough economic times. The County employees providing these essential services must be prepared to meet the increased demand with a high level of energy and dedication. In addition, other County employees will need to work hard providing other supportive services, programs, events and facilities residents and visitors to Orange County enjoy on a daily basis. The variety of services offered by the County improves the quality of life for everyone and benefits each individual in a unique way.

Orange County employees count, and the Manager's Recommended Budget focuses on maintaining the County's current workforce, which comprises over 850 permanent employees. The recommended budget includes funding for current permanent employees, however it requires all employees forego an increase in or, in some cases, reduce the pay and benefits they have received in previous years.

These changes will place additional demands on the County's workforce to achieve cost savings. Meanwhile, continuing to provide a high level of service to the County's residents and customers will challenge our employees. The recommended budget incorporates reductions impacting all employees. This budget also provides voluntary options focusing on providing an incentive for employees eligible for retirement and freezing vacancies, which will put additional pressure on departments' already stretched ability to provide services.

Past Pay and Benefits Actions

Economic factors have a greater impact on the Manager's recommendation concerning pay and benefits for Orange County employees than at any other time in recent history.

In FY 2008-09 the recommended budget included:

Employee Pay and Benefits - Continued

- A 2.25 percent cost of living increase, effective July 1, 2008.
- Continuation of In-range salary increase of 1 percent for employees with proficient work performance and a 2 percent increase for employees with exceptional work performance, effective with the employee's performance review date.
- Continuation of Longevity Pay, the Equity/Retention Fund, and the County's 401(k) contribution of \$27.50 per pay period for non-sworn law enforcement employees and 5% for sworn law enforcement officers.
- Funds to address a projected employee health insurance increase up to 8.0 percent effective January 1, 2009.
- Maintaining the Living Wage at \$10.12 an hour, as provided by the Board's living wage policy.
- The addition of 27.45 FTE's to the County workforce. Newly created positions included positions that would transition from long-term temporary funding to meet permanent County staffing needs and positions that would provide services at new County facilities.
- Implementation of a three-month hiring delay. Permanent positions that were vacant or become vacant as of July 1 were held vacant for at least a three-month period.
- Delay in implementing the results of the Classification, Pay and Benefits study conducted by the Archer Company.

For FY 2007-08, the Board approved a 3.0 percent cost of living increase and a 1.0 percent or 2.0 percent in-range salary increase (based on the employee's performance review), continuing the 401(k) contribution of \$27.50 per pay period, funding up to 14% percent health insurance increase, and increasing the living wage to \$10.12 an hour.

Recommended Employee Pay and Benefits plan for 2009-10

- No cost of living increase.
- No in-range salary increases.
- Funding to address an employee health insurance increase up to 4.0 percent effective January 1, 2010.
- Maintain the Living Wage at \$10.12 an hour, as provided by the Board's living wage policy.

Employee Pay and Benefits - Continued

- Implement specific components of the Classification, Pay and Benefits Study (Archer Study) recommendations.
- Implement a twelve-month hiring freeze.
- Offer Retirement Incentives to employees eligible to retire according the criteria established by the North Carolina Local Government Employees' Retirement System (NCLGERS).
- Offer the option of voluntary unpaid leave.
- Suspend County contribution to non-LEO employees' 401(k) accounts.

1. Cost of Living Increase and In-range Salary Increases

The Manager does not recommend a cost of living increase or an in-range salary increase for FY 2009-10. This recommendation is based on the County's current financial condition but also reflects employment market factors and economic indicators captured in the Consumer Price Index (CPI).

- The U.S. Bureau of Labor Statistics reports that for the first three months of 2009 consumer prices increased at a seasonally adjusted annual rate of 2.2 percent. This compares with an increase of 0.1 percent for all of 2008.
- A current survey of the employment market indicates most local government employers are not proposing a cost of living increase.
- Personnel services comprise the largest percentage (nearly 60 percent) of the County's operational expenditures, and the County revenues cannot support an increase in these expenditures next year.

2. Employee Health Insurance

The County has been informed by the North Carolina Association of County Commissioners of a potential eight percent premium increase, effective January 1, 2010. The Manager's Recommended Budget includes funds to address up to a 4.0 increase. This may require changes in the plan design (copay, deductible, or co-insurance) or increasing the premium cost for employees. The actual cost of the County's health insurance will be determined in September 2009 through the annual renewal process.

3. Orange County Living Wage

The Manager recommends that the Living Wage remain at \$10.12 an hour. Based on the method for determining the Orange County living wage, as provided by the Board's living wage policy, the living wage decreased from \$10.12 an hour in 2007 to \$10.10 an hour in 2008. Data is not yet available for calculating the living wage for 2009.

Employee Pay and Benefits - Continued

4. Archer Study

The Manager recommends funding of \$80,000 (\$60,000 in the general fund) for position reclassifications studied through the Archer study. During this classification study these positions were identified as working outside their present classification, and to maintain our current internal equity, it is necessary to approve the new classifications and provide a monetary adjustment to the employees affected by these changes. The recommendation includes approving the updated Archer class specification descriptions and the updated Orange County Classification List. An essential part of maintaining the County classification and pay system will be to provide regular annual study a certain portion of the overall position classifications.

5. Hiring Freeze

Staff anticipates that cost savings attributed to the twelve-month hiring freeze in FY 2009-10 will yield approximately \$750,000. The hiring freeze will place additional demands on the County's already stretched workforce to maintain the required standards of providing service to the County's citizens and customers. The hiring freeze will create opportunities to further study positions and identify those that can be eliminated from future funding considerations.

6. Retirement Incentives

Staff anticipates cost savings attributed to offering retirement incentives in FY 2009-10 will yield approximately \$375,000. This is based on approximately 25 percent of eligible employees accepting the retirement incentives. Retirement incentives will be offered to permanent employees who are eligible to retire with unreduced or reduced benefits according to the criteria established by the North Carolina Local Government Employees' Retirement System (NCLGERS). Employees will receive a cash payout based on years of creditable service in the NCLGERS. Final payouts will include payment for unused vacation leave up to 240 hrs and may include a prorated longevity payment (through 6/30/09). Employees who retire with 10 or more years of Orange County service will receive retiree health insurance. Employees are able to apply unused sick leave towards creditable service with the NCLGERS.

7. Voluntary Unpaid Leave

Staff anticipates that cost savings attributed to offering permanent employees the option to take unpaid leave by reducing their workweek throughout all or a portion of the fiscal year or to taking a voluntary unpaid leave of absence will yield approximately \$50,000 in FY 2009-10. Requests for a voluntary unpaid leave will be pre-approved by an employee's Department Director.

8. Suspend County Contribution to Non-LEO 401(k) Accounts

Employee Pay and Benefits - Continued

Staff anticipates that cost savings attributed to suspending County deposits into non-law enforcement employee 401(k) accounts in FY 2009-10 will yield approximately \$500,000. Non-law enforcement employees currently receive a County contribution of \$27.50 per pay period (\$715 per year) to their 401(k) accounts. Sworn Law Enforcement Officers would continue to receive the State-mandated County contribution of 5.0 percent of their annual salary to their 401(k) accounts.

Board of Commissioners' Action as to the Pay and Benefits Elements of the Manager's Recommended Budget

With Budget Adoption for FY 2009-10, the Board approved:

- *No funding for cost of living increase or in-range salary increases for FY 2009-10.*
- *Funding for a health insurance increase up to 4 percent for the plan year beginning January 1, 2010.*
- *Suspending the County contribution of \$27.50 per pay period (\$715 per year) to non-sworn employees. The State mandated 5% County contributions to sworn officers will not change.*
- *Creating a 12-month hiring freeze for permanent positions that are vacant or become vacant as of July 1, 2009.*
- *Reclassifying 30 positions identified by the Archer Study as currently working outside of their established pay grades.*
- *Creating and funding a retirement incentive program, available to employees completing the required processes to retire between July 1, 2009 and October 1, 2009.*
- *Allowing employees to request unpaid leave through a Voluntary Furlough program without affecting County paid benefits and leave accrual.*

Living Wage

Background

The Board of County Commissioners has established a living wage for County employees. When the Board established the Living Wage in 1998, it set the amount of that wage at \$8.00 per hour. Since that date the Living Wage has been updated as follows:

Date	Living Wage	Date	Living Wage
July 1998	\$8.00 an hour	July 2001	\$9.11 an hour
November 1999	\$8.20 an hour	July 2005	\$9.34 an hour
July 2000	\$8.45 an hour	July 2007	\$10.12 an hour

The Board considers Living Wage updates annually in the budget process.

Living Wage Update Recommendation

The Board has based its determination of the Living Wage on the Federal poverty level for a family of four as adjusted for the Raleigh-Durham Region based on the American Chamber of Commerce Research Association's cost of living index. **Based on that formula updated to 2009, the Manager recommends the Living Wage remain at \$10.12 an hour.** The Federal Health and Human Services Poverty Level Wage for a family of four increased from \$9.93 an hour in 2007 to \$10.19 an hour in 2008, the Raleigh-Durham Region cost of living relative to the national average decreased from 101.9 percent in 2007 to 99.1 percent in 2008. The Raleigh-Durham Region cost of living is not yet available for 2009.

Method for Establishing the Living Wage

As noted above, the Board has based the living wage on the Federal poverty level for a family of four as adjusted for the Raleigh-Durham Region based on the American Chamber of Commerce Research Association's cost of living index.

For information, Chart 1 below shows the unadjusted Federal poverty guidelines. These establish the annual earnings needed for a family of a specific size to meet the threshold, assuming a single wage earner and 2,080 working hours (40 hour work schedule) annually.

Chart 1 - Health and Human Services Poverty Guidelines Minimum Hourly Wage

Number in Family	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
1	\$4.03	\$4.14	\$4.43	\$4.46	\$4.42	\$4.35	\$4.61	\$4.69	\$4.91	\$5.00	\$5.21
2	\$5.41	\$5.58	\$5.99	\$6.00	\$5.96	\$5.82	\$6.19	\$6.29	\$6.58	\$6.73	\$7.00
3	\$6.79	\$7.01	\$7.55	\$7.55	\$7.50	\$7.45	\$7.76	\$7.89	\$8.25	\$8.46	\$8.80
4	\$8.17	\$8.45	\$9.11	\$9.10	\$9.04	\$8.79	\$9.34	\$9.49	\$9.93	\$10.19	\$10.60
5	\$9.56	\$9.89	\$10.67	\$10.65	\$10.59	\$10.27	\$10.90	\$11.08	\$11.60	\$11.92	\$12.40

Living Wage - Continued

Chart 2 below shows the Raleigh-Durham region cost of living. For past years, the index for the Raleigh-Durham region included Chapel Hill. For 2004 and 2005, the cost of living for Raleigh Durham was split into two indexes: Raleigh-Cary and Durham (which included Chapel Hill). For 2008, data was obtained from these indexes for each city: Chapel Hill (101.2), Durham (93.5) and Raleigh (102.6). The indexes shown below for 2006 through 2008 are the average of the three cities.

Year	RDU Cost of Living	Year	RDU Cost of Living
1997	103.0%	2004	97.0%
1999	101.8%	2005	100.3%
2000	103.1%	2006	101.9%
2001	107.3%	2007	101.9%
2002	104.6%	2008	99.1%
2003	102.2%	2009 (Jan-Mar)	98.9%

Chart 3 below shows the Federal poverty levels, adjusted for the Raleigh-Durham Region cost of living for 1999 through 2008. This adjustment cannot be made for 2009 Federal poverty guidelines without the Raleigh-Durham Region cost of living for 2009.

Chart 3 - Health and Human Services Poverty Guidelines Adjusted for Raleigh-Durham Region Cost of Living (Wage per Hour)

Number in Family	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
1	\$3.96	\$4.01	\$4.13	\$4.26	\$4.32	\$4.48	\$4.60	\$4.78	\$5.00	\$4.96	n/a
2	\$5.32	\$5.41	\$5.58	\$5.74	\$5.83	\$6.00	\$6.17	\$6.41	\$6.70	\$6.67	n/a
3	\$6.67	\$6.80	\$7.03	\$7.22	\$7.34	\$7.68	\$7.74	\$8.04	\$8.41	\$8.39	n/a
4	\$8.03	\$8.20	\$8.49	\$8.70	\$8.85	\$9.06	\$9.31	\$9.67	\$10.12	\$10.10	\$10.48
5	\$9.39	\$9.89	\$9.94	\$10.18	\$10.36	\$10.59	\$10.87	\$11.29	\$11.92	\$11.82	n/a

Board of Commissioners' Action as to the Living Wage

The Board approved the Living Wage remaining the same at \$10.12 an hour in FY 2009-10.

Employee Health Care

Background

Permanent employees are eligible for health insurance through the NC Association of County Commissioners (NCACC). The County Health Plan is administered by CIGNA. Two plans are available, a Health Maintenance Organization (HMO) and a Preferred Provider Organization (PPO) with employee coverage paid entirely by the County.

Health Plan	County Cost per Employee	Employee Co-Insurance	Employee Out-of-Pocket Costs
HMO	\$485.88/month	0%	\$250/year
PPO	\$465.50/month	10%	\$1,250/year

Based on only three months of data, the NCACC is projecting an 8.0 percent increase in the County's health insurance cost, effective January 1, 2010. An 8.0 percent increase is equivalent to approximately \$550,000. The actual amount of the County's health insurance will be determined in September 2009 through the annual renewal process. Staff has identified a number of options for reducing the projected increase in the County's health insurance cost in the 2010 calendar year.

Health Care Recommendation

The Manager's Recommended Budget includes funds for up to a 4.0 percent increase (\$275,000) in the County's health insurance cost. Staff has identified the following options for addressing the projected increase. Additional information will be presented to the Board in the fall, at the time of the annual renewal process.

Options for achieving a 4.0 percent increase in County Costs for Employee Health Care in FY 2009-10 include:

- Creating a Basic Plan and a Buy-Up Plan – The Basic Plan would provide a lower level of benefits at no cost to employees. Employees who prefer a higher level of benefits would be required to pay a higher premium for a Buy-Up Plan. The cost to the County would remain the same because employees who choose the Buy-Up Plan will assume the additional costs for this higher level of coverage.
- Creating a Single Plan with reduced benefits compared to the County's existing health plans. The cost to the County and to the employee would remain neutral but employees would have more limited coverage compared to the current health plans and could not choose between a PPO and an HMO plan. The Single Plan could be either an HMO or PPO plan.
- Reducing benefits for all employees but maintain the two existing plans. The cost to the County and to the employee would remain neutral but employees would no longer have the benefit of the higher level of coverage the current health plans offer. The benefits offered through each plan would be reduced.
- Increasing premiums and keeping the higher level of coverage the current plans offer. Employees would be required to assume the cost of any increase in premiums. At an 8.0 overall percent increase in premiums, this would be close to \$20 per month for employee only coverage and more for employees with dependent coverage (up to a \$40 per month increase for employees with family coverage).

Employee Health Care - Continued

Health Insurance Waiver Recommendation

The incentive for employees' waiving health insurance currently is \$25 per month. The Manager recommends increasing the waiver amount to \$100 per month. The financial impact of this recommendation is unknown at this time. Eight new waivers will result in a \$0 net gain from offering the higher incentive. Each additional waiver of health insurance, beyond the additional eight, will result in net annual savings of \$4,000 per waiver. Employees who are eligible for coverage through another health plan may find this waiver option more attractive than the waiver amount that is currently offered. The County requires verification of other coverage before approving a waiver request.

Board of Commissioners' Action as to the Employee Health Insurance

The Board approved the budget for employee health insurance increase by 4.0 percent (\$275,000) in FY 2009-10, and the Board approved an increase in the health insurance waiver from \$25 per month to \$100 per month, effective with the January 1, 2010 renewal.

Classification, Pay and Benefits Study (Archer Study)

Background

In October 2007, the Board of County Commissioners (BOCC) approved a contract with the Archer Group to complete a countywide classification and pay study. Expected outcomes of the study included: new/updated job classification specifications, a new salary schedule with job classes assigned to the appropriate grade within the new schedule, a comparison of the County's benefits package to the competitive market, an analysis of the County workforce by salary, race, and gender, and recommendations for competitive pay strategies.

In the FY 2008-09 budget process, the County Manager recommended partial implementation of the Archer Group's recommendations. Due to lack of funding, the BOCC delayed implementation, planning to incorporate full implementation of the Archer Group's recommendations in the FY 2009-10 budget. The current downturn in the economy has challenged the County's ability to fund full or even partial implementation of the classification study findings in the next fiscal year.

The Archer Group Findings

New/Updated Class Specifications – The Archer Group provided updated descriptions for each job classification in the County. During the study process, the Archer Group identified some positions as working out of the current classification and some position titles as needing modification. During the process, the Archer Group also added new classifications to Orange County's list of existing job classifications. These modifications were determined by the Archer Group and the County to be more descriptive and/or to provide more consistency in classifying and identifying positions throughout the organization.

The estimated cost of approving the identified reclassifications and adopting the changes described above is \$80,000 (\$60,000 in the general fund). The Manager's Recommended Budget includes funds for these reclassifications.

Salary Schedule with New/Updated Classes Assigned – The Archer Group reviewed each of the County's positions for internal equity and external competitiveness. In determining external competitiveness, the Archer Group considered data from 12 county and 5 municipal governments in areas identified by the County as its competitive labor market. Archer gave some consideration to regional survey data for higher level positions. Positions in the private sector, which are similar to positions in the County organization, were also considered in the survey. Based on this information, The Archer Group proposed a new salary structure and reassigned salary grades for the majority of positions in the County. The estimated cost of adopting the new salary structure and reassigned salary grades is \$638,500. The Manager's Recommended Budget does not include funds to accomplish this component of the Archer Group's recommendations.

Archer Study - Continued

Competitive Pay Strategies – The Archer Group recommends adopting a philosophy of moving employees through the salary grade, by allowing each employee to reach the midpoint of their salary grade within a predetermined length of service (i.e. 10 years with Orange County). To begin this process, the Archer Group recommends providing salary adjustments to employees who are not at the midpoint of their salary grade and have ten or more years of service with the County. The estimated initial cost of adopting the new salary structure, reassign salary grades and movement of employees within the pay grade is \$2,920,000. The Manager's Recommended Budget does not include funds to accomplish this component of the Archer Group's recommendations.

Comparison of the County's Benefits Package – The Archer Group determined the County's Benefit package is very competitive when compared to the competitive labor market with the exception of the County's 401(k) contribution for non-law enforcement employees.

Analysis of County Employees by Salary, Race, and Gender - The Archer Group reviewed Orange County's current employee base to determine how well the County is administering compensation across gender and race. The study determined that the County has been administering its pay plan equitably.

Board of Commissioners' Action as to the Archer Study

Due to the financial restraints of the upcoming year, the Board approved maintaining the County's current salary schedule and the classification grades.

In addition, the Board approved:

1. **Adopting the updated Archer class specifications descriptions.** County employees, Department Directors and Human Resources have reviewed the job descriptions; the information in each document is current and can be maintained in the future.
2. **Reclassifications identified through the Archer study.** Over time, positions evolve to meet the current needs of the department. When this occurs, Staff reviews the employee's duties to determine the appropriate classification of the position. When the study warrants an adjustment to the classification, Staff initiates approval for a reclassification of the position. This process protects internal equity, by recognizing equal work or comparative work by classification grade and salary adjustments. During this classification study some positions were identified as working outside their present classification. In order to maintain our current internal equity, it is necessary to approve each position's new classification and provide the monetary adjustment outlined in the Personnel Ordinance Article 5, Section 9.0.
3. **The updated Orange County Classification List.** Personnel Ordinance Article 6, Section 5.0 states the BOCC adopts the position classification plan and

Archer Study - Continued

approves any amendment to: add or delete a class, change the title of an established class, or revise the salary grade of an established class. There is no cost associated with this action.

4. **Maintaining the current classification system by annually reviewing 1/3 of the County's job classifications and fund any adjustments from this annual study through upcoming budget processes.** In 2002 and 2007 the County contracted with an outside consultant to conduct a countywide study to review all position classifications. Due to financial pressures, the implementation of each of these studies was difficult. Staff proposes to move away from trying to fund large countywide implementation plans to providing funding each year to study a third of the County's classifications and other identified positions. This method allows for a continuous review of the County's classification system, and a funding process that is systematic and affordable.

Hiring Freeze Option

Background

As a possible cost savings measure, staff has examined the potential cost savings, operational process and impacts for a hiring freeze in FY 2009-10.

Freeze Elements

Listed below are elements that would be included in a hiring freeze whether for three months, six months, nine months or a full year.

- The freeze would be in effect from July 1, 2009 through June 30, 2010. It would apply to positions already vacant as of July 1, 2009 and positions that become vacant at any time during 2009-10. It would be a "rolling" freeze in that each vacancy would be held vacant for the freeze period set by the Board (whether nine months, twelve months, or other) and then could be filled.
- The freeze would apply to all vacant positions, whether they are funded from the County general fund (Fund "10") or funded from non-County sources.
- Positions would be designated as either "Critical" or "Non-Critical."
 - ✓ Openings in Critical positions would be exempt from the freeze and would be filled as soon as possible. Critical positions are those required to maintain essential services such as those related to public safety, health and protective services. This would include positions in those classifications designated as critical and other specific openings as designated by the Manager.
 - ✓ Openings in non-critical positions would be covered by the hiring freeze.
- Employment offers extended by the Human Resources Department (and Health and Social Services Department) prior to the freeze effective date would be honored.
- The cost savings (lapsed salaries and benefits) generated by the vacant position may not be used for temporary employment, overtime pay or other purpose.

Possible Cost Savings

Shown below are the estimated cost savings for the County General Fund from a hiring freeze of three months, six months, nine months or the full fiscal year.

Non-Critical Vacancies	Vacancies	Estimated Salary and Benefits Cost Savings			
		Three Months Freeze	Six Months Freeze	Nine Months Freeze	Full Year Freeze
As of 7/1/09	13	\$58,000	\$145,000	\$276,000	\$430,000
During 2009-10	12	\$140,000	\$245,000	\$315,000	\$350,000
Total	25	\$198,000	\$390,000	\$591,000	\$780,000

Hiring Freeze Option - Continued

The cost savings projection is based on a number of assumptions, including:

- The employee turnover rate in 2009-10 will be about the same as January through April for FY 2008-09 or about 5 percent (54 vacancies) and it will follow the same seasonal pattern.
- About 90 percent (48 vacancies) of the turnover will be in general fund positions.
- Critical openings will make up about 75 percent of the position vacancies (approx. 36 general fund vacancies) during 2009-10 that would not be frozen and about 12 non-critical vacancies that would be frozen, in addition to the position vacancies as of July 1, 2009.
- Average salary of the vacancies will be about \$36,000.
- The freeze will end effective July 1, 2010.

Freeze Impacts

Fiscal –

- Generates cost savings.
- Provides for cost savings that may be budgeted in the current fiscal year rather than accumulated as lapsed salaries and carried forward to the next fiscal year as an addition to fund balance.
- To the extent freeze cost savings are budgeted and used in the upcoming fiscal year (2009-10), lapsed salaries carried forward as fund balance to the next fiscal year (2010-11) are reduced. The County has a history in recent fiscal years of budgeting less than 100 percent of permanent personnel salary and/or cost savings from a hiring delay as follows:
 - In fiscal years 2007-08 and 2008-09, the County budgeted only 96 percent of permanent personnel salaries. This practice has reduced the lapsed salaries carried forward as fund balance.
 - In addition, the County budgeted cost savings from a 3-month hiring delay in fiscal years 2005-06, 2006-07 and 2008-09. This practice has also reduced the lapsed salaries carried forward as fund balance.

A 12-month hiring freeze will continue this effect, and more funds will need to be budgeted in future fiscal years to reinstitute the practice of budgeting for full salaries and contributing to a healthy fund balance.

Hiring Freeze Option - Continued

Operational –

- Work may not be accomplished because of lack of sufficient staff.
- Services impacted may be slower or less timely.
- Workload and service impacts will be unevenly distributed depending on where turnover occurs.
- Provides the opportunity to closely study vacant positions to determine the need for providing continued services in certain areas.
- Provides the opportunity for Departments to consider reorganizing service delivery to accomplish efficiencies.

Personnel –

- Additional stress and workloads may impact staff morale and possibly turnover.

Requires additional staff time to administer and requires tight control of temporary employment and overtime to assure the freeze savings are realized.

Board of Commissioners' Action as to Hiring Freeze

The Board approved a 12-month hiring freeze for non-critical vacant positions in FY 2009-10.

Retirement Incentives

Background

The Manager recommends offering retirement incentives to employees eligible to retire under the North Carolina Local Government Employees Retirement System (NCLGERS) as an option to reduce payroll costs. Savings will be generated as a result of the positions held by the retirees remaining vacant for six months or longer, and the salary of replacement employee(s) can be less than the retiree. Any retirement incentive must provide enough benefit to attract employees to retire, but not be so attractive as to offset the estimated savings or detrimentally affect the workforce by leading too many employees from a certain level or department to take the incentive. Federal legislation prohibits offering incentives based on age, race, or sex, among other prohibitions, but allows offering incentives based on eligibility for retirement.

A breakdown of eligible employees is shown below.

Total # of Eligible Employees	Eligible for Reduced Retirement	Eligible for Unreduced Retirement	Eligible for County-Paid Health Insurance
148	99	49	119

Immediate costs of incentives must be weighed against the short term and long term savings. Costs include the amount of any cash payment, payout of accrued vacation leave, health benefits to be paid to the retiree, loss of institutional knowledge and loss of personnel.

An incentive is available to employees for a specified timeframe, such as a two to three month period, in which employees must apply for retirement. Employees must also commit to retiring prior to a certain date (e.g., October 1, 2009).

Retirement Incentives Recommendation

Incentives may be paid to retirees based on a flat dollar amount (e.g., \$20,000), an amount per each year of service (e.g., \$500 per year) or a combination. Additional incentives may include payment of health insurance, dental insurance, and longevity.

The Manager recommends that employees who are eligible for either Unreduced or Reduced Retirement Benefits receive incentives as shown below:

All retirees will receive payment for accrued vacation, to a maximum of 240 hours, in accordance with current vacation payout policy. Additionally, employees may receive a full and/or prorated longevity payment.

Retirement Incentives - continued

NCLGERS Service Credit	# of Weeks Salary Paid as Incentive	Health Insurance
5-9 years	6 weeks	Eligible for Orange County health insurance as stated in the Personnel Ordinance, Article IV.
10-14 years	8 weeks	
15-19 years	10 weeks	
20-24 years	12 weeks	
25-29 years	14 weeks	
30 + years	16 weeks	

Examples of incentives packages are as follows:

- An Orange County employee of 20 years has 21.09 years of NCLGERS service credit. Her annual salary is \$32,676. She would receive 12 weeks of her annual salary for an incentive payment of \$7,541. In addition, she would receive payment for 240 hours of unused vacation time and a longevity payment of \$1,062. She would receive a total payment of \$12,373 upon separation and retiree health insurance coverage under the County Health Plan.
- An Orange County employee of 31 years has 31.29 years of NCLGERS service credit. Her annual salary is \$46,080. She would receive 16 weeks of her annual salary for an incentive payment of \$14,178. In addition, she would receive payment for 240 hours of unused vacation time and a longevity payment of \$2,074. She would receive a total payment of \$21,569 upon separation and retiree health insurance coverage under the County Health Plan.
- An Orange County employee of 10 years has 22.39 years of NCLGERS service credit. His annual salary is \$63,089. He would receive 12 weeks of his annual salary for an incentive payment of \$14,559. In addition, he would receive payment for 240 hours of unused vacation time and a longevity payment of \$946. He would receive a total payment of \$22,785 upon separation and retiree health insurance coverage under the County Health Plan.
- An Orange County employee of 29 years has 31.40 years of NCLGERS service credit. Her annual salary is \$91,014. She would receive 16 weeks of her annual salary for an incentive payment of \$28,004. In addition, she would receive payment for 240 hours of unused vacation time and a longevity payment of \$4,096. She would receive a total payment of \$42,808 upon separation and retiree health insurance coverage under the County Health Plan.

As reflected in the chart below, the estimated savings are based on 25 percent of eligible employees accepting the incentives package. This rate is comparable to that experienced by other NC jurisdictions that have offered retirement incentives in FY

Retirement Incentives - continued

2008-09. A number of assumptions have been made in estimating the net savings. A key factor to achieving or increasing the estimated savings will be taking the opportunity to study positions during the vacancy period and identify those that can be eliminated from future funding considerations.

	Total for All Potential Retirees	25% Acceptance Rate
Salaries and Benefits Costs	9,251,000	2,312,000
Retiree Health Insurance Costs (1 Year)	795,000	199,000
Incentive Payments	1,986,000	496,000
Vacation Leave Payouts	792,000	198,000
Longevity Payments	212,000	53,000
Cost of Filling Affected Positions for 6 Months	3,967,000	991,000
Net Savings	1,499,000	375,000

Board of Commissioners' Action as to Retirement Incentives

The Board approved retirement incentives to reduce payroll and benefits costs for a total of approximately \$375,000 in FY 2009-10.

Voluntary Unpaid Leave Program

Background

The County will implement a policy for granting and taking of time off without pay. The goal of this program is to reduce costs for the County while simultaneously offering employees a new option for taking leave. The program is intended to be temporary in nature and should only be implemented when the County is encountering a reduction in fiscal resources. The new leave will be defined as Voluntary Unpaid Leave. This policy offers employees the chance to work a reduced schedule or take additional time off without using other forms of leave without losing any benefits or full-time status. The Department Director will work with the employee to set their leave time to best fit their needs and ensure there is no lapse in service to the public. The County Manager reserves the right to extend or cancel this program should conditions warrant.

Voluntary Unpaid Leave Program Elements

- No form of salary compensation may be taken (i.e. vacation, sick, compensatory time). Holidays will be paid as usual.
- The County will continue all existing employer paid benefits (i.e. Health, life, Dental and mandated retirement benefits). All deductions previously paid by the employee shall continue to be taken out of the employee's check provided there are sufficient funds. In other cases it shall be the employee's responsibility to make arrangements to pay their portion of benefits or other payroll deductions. This includes but is not limited to health, dental, credit union and court ordered payments.
- There will be no loss of longevity with the County department or position. There is no break in service. Employees shall retain their anniversary date for in-range increases and shall be eligible to seek promotions while on unpaid leave.
- All benefits shall accrue as if the employee was working (i.e. vacation and sick leave).
- The requested unpaid leave days must be approved by the department director. The department director may approve or deny a request for unpaid leave after considering the needs of the department.
- Departments must manage unpaid leave days so they do not incur overtime pay or contract for services to cover for employee who are taking unpaid leave days.

Possible Cost Savings

Staff anticipates that cost savings attributed to offering permanent employees the option to take unpaid leave by reducing their workweek throughout all or a portion of the fiscal year or taking a voluntary unpaid leave of absence will yield approximately \$50,000 in FY 2009-10. Examples of possible cost savings are as follows:

Voluntary Unpaid Leave Program - Continued

- A Code Compliance Officer reduces his regular schedule to 4 days per week (8 hours per day) for 6 months. Savings achieved: \$5,800
- An Office Assistant II reduces her regular work schedule to 7 hours per day for FY 2009-10. Savings achieved: \$3,800
- An Environmental Health Specialist takes 2.5 months off in the summer to spend time with his children during their summer break. Savings achieved: \$8,300

Board of Commissioners' Action as to Voluntary Unpaid Leave

The Board approved the addition of a voluntary furlough program to the leave programs offered to permanent employees with the program elements of a voluntary unpaid leave program, as described above. Changes to the Personnel Ordinance were approved to implement the elements of this program in FY 2009-10.

Suspend County 401(k) Contributions

Background

In FY 1998-99, the Board of Commissioners' initiated a \$15 per pay period (\$390 annually) supplemental retirement 401(k) plan contribution for each permanent employee who is not a sworn law enforcement officer. For each law enforcement officer, the County makes the five percent of salary 401(k) plan contribution required by State law. In 2007-08, the Board increased the County contribution to \$27.50 per pay period (\$715 annually). This is the current contribution.

Year	History of County 401(k) Contribution	
	Per Pay Period	Annually
1998-99	\$15.00	\$390
2001-02	\$20.00	\$520
2005-06	\$25.00	\$650
2007-08	\$27.50	\$715

Employee Participation

One of the Board's objectives in initiating an employer 401(k) plan contribution was to encourage each employee to make a voluntary contribution to build his or her retirement security. The Board's action has been successful in encouraging employees' voluntary contributions.

Currently, about 507 or about 65 percent of general County (non-law enforcement) employees make a voluntary 401(k) plan contribution. This compares to about 30 percent of general County employees who made such a contribution prior to the Board initiating the County 401(k) plan contribution in July 1999.

401(k) Recommendation

The recommendation to suspend the County 401(k) contribution for one fiscal year is made with the assumption that the Board will consider reinstating this benefit in FY 2010-11. Suspending the County 401(k) contribution, even for one year, will have an adverse effect on non-law enforcement employees' ability to build his or her retirement security.

Staff anticipates that cost savings created by suspending County contributions into non-law enforcement employee 401(k) accounts in FY 2009-10 will be approximately \$500,000. Each law enforcement officer will continue to receive the five percent of salary 401(k) plan contribution required by State law. Each County employee will continue to have the option of making a voluntary contribution to his or her 401(k) account.

401(k) - Continued

Board of Commissioners' Action as to County 401(k) Contributions

The Board approved suspending the County contribution to the 401(k) for non-law enforcement employees in FY 2009-10.

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 Aa1 (Moody's) and AA+ (Standard & Poor's).

Arbitrage Rebate and Secondary Market Disclosure Requirements

20. The County will comply with all arbitrage rebate requirements as established by the Internal Revenue Service and all secondary market disclosure requirements established by the Securities and Exchange Commission.
21. Arbitrage will be calculated at the end of each fiscal year and interest earned on investment of bond or installment purchase proceeds will be reserved to any penalties due.

Enterprise Funds

22. For any Enterprise Fund that is supporting debt, an annual rate study will be performed to ensure that fees or rates are sufficient to meet the debt service requirements.

Capital Reserve Funds

23. The County will create and maintain capital reserve funds as appropriate, such as for school and county projects.
24. The Capital Reserves will be funded from unallocated ½ cent sales tax revenues and/or any other revenue source that the County Commissioners may choose.
25. Funds accumulated in the Capital Reserve Funds will be used on a pay-as-you-go basis to finance renovations and repairs to existing buildings and the purchase of major equipment. The Board may also choose to fund other pay-as-you-go initiatives from Reserve Funds.

10-Year Capital Investment Plan (CIP)

26. The County will adopt a ten-year CIP annually.
27. This Debt Management Policy will be incorporated into the CIP.
28. The County will strive to include plans for debt issuance within the CIP.

Orange County Board of Commissioners
Approved
Capital Funding Policy

Preamble

This capital funding policy is the product of extensive analysis and deliberation. The intent of this policy is to reflect greater priority than there has been historically on providing funding for County projects, with particular emphasis directed at enhanced upkeep of existing County facilities. The policy reflects the implementation of the Board of Commissioners' resolution of November 16, 2004 that the Board *"does hereby adopt in principle a policy of allocating a target of 60 percent of capital expenditures for school projects and 40 percent of capital expenditures for county projects over the decade beginning in calendar year 2005"*. This policy continues the County's principle and historical practice of funding all School and County related debt service obligations before allocating any other School or County capital funds for other purposes.

Long Range Capital Investment Plan

During October of each fiscal year, the County Manager shall present, to the Board, ten-year County and School capital needs and funding plans in the form of a Capital Investment Plan. Each year, the Board of Commissioners shall conduct a public hearing on the Manager's Recommended CIP during November and subsequently adopt a ten-year Capital Investment Plan (CIP).

The first year of the adopted ten-year Capital Investment Plan shall become the basis for the annual capital budget and incorporated into the next annual operating budget recommended by the County Manager.

County and School recurring capital needs will be identified and reviewed during each annual operating budget cycle, and recurring capital appropriations will be approved by the Board of Commissioners as an element of each annual Orange County Budget Ordinance.

The ten-year plan for long-range capital funding shall include:

- Anticipated County capital expenditures costing \$25,000 or more (excluding equipment)
- Anticipated school capital expenditures costing \$50,000 or more (excluding equipment)
- Equipment costing \$5,000 or more

Sources of Funds

The County will allocate the following sources of funds for County and School debt service and long-range and recurring capital:

- All proceeds from the Article 40 and Article 42 half-cent sales taxes.

(The North Carolina General Statutes require that 30 percent of the Article 40 (NCGS§105-487(a)) and 60 percent of the Article 42 (NCGS§105-502(a)) sales tax revenue be earmarked for public school capital outlay as defined in NCGS§105-426(f) or to retire any indebtedness incurred by the county for these purposes)

- School Construction Impact Fees for each school system.
- Public School Building Capital Fund monies
- Property tax revenue sufficient to pay all debt service on remaining 1988, 1992, 1997, or 2001 bonds, or refinancings thereof, as well as alternative financing programmed in the debt issuance schedule approved by the Board on May 5, 2004 and any subsequent updates to that schedule as the Board may approve.
- It is the intent of the Board of County Commissioners to dedicate the equivalent of four cents on the annual ad valorem property tax to funding recurring capital expenditures for schools (three cents) and county (1 cent). However, there will be times when the County will be bound fiscally and unable to achieve full funding. During those times, Commissioners may find it necessary to depart from the Policy. During the 2008-18 Capital Investment Plan development process, the Board will consider a timetable for phasing in the additional two-cents necessary to fully the recurring capital component of this policy.

(This 4-cent rate may, but need not, be adjusted with each quadrennial revaluation to a "revenue neutral" earmarking)

- Beginning in fiscal year 2007-08, the County will budget NC Education Lottery proceeds "in arrears" – meaning that funds will be budgeted in the year after the State distributes them. For example, lottery proceeds distributed to the County during the upcoming 2007-08 fiscal year would be budgeted the following fiscal year, 2008-09.

Debt Service

All County and School related debt service obligations would be funded prior to allocation of programmed funding for any other capital purposes.

All proceeds from annual allocations of North Carolina Public School Building Capital Funds will be earmarked explicitly to pay for eligible school debt service.

Orange County Schools' impact fees will be earmarked explicitly to pay for debt service on projects that involved the construction of new school space in the Orange County Schools system. Chapel Hill-Carrboro City Schools' impact fees will be earmarked explicitly to pay for debt service on projects that involved the construction of new school space in the Chapel Hill-Carrboro City Schools system.

NC Education Lottery Proceeds

Beginning in fiscal year 2008-09, each school district will have the option to dedicate its share of the annual NC Education Lottery monies either (1) to repay debt service for debt issued after fiscal year 2006-07 to address school facility renovation needs or (2) as an additional revenue to the districts pay-as-you-go funding to address school facility renovation needs. If either district chooses to dedicate Lottery proceeds to repay debt service, Lottery proceeds, sufficient to cover annual debt payments for principal and interest, will be dedicated for the life of the financing.

Beginning in fiscal year 2008-09, during the first quarter of each year, County staff will request, from the State, the amount of monies accumulated in the Lottery fund for both school districts with the intent of expending those funds during the fiscal year for either debt service payments or individual School capital projects as identified by each districts during their annual update of their ten-year capital plan.

Allocation

With the exception of the revenues earmarked for School and County recurring capital and the Construction Management function, the net proceeds of all programmed revenue sources after debt service obligations have been satisfied will be allocated on the basis of 60% to schools and 40% to the County.

Capital funding for each ten-year capital planning period will be allocated between the two school systems based on certified student membership as of November 15 each year.

Capital Project Ordinances – Form and Purpose

All funds allocated to capital projects are to be accounted for in a Capital Project Fund as authorized by a Board of County Commissioner approved Capital Project Ordinance. The Capital Project Ordinance will include a detailed break down of each major cost category related to the project.

In accordance with the Board of County Commissioners November 2000 adopted "*Policy on Planning and Funding School Capital Projects*", whenever School capital project bids are either higher or lower than originally projected, or any other factor affecting the project budget occurs, the affected school system is expected to work with County Management and Budget staff to present revised capital project ordinances for adoption by the Board of Commissioners. The same expectations shall be applicable for changes to County Capital project budgets.

Community Use of Schools

It is the intent of the Board of County Commissioners to evaluate each new proposed school in both School Districts for joint community use opportunities, including, but not limited to, park and recreation use.

Recurring Capital

As outlined in the "Sources of Funds" section of this policy, recurring capital funding for the Schools and County will be based on the estimated proceeds of 4 cents on the annual General Fund property tax rate. The proceeds from 3 cents will be earmarked for schools, with funds allocated to each school system for the next fiscal year based on each system's respective share of the student membership as of November 15 immediately preceding the next fiscal year. Proceeds from 1 cent on the tax rate will be earmarked for County recurring capital needs.

With regard to County Equipment and Vehicle acquisitions accomplished using third party financing, the Board of County Commissioners will determine the source of funding to

repay the associated debt service at the point that the Board approves the financing arrangement.

Construction Management Function

Beginning with the 2005-06 fiscal year, the Board of Commissioners will appropriate funding to establish a Construction Management function to oversee County and School capital projects. In fiscal years 2005-06 through 2007-08, \$100,000 will be allocated annually to fund this function. The source of funding for the Construction Management function will be split on a 60/40 basis with each school district sharing the schools portion of funding (60%) in accordance with certified student membership as of November 15 each year. Each entity's share of this function will be deducted from its share of long-range capital funding prior to allocating capital funds.

Schools Adequate Public Facilities Ordinance

Orange County's Schools Adequate Public Facilities Ordinance (SAPFO) and Memoranda of Understanding (MOUs) between the County and its municipal and school partners establish the machinery to assure that, to the extent possible, new development will take place only when there are adequate public school facilities available, or planned, which will accommodate such new development. The Board of County Commissioners is committed to the principle that new school space documented as needed through the annual SAPFO technical review process will be reflected in the next adopted CIP, and will be funded so as to be constructed to be available before the relevant level of service threshold is exceeded.

Rescission

This policy rescinds the Orange County Board of Commissioners Capital Funding Policy, as originally approved on December 7, 1996 and as amended on February 3, 1998 and June 23, 2005.

Approved April 24, 2007.

Budget Administration

As required by the North Carolina Budget and Fiscal control Act the County adopts an annual budget ordinance for all funds except those authorized by project ordinance. Orange County governmental funds budgeted under project ordinances include Grant Projects Fund, Community Development Fund, Housing (Section 8) Fund, County Capital Projects Fund, and School Capital Projects Fund.

Amending the Budget

Appropriations to the various funds are formally budgeted on a functional basis. The County Manager is authorized to approve appropriation transfers *within* all functions except the Contingency account, which is included in the Miscellaneous function. Revisions that alter the total expenditures of any functional category or fund, including amendments to capital project ordinances and receipt or reduction of grant or new funds, must be approved by the Board of County Commissioners. In addition, appropriations from the Contingency account must be approved by the Board.

Encumbrances

Operating funds encumbered by the County as of June 30 of the fiscal year are reappropriated through the County's annual budget ordinance (Section 10).

Line Item (Object Code) Transfers

Inter-departmental line item transfer requests are processed in the Budget and Finance Offices. Normal operating category allocations may be freely transferred within a department's line items. Other operating monies, such as internal service charges for motor pool, telephone, and duplicating, cannot be transferred. Use of unspent personnel services monies are approved on a case by case basis. Additions to capital outlay must be approved by the County Manager or Assistant County Manager. In addition, line item transfers exceeding \$25,000 and transfers between departments, within a function, are to be reviewed by the County Manager's Office.

Purchase Orders

Requests for purchase orders originate at the department level for all purchases exceeding \$100. Purchase orders are pre-audited by the Finance Director and approved and issued by the Purchasing and Central Services Department. For items costing \$100 or less, payment requests are issued by each department.

Capital Outlay

All items exceeding \$250 are considered capital outlay items and are approved by the County Manager before purchase. The Budget Office maintains a listing of approved capital outlay and notifies the Purchasing Department of any changes/deletions to this list. Requests for computer equipment are approved by the Information Services Department.

Position Control

The Budget Office maintains a listing of approved permanent positions. The position count is maintained in full time equivalents (FTE). The County Manager approves temporary increases in the full time equivalent for up to one year assignments. Temporary part time positions that work less than 15 hours per week may be authorized by the department head. All increases in full time equivalents for positions greater than 20 hours per week must be approved by the Board of County Commissioners.

**Fiscal Year 2009-10
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, 2009 and ending June 30, 2010, the same being adopted by fund and activity, within each fund, according to the following summary:

Fund	Current Revenue	Interfund Transfer	Fund Balance Appropriated	Total Appropriation
General Fund	\$175,589,039	\$2,000,000	\$0	\$177,589,039
Emergency Telephone Fund	\$501,227	\$0	\$0	\$501,227
Fire Districts Fund	\$3,139,248	\$0	\$6,000	\$3,145,248
Section 8 (Housing) Fund	\$4,273,509	\$81,511	\$0	\$4,355,020
Community Development Fund	\$924,094	\$197,645	\$0	\$1,121,739
Efland Sewer Operating Fund	\$93,000	\$119,900	\$0	\$212,900
Revaluation Fund	\$0	\$101,000	\$65,289	\$166,289
Visitors Bureau Fund	\$941,691	\$0	\$0	\$941,691
School Construction Impact Fees Fund	\$1,800,000	\$0	\$0	\$1,800,000
Solid Waste/Landfill Operations Enterprise Fund	\$8,370,145	\$0	\$745,952	\$9,116,097
SportsPlex Enterprise Fund	\$2,305,735	\$775,000	\$0	\$3,080,735

Section II. Appropriations

That for said fiscal year, there is hereby appropriated out the following:

Function	Appropriation
General Fund	
Governing and Management	\$8,682,901
General Services	\$13,222,124
Community and Environment	\$4,077,780
Human Services	\$33,414,481
Public Safety	\$16,956,475
Culture and Recreation	\$4,160,533
Education	\$63,048,729
Debt Service	\$25,730,218
Transfers to Other Funds	\$8,295,798
<i>Total General Fund</i>	<i>\$177,589,039</i>
Emergency Telephone System Fund	
Public Safety	\$501,227
<i>Total Emergency Telephone System Fund</i>	<i>\$501,227</i>
Fire Districts	
Cedar Grove	\$171,674
Chapel Hill	\$894
Damascus	\$45,564
Eland	\$303,230
Eno	\$410,740
Little River	\$166,939
New Hope	\$320,467
Orange Grove	\$271,845
Orange Rural	\$637,888
South Orange	\$427,517
Southern Triangle	\$166,109
White Cross	\$222,381
<i>Total Fire Districts Fund</i>	<i>\$3,145,248</i>
Section 8 (Housing) Fund	
Human Services	\$4,355,020
<i>Total Section 8 Fund</i>	<i>\$4,355,020</i>
Community Development Fund (Affordable Housing Program)	
Human Services	\$172,375
<i>Total Community Development Fund (Affordable Housing Program)</i>	<i>\$172,375</i>
Community Development Fund (HOME Program)	
Human Services	\$949,364
<i>Total Community Development Fund</i>	<i>\$949,364</i>
Eland Sewer Operating Fund	
General Services	\$212,900
<i>Total Eland Sewer Operating Fund</i>	<i>\$212,900</i>
Revaluation Fund	
General Services	\$166,289
<i>Total Revaluation Fund</i>	<i>\$166,289</i>
Visitors Bureau Fund	
Community and Environment	\$941,691
<i>Total Visitors Bureau Fund</i>	<i>\$941,691</i>
School Construction Impact Fees	
Transfers to Other Funds	\$1,800,000
<i>Total School Construction Impact Fees Fund</i>	<i>\$1,800,000</i>
Solid Waste/Landfill Operations Enterprise Fund	
Solid Waste/Landfill Operations	\$9,116,097
<i>Total Solid Waste/Landfill Operations</i>	<i>\$9,116,097</i>
SportsPlex Enterprise Fund	
Culture and Recreation	\$3,080,735
<i>Total SportsPlex Enterprise Fund</i>	<i>\$3,080,735</i>

Section III. Revenues

The following fund revenues are estimated to be available during the fiscal year beginning July 1, 2009 and ending June 30, 2010, to meet the foregoing appropriations:

Function	Appropriation
General Fund	
Property Tax	\$130,571,195
Sales Tax	\$16,873,405
Licenses & Permits	\$288,000
Intergovernmental	\$16,724,924
Charges for Services	\$9,698,897
Investment Earnings	\$670,000
Miscellaneous	\$762,618
Transfers from Other Funds	\$2,000,000
Appropriated Fund Balance	\$0
<i>Total General Fund</i>	<i>\$177,589,039</i>
Emergency Telephone System Fund	
Charges for Services	\$501,227
Appropriated Fund Balance	\$0
<i>Total Emergency Telephone System Fund</i>	<i>\$501,227</i>
Fire Districts	
Property Tax	\$3,136,319
Investment Earnings	\$2,929
Appropriated Fund Balance	\$6,000
<i>Total Fire Districts Fund</i>	<i>\$3,145,248</i>
Section 8 (Housing) Fund	
Intergovernmental	\$4,273,509
Transfer from General Fund	\$81,511
<i>Total Section 8 Fund</i>	<i>\$4,355,020</i>
Community Development Fund (Affordable Housing Program)	
Intergovernmental	\$40,728
Transfers from General Fund	\$131,647
<i>Total Community Development Fund (Impact Fee Reimbursement Program)</i>	<i>\$172,375</i>
Community Development Fund (HOME Program)	
Intergovernmental	\$883,366
Transfers from General Fund	\$65,998
<i>Total Community Development Fund (HOME Program)</i>	<i>\$949,364</i>
Efland Sewer Operating Fund	
Charges for Services	\$93,000
Transfers from General Fund	\$119,900
<i>Total Efland Sewer Operating Fund</i>	<i>\$212,900</i>
Revaluation Fund	
Transfer from General Fund	\$101,000
Appropriated Fund Balance	\$65,289
<i>Total Revaluation Fund</i>	<i>\$166,289</i>
Visitors Bureau Fund	
Occupancy Tax	\$799,691
Sales & Fees	\$2,000
Intergovernmental	\$130,000
Investment Earnings	\$10,000
Appropriated Fund Balance	\$0
<i>Total Visitors Bureau Fund</i>	<i>\$941,691</i>
School Construction Impact Fees Fund	
Impact Fees	\$1,800,000
<i>Total School Construction Impact Fees Fund</i>	<i>\$1,800,000</i>
Solid Waste/Landfill Operations Enterprise Fund	
Sales & Fees	\$7,648,644
Intergovernmental	\$549,501
Miscellaneous	\$2,000
Licenses & Permits	\$45,000
Interest on Investments	\$125,000
Transfers from Other Funds	\$0
Appropriated Reserves	\$745,952
<i>Total Solid Waste/Landfill Operations</i>	<i>\$9,116,097</i>
SportsPlex Enterprise Fund	
Charges for Services	\$2,305,735
Transfers from General Fund	\$775,000
<i>Total SportsPlex Enterprise Fund</i>	<i>\$3,080,735</i>

Section IV. Tax Rate Levy

There is hereby levied for the fiscal year 2009-10 a general county-wide tax rate of 85.8 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	6.36
Chapel Hill	2.16
Damascus	5.00
Efland	4.66
Eno	5.99
Little River	4.06
New Hope	5.70
Orange Grove	3.58
Orange Rural	5.36
South Orange	7.85
Southern Triangle	5.00
White Cross	6.00
Chapel Hill-Carrboro School District	18.84

Section V. General Fund Appropriations for Local School Districts

The following FY 2009-10 General Fund Appropriations for Chapel Hill Carrboro City Schools and Orange County Schools are approved:

- a) Current Expense appropriation for local school districts totals \$58,508,208, and equates to a per pupil allocation of \$3,096.
 - (1) The Current Expense appropriation to the Chapel Hill-Carrboro City Schools is \$36,303,696.
 - (2) The Current Expense appropriation to the Orange County Schools is \$22,204,512.
- b) Recurring Capital appropriation for local school districts totals \$3,000,000
 - (1) The Recurring Capital appropriation to the Chapel Hill Carrboro City Schools totals \$1,861,467
 - (2) The Recurring Capital appropriation to the Orange County Schools totals \$1,138,533
- c) Long-Range (Pay-As-You-Go) Capital appropriation for local school districts totals \$4,311,827
 - (1) The Long-Range (Pay-As-You-Go) Capital appropriation to the Chapel Hill Carrboro City Schools totals \$2,664,709
 - (2) The Long-Range (Pay-As-You-Go) Capital appropriation to the Orange County Schools totals \$1,647,118
- d) School Related Debt Service for local school districts totals \$18,616,833
- e) Fair Funding appropriation for local school districts totals \$988,000. This appropriation is to be split 50/50 between Chapel Hill Carrboro City Schools and Orange County Schools.

- f) Additional County funding for local school districts totals \$1,689,732
- (1) School Health Nurses – Total appropriation of \$617,732 with \$430,354 allocated for Chapel Hill Carrboro City Schools and \$187,378 allocated for Orange County Schools
 - (2) School Social Workers – Total appropriation of \$572,000 allocated in the Department of Social Services to provide School Social Workers to Orange County Schools
 - (3) School Resource Officers – Total appropriation of \$500,000 allocated in the Sheriff's Department to provide School Resource Officers to Orange County Schools

Section VI. 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 VII. 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 VIII. 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 2009-10, the approved budget does not include any cost of living increase, any in-range salary increase and/or any other general increase granted to permanent County 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 IX. 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 X. 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 2009-10 are \$394,631 and projected expense for claims and administration for 2009-10 is \$439,335. An allocation of \$44,704 will be made from reserves in the fund to balance.

Section XI. Encumbrances

Operating funds encumbered by the County as of June 30, 2009 are hereby re-appropriated to this budget.

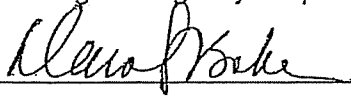
Section XII. Contractual Obligations

The County Manager is hereby authorized to execute contractual documents under the following conditions:

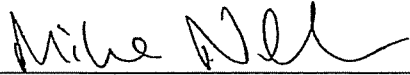
- 1) The Manager may execute contracts for construction or repair projects which do not require formal competitive bid procedures and for which the amount to be expended does not exceed \$25,000.
- 2) The Manager may execute contracts for general and/or professional services which are within budgeted departmental appropriations, for purchases of apparatus supplies and materials or equipment which are within the budgeted departmental appropriations, and for leases of personal property for a duration of one year or less and within budgeted departmental appropriations for which the amount to be expended does not exceed \$25,000.

- 3) Contracts executed by the Manager shall be pre-audited by the Finance Officer and reviewed by the County Attorney to ensure compliance in form and sufficiency with North Carolina law.

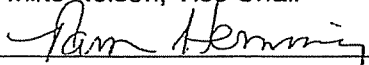
This budget being duly adopted this 16th day of June 2009.



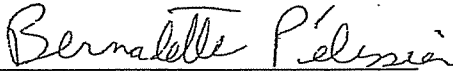
Donna Baker, Clerk to the Board



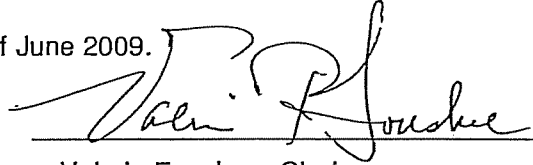
Mike Nelson, Vice Chair



Pam Hemminger



Bernadette Pelissier



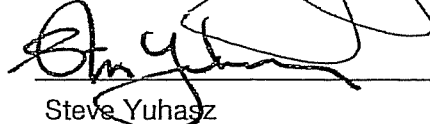
Valerie Foushee, Chair



Alice Gordon



Barry Jacobs



Steve Yuhasz

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 (2007)		
White	91,587	75%
African American	15,875	13%
Hispanic	7,320	6%
Asian	6,716	5%
Other	619	1%
Total	122,117	100%

Income (2007)	
Median Household Income	48,926
Percentage of Population below Poverty Level	15%

Age of Population (2007)	
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 (2007)	
(persons 25 yrs and older)	
Less than High School Graduate	11%
High School Graduate	18%
Some College, No Degree	11%
Associate Degree	6%
Bachelors Degree	25%
Graduate of Professional Degree	29%

School Facilities (2008)	
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	51.7%	Farming, Forestry & Fishing	0.4%
Service	14.7%	Construction, extraction and maintenance	7.4%
Sales	21.1%	Production, transportation, material moving	5.3%

Source:

U.S. Census Bureau-2006 Demographics and Housing Estimates
Orange County Planning Department

Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	Last Revision
Orange Public Transportation				
	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
Department on Aging				
Senior Programs	Classes	Instructor Cost + 10-15% Admin		Ongoing
	Senior Games	\$6.00 per participant		2007
	Other Programs	5% Recovery Rate		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
Board of Elections				
Filing Fees	State & County Offices	1% of Annual Salary		Mandated #
	Municipal Offices	CH - \$5.00 Mayor and Council		1980
		Car - \$15.00 Mayor \$10.00 Co.		1980
		Hills - \$10.00 Mayor and Council		1980
Municipal Elections	Precinct Officials	CH 50% and Car 50% of Cost		1980
		Hills - 100% of Cost		1980
	Ballots	All municipalities 100% of Cost		1980
	Advertisements	All municipalities 100% of Cost		1980
Other Charges ****	Computer print-outs	\$25.00 flat fee	\$10 per page	2009
	Special Select	\$10.00	\$10 per page	2009
	One-Precinct	\$1.00	\$10 per page	2009
	Computer labels	\$25.00 flat fee/cost of labels >15,000 labels; .20 per page of 30 (\$20.00 Deposit)	\$30 per page	2009
	Computer Tapes/CD's	\$25.00 per tape/existing; \$1.00 per CD	\$10.00 per CD	2009
	Specialized Programming	\$25.00 per tape	\$10.00 per CD	2009

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	Last Revision
<i>Recreation and Parks</i>				
Athletics	Youth Athletics	75% Recovery Rate	100 % Recovery Rate	2009
	Adult Athletics	100% Recovery Rate		2009
General Programs	Youth/Teen Programs	75% Recovery Rate	100% Recovery Rate	2009
	Summer Camp	75% Recovery Rate		2005
	Senior Games	Moved to Dept on Aging		2007
	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	Varies	2009
	Afterschool Program	Program eliminated		2007
Facility Rentals	Gyms - Group Rentals	\$36/hr whole gym; \$26/hr half gym	Gov't/School/Non-Profit: \$25/hr half gym; \$35/hr whole gym Profit/Private: \$35/hr half gym; \$45/hr whole gym	2009
	Gyms- Open play individuals	N/a, see fees above	\$25 annual Facility Use pass; Move to "General Programs" section	2009
	Meeting Rms/Rec Centers	\$30.00 per hour	\$25/hr - \$35/hr	2009
	Ballfields for tournaments	\$100/field/day; \$20/field/hr lights plus costs	Delete category. Hourly fees apply	2009
	Athletic Fields	\$20/hr (no lights)	\$25/hr- \$45/hr	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	\$30 per group of 6-30.	2009
Equipment Rentals	Recreational equipment	varies		

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	Last Revision
Land Records	Fax	\$1.00 per page		1994
	GIS Property Map - 8 1/2 x 11	\$3.00; additional copy \$2.00		1994
	GIS Ortho - Property Map - 8 1/2 x 11	\$5.00; additional copy \$3.00		1994
	GIS Property Map - 11 x 17 (B-size)	\$5.00		1994
	GIS Ortho - Property Map - 11 x 17 (B-size)	\$10.00		1994
	GIS Property Map - 17 x 22 (C-size)	\$10.00		1994
	GIS Ortho - Property Map - 17 x 22 (C-size)	\$20.00		1994
	GIS Property Map - 22 x 34 (D-size)	\$15.00		1994
	GIS Ortho - Property Map - 22 x 34 (D-size)	\$25.00		1994
	GIS Property Map - 34 x 44 (E-size)	\$25.00		1994
	GIS Ortho - Property Map - 34 x 44 (E-size)	\$35.00		1994
	Custom GIS Map E-size (Original Inventory)	\$30.00		1994
	Custom GIS Map E-size (Original)	\$30.00 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
Library	Fines - overdue children's books	5 cents per day (\$5.00 maximum)		1997
	Fines - overdue adult books	10 cents per day (\$5.00 maximum)		1997
	Fines - overdue Videos	\$1.00 per day (\$5.00 maximum)		early 1980s
	Photocopies	10 cents per page		early 1980s
	Microfilm copies	10 cents per page		early 1980s
	Fax	\$1.00 per page to send		1989
		50 cents per page to receive		1989
	Printouts (from internet)	10 cents per page		1997
	Inter-library Loan	n/a	\$1 per book	2009
Register of Deeds	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 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	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
Planning				
Current Planning fees	Comprehensive Plan Amendment			
	Text Change	\$500		2001
	Land Use Change	\$500 + \$50/acre		2001
	Ordinance Amendments	\$350.00		2001
	Zoning Amendments			
	Text Change	\$350.00		2001
	Map Amendment:			
	Rezone to Residential	\$500 +		2001
	-not including affordable housing	\$50/acre		2001
	-including affordable housing	\$25/acre		2001
	Rezone to Nonresidential	\$2000 +		2001
	-Single tract	\$100/acre		2001
	-Multiple tracts	\$50/acre		2001
	Rezone to Planned Development	\$1000 +		2001
	-not including affordable housing	\$50/acre		2001
	-including affordable housing	\$25/acre		2001
	Special Use			
	Class A	\$1000 + \$10/acre		2001
	Class B	\$500 + \$5/acre		2001

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	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 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	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%		
	Effected parties research/public notice	\$100 + \$5/person		
	Hire outside consultants	Cost + 15%		
	Zoning Ordinance	\$12.00		2001
	Zoning Maps	\$2.00		2001
Public Information fees	Subdivision Regulations	\$5.00		1989
	EDD Design guidelines	\$12.00		1989
	Land Use Plan	\$10.00		1989
	Joint Planning Land Use Plan	\$4.00		1989
	Land Use Plan Map	\$1.00		1989
	Airport Study	\$5.00		1989
	Water Resources Task Force	\$4.25		1989
	Agricultural Task Force Report	No Charge		1989
	Floodplains Protection Ordin.	No Charge		1989
	Street Study	No Charge		1989
	Road Map	\$2.00		1989
	Road Map (large)	\$6.00		1989
	Aerial Photos	\$1.00		1989
	Topo Maps	\$1.50		1989
	Other Maps	\$1.00		1989
	Inventory of Sites	\$3.50		1989
	Inventory of Natural/wildlife etc	\$10.00		1989
	Copies	25 cents		1989
	Master Recreation/Parks Plan	\$10.00		1989
	New Hope Corridor Plan	\$4.00		1996
	Historic Preservation Element	\$10.00		1996
	Flexible Development Standards	\$5.00		1996

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	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

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	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		2006
		(Additional 11% Town of Hillsborough)		2006
	Commercial Renovations and Alterations	Building \$110 + .275 per sf; Electrical \$55.00; Plumbing \$55.00; Mechanical \$55.00		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

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	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

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee		Approved Fee Change for FY 2009-10 ⁽¹⁾	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				
	6 and 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 addtl 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

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	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

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	Last Revision
Emergency Management				
Emergency Medical	Emergency Response			
	Basis Life Support (Non-Emergency)	\$300.00		2005
	Basis Life Support (Emergency)	\$350.00		2005
	Advanced Life Support-1 (Non-Emergency)	\$400.00		2005
	Advanced Life Support-1 (Emergency)	\$450.00		2005
	Advanced Life Support -1 (Non-Transport)	\$150.00		2005
	Advanced Life Support -2 (Emergency)	\$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

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	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>Esland Sewer</i>	Tap Fees	\$1,000 per acre + \$600 per tap + cost of installing service(to county).		2002
	Use Fees	\$15.20 1st 3000 gals; \$4.50 ea./additional 1000 gals.	***\$7.25 Base Charge; \$6.30 per 1000 gals. (or any portion thereof)	2009
<i>Animal Services</i>				
Animal Control	<i>Civil Penalties/Fines</i>			
	failure to vaccinate	\$200.00		2008
	failure to license	\$200.00		2008
	public nuisance violations	\$50,100,200,300,400.00		2008
	mistreatment	\$200.00		2008
	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
	Out of County Animal Surrender Fee*	n/a	\$50.00	2009
	Elective Microchip Fee**	n/a	\$25.00 per microchip	2009

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	Last Revision
<i>Health Department</i>				
Environmental Health	<i>Soil Analysis/Improvement Permit</i>			
	Single Family Units <601 Gallons per day. Less than 2 acres	\$350.00		2006
	Single Family >600 Gallons per day	\$350 + \$75 per 600 GPD or fraction of additional WW flow>600 GPD		2006
	Non-Domestic WW	Fee increases by 50% over the total permit fee of a comparably sized domestic WW system		2006
	<i>Authorization to Construct 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
	Mobile Home Park			
	1 to 25 spaces	\$125.00		2006
	26 to 50 spaces	\$175.00		2006
	51 and over spaces	\$225.00		2006
	MH Space Reinspection	\$75.00		2006
	Septic Tank Manufacturer Yard Inspection	\$100.00		2006
	Septic Tank Contractor Registration Fee - New Contractor (One-time fee)	\$200.00		2006
	Septic Tank Contractor Fee - Annual Renewal	\$25.00		2006
	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 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	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	\$50.00	\$66.00	2009
	Periodic Oral Evaluation	\$42.00	\$44.00	2009
	Limited Oral Evaluation	\$42.00	\$52.00	2009
	Re-evaluation-limited, problem	\$28.00	\$30.00	2009
	Consultation	\$52.00	\$54.00	2009
	Panoramic Film	\$67.00	\$86.00	2009
	BWX 1 Film	\$27.00	\$28.00	2009
	BWX 2 Films	\$28.00	\$30.00	2009
	Bitewings - thre films	\$31.00	\$36.00	2009
	BWX 4 Films	\$38.00	\$46.00	2009
	1st Intraoral PA Film	\$26.00	\$27.00	2009
	Additional PA Film	\$24.00	\$25.00	2009
	Intraoral Occlusal Film	\$27.00	\$28.00	2009
	Full Mouth Series w BWX	\$84.00	\$96.00	2009
	Prophy/Child under age 13	\$43.00	\$45.00	2009
	Prophy/Adult age 13 and up	\$62.00	\$64.00	2009
	Fluoride Varnish (age 13&under)	\$30.00	\$31.00	2009
	Fluoride Varnish (age 13-20)	\$30.00	\$31.00	2009
	Topical Fluoride Varnish;Therapeutic application for moderate to high caries risk	\$29.00	\$30.00	2009
	Sealant/NEWLY ERUPTED TEETH	\$35.00	\$43.00	2009
	Scale/Root Planing 1-3 teeth p/q	\$99.00	\$103.00	2009
	Scale Root Planing 4> teeth p/q	\$105.00	\$111.00	2009
	Full mouth Debridement	\$90.00	\$101.00	2009
	Periodontal Maintenance	\$78.00	\$81.00	2009

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Orange County Approved Fee Schedule - FY 2009-10

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Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	Last Revision
	Amal One Surface Prim/ Perm	\$78.00	\$89.00	2009
	Amal Two Surface Prim/ Perm	\$89.00	\$113.00	2009
	Amal Three Surface Prim/Perm	\$113.00	\$137.00	2009
	Amal Four Surface Prim/Perm	\$127.00	\$156.00	2009
	Resin One Surface Anterior	\$72.00	\$94.00	2009
	Resin Two Surface Anterior	\$92.00	\$118.00	2009
	Resin Three Surface Anterior	\$113.00	\$141.00	2009
	Resin Four Surface Anterior	\$130.00	\$164.00	2009
	Resin Comp. Crown Ant. Prim	\$164.00	\$185.00	2009
	Resin Comp. 1sur.Post-Prim/Perm	\$88.00	\$115.00	2009
	Resin Comp. 2sur.Post-Prim/Perm	\$129.00	\$157.00	2009
	Resin Comp. 3sur.Posterior Perm	\$165.00	\$207.00	2009
	Resin Comp.4+sur.Posterior Perm	\$203.00	\$242.00	2009
	Application of Desensitizing Medicament	\$26.00	\$37.00	2009
	Application of Desensitizing Resin for cervical and/or root surface per tooth	\$26.00	\$52.00	2009
	Pulpotomy	\$101.00	\$119.00	2009
	SSC Primary Tooth	\$160.00	\$201.00	2009
	SSC Permanent Tooth	\$190.00	\$229.00	2009
	Prebaccrated Resin Crown	\$201.00	\$235.00	2009
	Prefab.est.coat SSC prim. Tooth	\$184.00	\$214.00	2009
	Sedative Filling	\$71.00	\$74.00	2009
	Palliative Treatment	\$58.00	\$60.00	2009
	Ext. Erupted Tooth Prim/Perm	\$72.00	\$89.00	2009
	Extraction Surgical - 100+	\$111.00	\$141.00	2009
	Ext. coranal remnants deciduous	\$52.00	\$62.00	2009
	Alveoplasty extractions p/quad.	\$108.00	\$118.00	2009
	Alveoplasty in conjunction with extraction 1-3 teeth per quadrant	\$104.00	\$118.00	2009
	Alveoplasty not in conjunction with extraction 4 or more tooth spaces per quadrant	\$182.00	\$189.00	2009
	Alveoplasty not in conjunction with extraction 1-3 tooth spaces per quadrant	\$156.00	\$162.00	2009
	Recement Crown NOT cov. by MA	\$55.00	\$57.00	2009
	Study Models	\$50.00	\$53.00	2009
	I & D Minor Surgery	\$168.00	\$186.00	2009
	Occusal Adjustment Limited	\$83.00	\$86.00	2009
	Fractured Tooth Txt.	\$67.00	\$70.00	2009
	Pulp Cap-direct exp. Pulp MED	\$44.00	\$46.00	2009
	Pulp Cap-indirect nearly exposed	\$44.00	\$46.00	2009
	Biopsy Oral Tissue	\$144.00	\$151.00	2009
	Pin Retention/tooth	\$29.00	\$30.00	2009

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	Last Revision
	Band & Loop/Quadrant Impress	No Charge		
	Band & Loop/Quadrant Deliver 209/25	\$230.00	\$264.00	2009
	Fixed Bilateral Impress	No Charge		
	Fixed Bilateral Deliver 419/30	\$463.00	\$482.00	2009
	Root Canal Therapy Anterior	\$416.00	\$433.00	2009
	Root Canal Therapy Bicuspid	\$494.00	\$514.00	2009
	Root Canal Therapy Molar	\$624.00	\$649.00	2009
	Fabrication of Athletic Mouthguard	\$104.00	\$108.00	2009
	Fabrication of Athletic Mouthguard Project			
(flat fee - no sliding scale)	(school-based program)	\$15.00	\$17.00	2009
	Boil & Bite Mouthguards (students with braces)	\$5.00		2007
	Occlusal Guards, By report minimize bruxism \$ 274/95 lab	\$285.00	\$296.00	2009
Personal Health *****	Drainage of Skin Abscess	\$116.00	\$117.00	2009
	Drainage of Skin Abscess	\$198.00	\$200.00	2009
	Drainage of Pilonidal Cyst	\$193.00	\$195.00	2009
	Remove Foreign Body	\$132.00	\$133.00	2009
	Drainage of Hematoma/Fluid	\$145.00	\$147.00	2009
	Puncture Drainage of Lesion	\$94.00		2008
	Debride Infected Skin	\$55.00	\$56.00	2009
	Remove Skin Tags	\$88.00	\$89.00	2009
	Shave Skin Lesion	\$71.00	\$72.00	2009
	Remove Skin Lesion Excision 0.5cm or Less	\$132.00	\$133.00	2009
	Remove Skin Lesion Excision 0.6 - 1.0cm	\$155.00	\$157.00	2009
	Remove Skin Lesion Excision 1.1-2.0cm	\$171.00	\$173.00	2009
	Remove Skin Lesion Excision 2.1-3.0cm	\$193.00	\$195.00	2009
	Remove Skin Lesion Excision 0.5cm or Less	\$132.00	\$133.00	2009
	Remove Skin Lesion Excision 0.6 - 1.0cm	\$160.00	\$162.00	2009
	Remove Skin Lesion Excision 1.1-2.0cm	\$182.00	\$184.00	2009
	Remove Skin Lesion Excision 2.1-3.0cm	\$215.00	\$217.00	2009
	Trim Nail(s)	\$22.00		2007
	Debride Nail 1-5	\$33.00		2008
	Drain Blood from Under Nail	\$55.00	\$56.00	2009
	Norplant (Remove)	\$221.00	\$223.00	2009
	Repair Superficial Wound(s) 2.5cm or less	\$171.00		2008
	Repair Superficial Wound(s) 2.6-7.5cm	\$182.00	\$184.00	2009
	Initial Burn(s) Treatment	\$83.00	\$84.00	2009
	Destroy Benign/Premal Lesion	\$71.00	\$72.00	2009
	Destroy Lesions, 2-14	\$18.00		2008
	Destruct Lesion(s), 1-14	\$108.00	\$109.00	2009

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	Last Revision
	Inject Single Tendon-Ligament-Cyst	\$71.00	\$72.00	2009
	Inject Single Tendon Origin ? Insertion	\$66.00	\$67.00	2009
	Inject Single-Multi Trigger Pts, 1-2 Muscles	\$66.00	\$67.00	2009
	Inject Single-Multi Trigger Pts, 3+ Muscles	\$77.00	\$78.00	2009
	Drain/Inject, Small Joint or Bursa	\$66.00	\$67.00	2009
	Drain/Inject, Intermediate Joint or Bursa	\$71.00	\$72.00	2009
	Drain/Inject, Major Joint or Bursa	\$83.00	\$84.00	2009
	Drain Finger Abscess, Simple	\$325.00	\$329.00	2009
	Apply Finger Splint, Static	\$44.00		2008
	Control Nosebleed	\$122.00	\$123.00	2009
	Lab: Venipuncture	\$18.00		2008
	Capillary Puncture	\$11.00		2007
	Incise External Hemorrhoids	\$182.00	\$184.00	2009
	Diagnostic Anoscopy	\$99.00	\$100.00	2009
	Anoscopy with Tumor-Polyp-Lesion Removal	\$238.00		2008
	Destroy Lesion (Male)	\$149.00	\$151.00	2009
	Incision/Drainage of Vulva or Perineum	\$138.00	\$140.00	2009
	Incision/Drainage of Gland Abscess	\$147.00	\$173.00	2009
	Destroy Lesions (Female)	\$146.00	\$148.00	2009
	Insertion, non-biodegradable drug	\$132.00	\$133.00	2009
	Removal, non-biodegradable drug	\$152.00	\$154.00	2009
	Removal, with reinsertion, non-biodegradable drug	\$231.00	\$234.00	2009
	Diaphragm Fit	\$94.00	\$95.00	2009
	Insert Intrauterine Device (IUD)	\$99.00	\$100.00	2009
	IUD Removal	\$111.00	\$113.00	2009
	Insert IUD	\$94.00	\$100.00	2009
	Fetal Non Stress	\$67.00	\$68.00	2009
	Remove Foreign Body from External Eye	\$66.00	\$67.00	2009
	Remove Foreign Body from Outer Ear Canal	\$138.00	\$140.00	2009
	Remove Ear Wax	\$66.00	\$67.00	2009
	Lipid Panel (Fasting) - UNC Lab	\$18.00		2006
	U/A (W/Micro)	\$28.00		2008
	U/A (Dipstick Only)	\$18.00		2008
	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 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	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	\$28.00		2008
	OGTT (3 HR)	\$50.00		2008
	Glucose (Random)	\$18.00		2008
	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/Transferrin: % 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 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	Last Revision
	RA Factors - Qual (UNC Lab Test)	\$7.00		2006
	RA Factors - Quan (UNC Lab Test)	\$7.00		2006
	PPD	\$14.00		2008
	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	\$18.00		2008
	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	\$18.00		2008
	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	\$127.00	\$128.00	2009
	Admin Fee (1 vaccine)	\$11.00		2007
	Admin Fee (2+ vaccines)	\$11.00		2007
	Hep A - Adult	\$73.00	\$74.00	2009
	Hep A (Ped/Adol)	\$33.00		2008
	Gardasil	\$138.00	\$141.00	2009
	Admin. Influenza Vaccine - Medicare	\$11.00		2008
	Admin. Pneumococcal Vaccine - Medicare	\$11.00		2008
	Adult Medicaid Co-pay	\$3.00		2008
	Preservative free influenza vaccine	\$31.00		2008
	Influenza Split 6-35 mo.	\$14.00		2008
	Influenza Split 3yr and Above	\$26.00		2008
	Influenza Virus Vaccine Live for Intranasal	\$27.00		2008
	Rabies (IM)	\$234.00	\$237.00	2009
	Rabies (ID)	\$210.00	\$212.00	2009
	Adult MMR	\$55.00	\$56.00	2009
	Varicella vaccine	\$88.00	\$89.00	2009
	Zostavax vaccine	\$177.00	\$179.00	2009
	Immunization: Pneumococcal - State	\$36.00		2008
	Meningococcal Vaccine, Subcutaneous/Jet	\$99.00	\$100.00	2009
	Menactra Meningococcal Vaccine	\$99.00	\$101.00	2009
	Immunization: Hep B (20+ yrs)	\$40.00	\$58.00	2009
	Employee Varicella	\$78.00		2008
	Employee Measles (Rubeola) Titer	\$48.00		2008
	Employee Mumps Titer	\$50.00		2008
	Employee Rubella Titer	\$75.00		2008
	Bile Acid Test	\$93.00		2008
	IV Infusion Up to One Hour	\$138.00	\$140.00	2009
	Psychiatric Diagnostic Interview Exam	\$149.00	\$151.00	2009
	Psychiatric Diag Interview Exam, Interactive	\$159.00	\$161.00	2009

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	Last Revision
	Psychother, Indiv, Insight, 20-30 min.	\$64.00	\$65.00	2009
	Psychother, Indiv, Insight, 45-50 min.	\$96.00	\$97.00	2009
	Psychother, Indiv, Insight, 75-80 min.	\$144.00	\$146.00	2009
	Psychother, Indiv, Interac, 20-30 min.	\$69.00	\$70.00	2009
	Psychother, Indiv, Interac, 45-50 min.	\$102.00	\$103.00	2009
	Psychother, Indiv, Interac, 75-80 min.	\$150.00	\$152.00	2009
	Psychotherapy, Family, w/o Patient	\$94.00	\$95.00	2009
	Psychotherapy, Family, (Conjoint) W/Pt Present	\$114.00	\$115.00	2009
	Psychotherapy, Group	\$32.00		2008
	Inifusion Each Additional Hour up to Eight	\$39.00		2008
	Audiometry	\$18.00		2008
	Pure Tone Audiometry, Air	\$22.00		2007
	Electrocardiogram, Complete	\$33.00		2008
	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	\$111.00		2008
	Health & Behavior Intervention	\$28.00		2008
	Medical Nutrition Therapy/Initial 15 min. Unit	\$25.00	\$30.00	2009
	Medical Nutrition Therapy/Re-Assess 15 min. U	\$22.00	\$30.00	2009
	Lab: Handling Fee	\$11.00		2007
	Special Supplies	\$18.00		2008
	Vision	\$11.00		2007
	Induction of Vomiting	\$66.00	\$67.00	2009
	New Office/Outpt Tx Brief E&M	\$83.00	\$84.00	2009
	New Office/Outpt Tx Expanded Prob Focused E	\$127.00	\$128.00	2009
	New Office/Outpt Tx Detailed E&M	\$171.00	\$173.00	2009
	New Office/Outpt Tx Moderate Complex E&M	\$248.00	\$251.00	2009
	New Office/Outpt Tx High Complex E&M	\$314.00	\$317.00	2009
	Estab Office/Outpt Tx Brief E&M	\$44.00		2008
	Estab Office/Outpt Tx Prob Focused E&M	\$77.00	\$78.00	2009
	Estab Office/Outpt Tx Expanded Focused E&M	\$104.00	\$105.00	2009
	Estab Office/Outpt Tx Detailed E&M	\$155.00	\$157.00	2009
	Estab Office/Outpt Tx Comprehensive E&M	\$231.00	\$234.00	2009
	Initial Office Consultation Minor Problem	\$138.00	\$140.00	2009
	Telephone Coord Brief	\$18.00		2008
	Telephone Coord Moderate	\$22.00		2007
	Telephone Coord Lengthy	\$28.00		2008

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	Last Revision
	Preventive/New Pt < 1 yr.	\$104.00	\$105.00	2009
	Preventive/New Pt 1-4 yrs.	\$106.00	\$107.00	2009
	Preventive/New Pt 5-11 yrs.	\$204.00	\$206.00	2009
	Preventive/New Pt 12-17 yrs.	\$226.00	\$228.00	2009
	Preventive/New Pt 18-39 yrs.	\$221.00	\$223.00	2009
	Preventive/New Pt 40-64 yrs.	\$264.00	\$267.00	2009
	Preventive/New Pt 65+ yrs.	\$239.00	\$242.00	2009
	Preventive/Estab Pt < 1 yr.	\$99.00	\$100.00	2009
	Preventive/Estab Pt 1-4 yrs.	\$99.00	\$100.00	2009
	Preventive/Estab Pt 5-11 yrs.	\$165.00	\$167.00	2009
	Preventive/Estab Pt 12-17 yrs.	\$193.00	\$195.00	2009
	Preventive/Estab Pt 18-39 yrs.	\$188.00	\$190.00	2009
	Preventive/Estab Pt 40-64 yrs.	\$210.00	\$212.00	2009
	Preventive/Estab Pt 65+ yrs.	\$210.00	\$212.00	2009
	Home Visit for Postnatal Assmt & F/U Care	\$83.00	\$84.00	2009
	Home Visit for Newborn Care & Assessment	\$83.00	\$84.00	2009
	Newborn EPSDT Screen Home Visit	\$50.00		2008
	Periodic Oral Eval	\$21.00		2008
	Oral Evaluation <3 yrs with counseling	\$50.00	\$51.00	2009
	Comprehensive Oral Eval	\$42.00		2007
	Topical Fluoride Appl	\$21.00		2007
	Oral Hygiene Instruction	\$17.00		2007
	Adm of Influenza Vaccine	\$11.00	\$18.00	2009
	Adm of Pneumococcal Vaccine	\$5.00	\$18.00	2009
	CBRS Individual Professional	\$21.00		2008
	Ampicillin (OMNIP-POLYN-TOTAN) Up to 500mg	\$6.00		2007
	Azithromycin 500mg	\$28.00		2008
	Penicillin G Benzathine/Procaine 1,200,000 Units	\$22.00		2007
	Penicillin G Benzathine up to 600,000 Units	\$18.00	\$24.00	2009
	Penicillin G Benzathine up to 1,200,000 Units	\$28.00	\$41.00	2009
	Penicillin G Benzathine up to 2,400,000 Units	\$55.00	\$56.00	2009
	Ceftriaxone Sodium/Rocephin per 250mg	\$22.00		2007
	Ciprofloxacin, 200mg	\$22.00	\$24.00	2009
	Depo Provera Injection	\$61.00	\$62.00	2009
	Diphenhydramine HCL/Benadryl up to 50mg	\$6.00		2007
	Promethazine mg	\$8.00		
	B-12 Injection	\$6.00		2007
	Normal Saline Solution Infusion 1000cc	\$18.00		2008
	Mirena IUD	\$524.00	\$530.00	2009
	Sports Physical	\$44.00		2008
	Camp Physical	\$44.00		2008
	College Physical	\$44.00		2008
	Childbirth Education	\$28.00		2008

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	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	\$25.00		2008
	Glucose	\$11.00		2007
	Therapeutic prophylactic/diagnosic injection	\$23.00		2007
	ANA (anti-nuclear antibody) titer (UNC Rate)	\$16.00		2006
	Confirmation, if ANA+ (UNC Rate)	\$15.00		2006
	Paracervical Block	\$174.00	\$176.00	2009
	Lipase (UNC Rate)	\$9.00		2006
	Fecal occult blood, single spec.	\$10.00		2007
	oral eval <3 yrs with counseling	\$48.00		2007
	Topical fluoride varnish	\$21.00		2008
	Remove foreign body intranasal	\$241.00	\$244.00	2009
	Dsg and/or debridement, small	\$96.00	\$97.00	2009
	Insertion of non-dwelling bladder cath	\$93.00	\$94.00	2009
	Paring of corn/callus (1 lesion)	\$46.00		2008
	Chem. Caut of granulation tissue	\$78.00	\$79.00	2009
	IV fluid/infusion therapy, up to 1 hr	\$72.00	\$73.00	2009
	IV infusion, each additional hour	\$23.00		2008
	Luteinizing Hormone *UNC rate	\$25.00		2007
	Varicella Immune Status Test *UNC rate	\$17.00		2007
	Paragard IUD	\$430.00	\$435.00	2009
	Nuvaring	\$56.00	\$57.00	2009
	Implanon	\$765.00	\$773.00	2009
	Oral Contraceptive Pills	\$7.00		2008
	Immunization Adm. (1 vaccine)	\$11.00	\$18.00	2009
	Immunization Adm. - Intranasal/Oral	\$11.00	\$12.00	2009
	Immunization Adm. - Intranasal/Oral Additional	n/a	\$9.00	2009
	Tissue Biopsy-Level III Tech (UNC Lab)	\$41.00		2008
	Tissue Biopsy-Level III Prof (UNC Lab)	\$8.00		2008
	Tissue Biopsy-Level IV Tech (UNC Lab)	\$54.00		2008
	Tissue Biopsy-Level IV Prof (UNC Lab)	\$30.00		2008
	Tissue Biopsy-Special Stain/Microorg Tech (UNC Lab)	\$54.00		2008
	Tissue Biopsy-Special Stain/Microorg Prof (UNC Lab)	\$21.00		2008
	Tissue Biopsy-Special Stain Tech (UNC Lab)	\$48.00		2008
	Tissue Biopsy-Special Stain Prof (UNC Lab)	\$9.00		2008
	Tissue Biopsy-IHC Stain Tech (UNC Lab)	\$45.00		2008

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Approved Fee Schedule

Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	Last Revision
	Tissue Biopsy-IHC Stain Prof (UNC Lab)	\$34.00		2008
	PSA Screen (UNC Lab)	\$25.00		2008
	PSA Diagnostic (UNC Lab)	\$25.00		2008
	Culture, Fungal Dermatology Screen (UNC Lab)	\$10.00		2008
	RSV (Respiratory Syncytial Virus) Antigen Screen (UNC Lab)	\$16.00		2008
	Biopsy of Skin (Single Lesion)	\$93.00		2008
	Biopsy of Skin (Each additional Lesion)	\$31.00		2008
	Lesion Diameter 0.6-1.0 cm	\$85.00	\$86.00	2009
	Lesion Diameter 1.1-2.0 cm	\$103.00	\$104.00	2009
	Lesion Diameter >2.0 cm	\$123.00	\$124.00	2009
	Shaving of Skin Lesion - scalp, neck, hands, feet, genitalia	\$66.00	\$67.00	2009
	Lesion Diameter 0.6-1.0 cm	\$91.00	\$92.00	2009
	Lesion Diameter 1.1-2.0 cm	\$106.00	\$107.00	2009
	Lesion Diameter >2.0 cm	\$124.00	\$125.00	2009
	Shaving of Skin Lesion - face, ears, nose, lips, mucous membrane	\$80.00	\$81.00	2009
	Lesion Diameter 0.6-1.0 cm	\$99.00	\$100.00	2009
	Lesion Diameter 1.1-2.0 cm	\$115.00	\$116.00	2009
	Lesion Diameter >2.0 cm	\$142.00	\$144.00	2009
	Inactivated Polio Vaccine (IPV)	\$31.00		2008
	Glucose Tolerance Test	\$10.00		2008
	OGTT (3 hr)	\$50.00	\$51.00	2009
	Prolactin (UNC Lab)	n/a	\$27.00	2009
	Prothrombin Time (UNC Lab)	n/a	\$5.00	2009
	Hep C Antibody (UNC Lab)	na	\$20.00	2009
	Prevnar (PCV7 -Pneumococcal Vaccine)	n/a	\$116.00	2009
	Rotateq (Rotavirus Vaccine)	n/a	\$99.00	2009
	OAE (Limited)	n/a	\$41.00	2009
	Pap, thin prep, (State Lab Rate)	n/a	\$12.00	2009
Miscellaneous				
	Massage License			
	Practitioner License	\$50.00		1996
	Practitioner/Owner License	\$75.00		1996
School Capital				
Impact Fees	Orange County School District	\$3,000 Per Single Family Detached Dwelling; \$930 Per Single Family Attached/Multi-Family Dwelling; \$1,428 Per Manufactured Home		Jan. 1, 2009 thru Dec. 31, 2009
		\$3,749 Per Single Family Detached Dwelling; \$1,162 Per Single Family Attached/Multi-Family Dwelling; \$1,785 Per Manufactured Home		Jan. 1, 2010 thru Dec. 31, 2010
	Chapel Hill-Carrboro City School District	\$6,092 Per Single Family Detached Dwelling; \$3,525 Single Family Attached Dwelling; \$686 Per Multi-Family Dwelling; \$2,634 Per Manufactured Home		Jan. 1, 2009 thru Dec. 31, 2009

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	Last Revision
		\$7,616 Per Single Family Detached Dwelling; \$4,406 Single Family Attached Dwelling; \$858 Per Multi-Family Dwelling; \$3,293 Per Manufactured Home		Jan. 1, 2010 thru Dec. 31, 2010
Social Services				
	Adoption Intermediary Fee	\$300.00		2008

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Orange County Approved Fee Schedule - FY 2009-10

Department/Program	Description	Current Fee	Approved Fee Change for FY 2009-10 ⁽¹⁾	Last Revision
Solid Waste - Enterprise Fund				
<i>Landfill and Recycling</i>				
	*****Waste Reduction, Reuse, and Recycling Fee			
	Basic Fee	\$37.00		2007
	Urban Curbside (added to Basic Fee) ⁽²⁾	\$44.00 + \$37.00 = \$81.00	\$52.00 + \$37.00 = \$89.00	2009
	Rural Curbside (added to Basic Fee) ⁽²⁾	\$26.00 + \$37.00 = \$63.00	\$38.00 + \$37.00 = \$75.00	2009
	Multifamily (added to Basic Fee)	\$19.00 + \$37.00 = \$56.00		2007
	*****Mixed Waste ⁽¹⁾	\$49.00/ton	\$50.00/ton	2009
	*****Construction & Demo ⁽¹⁾	\$43.00/ton	\$44.00/ton	2009
	Clean Wood/Vegetative Waste ⁽¹⁾	\$15.00/ton	\$18.00/ton	2009
	Clean Wood (non tonnage fee) ⁽¹⁾	\$7.00/load for pick-up or trailer	minimum \$8.00/load for pick-up or trailer	2009
	MSW/C&D (non tonnage fee) ⁽¹⁾	\$20.00/load for pick-up or trailer; \$5.00/car	\$22.00/load for pick-up or small trailer	2009
	Mulch Out ⁽¹⁾	\$20.00/scoop	\$22.00/scoop	2009
	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	8% of Applicable Building Permit Fees		2008
Solid Waste - General Fund				
<i>Sanitation - School Refuse Collection ⁽³⁾</i>				
	6 cubic yard container/scheduled pick-up	\$24.00	\$26.00	2009
	8 cubic yard container/scheduled pick-up	\$26.00	\$28.00	2009
	Non-scheduled pick-up	\$30.00	\$35.00	2009
<i>Visitors Bureau</i>				
	Occupancy Tax Rate	3% of gross receipts derived from rental of accommodations in the County		2008
*Charged to those living outside of Orange County who surrender an animal to the Orange County Animal Shelter.				
**Charged to adopters electing to have microchip services.				
*** The Board of County Commissioners approved a four year rate schedule for Efland Sewer on June 2, 2009. Implementation of the first year (FY 2009-10) fee changes are effective July 1, 2009.				
**** The Change in the fee structure is reflective of the need to make charges equitable.				
***** UNC and State Lab Fees in BOLD are established by reference lab - not increased by OCHD				
***** 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 required 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. The County retains none of these fees.				

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Orange County Approved Fee Schedule - FY 2009-10

Notes about Increases:

(1) The MSW and C&D rate has not been raised since 07-08 FY year. There has been significant increase in equipment cost relating to increased fuel cost, maintenance and repair cost, and personnel cost. Also a larger piece of equipment is currently being utilized in the MSW area specifically designed to increase compaction thus increasing operational cost significantly. Vegetative Waste and Clean Wood waste tip fee has not increased since 2002-2003 FY. Increased handling, processing of materials into saleable items, repairs and maintenance of equipment, and increased personnel cost contribute to fee increase request.

Fees for Mulch Out have not increased since 06-07 FY. Continued operational cost increases due to aging equipment, personnel cost, fuel cost, site upkeep, etc. necessitates additional price increase. Increase is less than \$1 per cubic yard.

(2) Orange County's 3-R Fee is a four-tiered fee, including the Basic Fee, Multifamily Fee, Rural Curbside Fee, and Urban Curbside Fee. The Basic (B) Fee is assessed to all improved properties in Orange County, and this fee funds universal recycling services available to all residents throughout the County. The Multifamily (M) Fee is assessed to all units eligible to receive multifamily-style recycling service from cart sites. The Rural Curbside (R) Fee is assessed to all units in the unincorporated areas of the County that are eligible to receive biweekly rural curbside recycling collection. The Urban Curbside (U) Fee is assessed to all residential units inside the corporate limits of Carrboro, Chapel Hill, and Hillsborough who are eligible to receive weekly urban curbside recycling collection.

The M, R, and U Fees are intended to fully fund the associated collection programs. During Fiscal Year 0809 the Rural and Urban Curbside programs underwent a significant expansion to include the collection of corrugated cardboard at the curb. The addition of corrugated cardboard to these collection programs addressed a long sought citizen demand for this service and has resulted in the increased collection of recyclable materials and has also enabled the Orange County Landfill to ban disposal of corrugated cardboard effective March 1, 2009. However, as projected, the addition of this service has also increased the operating costs for these two programs and has also decreased the value of the materials collected as increased labor is needed to sort the paper and prepare it for recycling markets. The necessity to raise the U and R fees for Fiscal 2009/10 was discussed during the Fiscal 2008/09 budget deliberations.

Rural Fee (R) Fee: At the present rate of \$26/unit/year the Rural Curbside Program is under-funded and will operate at an \$186,571 deficit. An R Fee increase of \$12 per unit is projected to generate an additional \$157,546 of revenue and will reduce the deficit to an amount that is within the market fluctuations associated with the revenue generated by the sale of materials collected by this program.

Urban Curbside (U) Fee: At the present rate of \$44/unit/year the Urban Curbside Program is under-funded and will operate at a \$155,586 deficit. A U Fee increase of \$8 per unit is projected to generate an additional \$140,820 in revenue and will reduce deficit to an amount less than \$1/unit per year.

If the U and R Fee increases are approved, for FY 0910 the Rural Curbside Program is still projected to operate with a deficit of \$29,025 and the Urban Curbside Program is projected to operate with a deficit of \$14,766. Any operating deficit experienced by the Recycling Division is made up by a subsidy from the Solid Waste Enterprise General Fund.

(3) School refuse collection fees are not included in the formal fee schedule, but the board must set the rate. Fuel prices have increased substantially over the years and continue to fluctuate but with an upward trend. Landfill fees for the waste collected have also increased and are proposed to increase in FY 2009-10.

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Glossary

Ad Valorem Tax - A tax levied in proportion to the value of a property.

Allocate - To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes.

Annual Budget - A budget covering a single fiscal year.

Appropriation - The amount budgeted on a yearly basis to cover projected expenditures which the Board of Commissioners legally authorizes through the Budget Ordinance.

Approved Budget - The budget as formally adopted by the Board of County Commissioners for the upcoming fiscal year.

Assessed Valuation - The estimated dollar value placed upon real and personal property by the County Assessor as the basis for levying property taxes. The General Assembly exempted household personal property from taxation effective July 1, 1987.

Authorized Bonds - Bonds which have been legally authorized but may or may not be sold.

Balanced Budget - Occurs when planned expenditures anticipated revenues. In North Carolina, it is required that the budget submitted to the Board of County Commissioners be balanced.

Board of County Commissioners - Seven-member Board elected at large by the voters of the County for four-year terms.

Bond - A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

Bond Rating - A grade indicating a governmental unit's investment qualities. Generally speaking, the higher the bond rating the more favorable the interest rate and the lower the cost of financing capital projects funded by bonds. A high rating is indicative of the Government's strong financial position. Ratings range from AAA (highest) to D (lowest).

Bonds Issued - Bonds that are sold.

Budget - A financial plan for a specified period of time that matches all planned revenues and expenditures with various County services.

Budget Message - A written overview of the proposed budget from the County Manager to the Board of Commissioners. This overview discusses the major budget items of the Manager's recommended budget.

Glossary - continued

Capital Investment Plan - A long term plan of proposed capital improvement projects, which includes estimated project cost and funding sources, which the County expects to undertake within a five-year period. The plan is updated annually to reassess capital needs.

Capital Outlay - An expenditure which results in the acquisition of or addition to a fixed asset.

Capital Project - A project expected to have a useful life greater than 10 years and an estimated cost of \$30,000 or more. Capital projects include the construction, purchase or major renovation of buildings, utility systems, parks, or other physical structures or property; purchase of land; and purchase of large equipment.

Capital Project Fund - A fund used to account for the acquisition or construction of major capital facilities and equipment.

Category - Expenditure budgets are presented in one of three categories: Personnel Services, Operations and Capital Outlay.

Community Development Fund - A fund used to account for block grant monies received from the federal government under the Title I of the Housing and Community Development Act.

Contingency - Appropriation intended for unanticipated expenditures. Transfer of these funds into an expendable account is controlled by the Board of County Commissioners.

Current Expense - Local funds used to supplement the State's minimum level of support for operating the Schools. By State law, local governments appropriate these funds on a per pupil basis.

Debt Service - Principal, interest and administrative costs associated with the repayment of long-term debt.

Delinquent Taxes - Taxes that remain unpaid after the due date on which a penalty for nonpayment is occurred.

Department - A major administrative division of the county that has overall management responsibility for an operation within a functional area.

District Tax - Taxes paid by those owning property in a special district of the County.

Effective Tax Rate - Current tax rate multiplied by the sales assessment ratio. The effective tax rate is useful in comparing the tax rate of counties across the state since it adjusts for differing years of revaluation of real property across the state.

Glossary - continued

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

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 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

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 is taxable.

Reappraisal - The process of re-valuing a jurisdiction's real property in order to adjust the tax value to the market value. According to North Carolina law, a revaluation must be conducted at a minimum of every eight years. Property was recently re-valued as of January 1, 2009.

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 - A 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

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.